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Factors Influencing Turnover Intentions among Employees of Five-Star Hotels in Aqaba

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ARTICLE INFO	ABSTRACT
	Introduction: This study examines the factors that impact employee turnover intentions in Aqaba's five-star hotels. Those factors include job stress, family responsibilities, geographic distance, and job satisfaction that was examined as the mediating variable. **Objectives**: The current study attempts to explore the factors that affect employees' turnover in Aqaba luxury hotels, taking into account the mediating role of job satisfaction. **Methods**: The study relied on the quantitative methodology. Data, collected from 339 hotel employees, revealed a statistically significant and positive relationship between turnover intentions and those stressors. Geographic distance stands as the most influential factor, followed by job stress, and family circumstances. Conversely, job satisfaction has negatively correlated with turnover intentions, acting as a partial mediator. **Results**: The findings call for immediate action that necessitates finding out organizational strategies in order to address workplace stress, work-life responsibilities, and commuting challenges. Recommendations suggest implementing stress-reduction activities, promoting flexible work environment, and enhancing job satisfaction through supportive leadership and recognition programs. By addressing these challenges, hotels can increase employee retention, work stability, and sustainability in the competitive hospitality sector. **Conclusions**: This research extends the theoretical framework and offers practical insights for improving workforce sustainability in culturally specific settings. **Keywords:** Employee Turnover, Job Satisfaction, Job Stress, Family Circumstances, Geographic Distance, Hospitality Industry.

INTRODUCTION

Tourism is a highly dynamic and influential worldwide economic industry, playing a crucial role in sustainable development and economic progress. The World Tourism Organization (2023) announced that foreign arrivals exceeded 235 million in the first quarter of 2023, more than double the data from the same period in 2022. This significant increase highlights the sector's rebound after the hardships of the COVID-19 pandemic, emphasizing its essential role in stimulating global economic activity through income generation, job creation, and facilitating infrastructure construction.

Historically, tourism investment was undervalued, with merely 1.99% of total investments designated for the sector from 1981 and 1985 (Zomor & Barham, 1985). However, recent years have witnessed increased efforts to enhance this vital industry. According to the Central Bank of Jordan (2023), tourism revenues increased by 88.4% in the first quarter of 2023, compared to the same time in 2022, demonstrating the country's dedication to developing its tourism industry. Aqaba, Jordan's sole seaport and a leading tourist destination, is a vital factor in this industry. Aqaba's designation as part of the "Golden Tourism Triangle," in conjunction with Petra and Wadi Rum, its 4,000-year history, and its many attractions—such as Aqaba Castle and Ayla Oasis—establish it as a crucial component in the national tourist strategy.

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Accommodation establishments, particularly five-star hotels, are integral to creating exceptional tourism experiences by attempting to exceed visitor expectations. Data from the Jordanian Ministry of Tourism and Antiquities (2022) indicate that Jordan maintains 42 five-star hotels, nine of which are located in Aqaba. The success of these facilities, however, is based on their human resources, which constitute the foundation of hotel operations. Employees in the hospitality sector encounter many problems that affect their employment stability, including geographic distance, familial duties, and job stress. These obstacles tremendously increase the risk of employee turnover, affecting the sustainability of tourism and the quality of services provided (Femenías, Perramon, et al., 2015).

Job turnover is a worrying challenge for tourism and hotel establishments, which negatively affects the sustainability of human resources pace of work. This challenge is notable for the hotel sector in Aqaba that witness a high rate of turnover compared to the other three hotel areas in Jordan (Amman, Petra, and the Dead Sea). Beside this fact, a journalistic investigation by the Jordanian newspaper Al-Ghad revealed that 1,600 employees in 2022 left their jobs in hotels, which put the hotels' human resources departments under pressure to search for alternatives. This situation was repeated, albeit at lower rates, in previous years due to various circumstances that negatively affected the flow of tourism and excessive seasonality. According to Abdien (2019), the notable job turnover in Aqab hotel sector mainly relates to the work atmosphere, geographical distance, and family concerns.

Thus, the current study attempts to explore the factors that affect employees' turnover in Aqaba luxury hotels, taking into account the mediating role of job satisfaction. This exploration is based on an in-depth review of the literature and specific conditions of the study area that some of them arise in the Al-Ghad newspaper investigation.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human resources are the cornerstone of a hotel's success, playing a vital role in guaranteeing operational excellence. In five-star hotels, employees are pivotal to achieving institutional objectives by boosting efficiency, fostering commitment, and delivering outstanding guest experiences. The hospitality sector, characterized by its labor-intensive nature and reliance on human resources, demands a sustainable approach to success through the effective management of its personnel (Haldorai et al., 2019; Michael, Reisinger, & Hayes, 2019). To this end, human resource departments are entrusted with the dual tasks of meeting visitor expectations and cultivating a high-performing workforce. Substantial attention is given to retaining talent and enhancing employees' core competencies, as these efforts directly contribute to superior service quality and organizational competitiveness.

Despite the emphasis on employee development and retention, staff in the hospitality sector encounter many obstacles that impede their performance and long-term stability. When these challenges persist, they can weaken employees' coping skills and resilience, which lowers engagement and job satisfaction (Hunter & Thatcher, 2007). Job satisfaction, a major driver of organizational success, represents the bedrock upon which hotel total performance is based (Cheung, Kong, et al., 2014). The relationship between job satisfaction and external constraints emphasizes the necessity for robust human resource strategies that meet the various issues of keeping a qualified staff in an industry that is both highly competitive and service-oriented.

1.2 Factors Influencing Job Turnover in Hotels

1.2.1 Job Stress

Job stress is well recognized as a significant determinant of turnover intentions within the hospitality sector. A direct and proportional relationship exists between job stress and employee turnover: the more stressed-out employees are, the more likely they are to consider quitting. Excessive job stress is manifest in meeting deadlines, declining job satisfaction, and poor performance, and they all lead to higher turnover rates (Polat & Meydan, 2010; Fong & Mahfar, 2013).

The idea of workplace stress has changed greatly since its early conceptualization in the 1920s and its refining by Selye (1956), who described it as a physiological response to perceived risks in the work environment. Stress disrupts employees' internal and external equilibrium, weakening their capacity to balance professional and personal commitments (Selye, 1976). Beehr (1995) posited that workplace stress depletes mental and physical energy,

adversely affecting employees' attitudes and productivity. These findings align with Krohne (2002), who identified the negative impacts of biological and psychological stressors on performance and workplace attitudes.

Due to the operational requirements of the hotel sector, some upsetting challenges of the human resources management arise. For example, employees in luxury hotels usually work under high pressure to deliver the high standard of service quality. This pressure creates job stress, unhappiness, physical exhaustion, and therefore a high rate of job turnover. Dealing with such managerial issues are crucial to maintain the business sustainability in a highly competitive sector.

1.2.2 Family Circumstances

Work in the tourism sector in general, and the hotel sector in particular, is characterized by instability in regular working hours, which often causes a problem related to the family responsibilities of the workers. This characteristic can negatively affect the performance of employees, organizational commitment and job stability (Greenhaus & Beutell, 1985; Frone et al., 1997). Despite the attempts of hotel managements to create an atmosphere of job satisfaction, the conflict between work and family can significantly reduce job satisfaction and thus negatively impact the employee's intention to continue in this job (Greenhaus & Beutell, 1985; Frone et al., 1997).

In the case of Jordan, the conflict between complex work conditions and family responsibilities may be particularly evident given that Jordanian society is characterized by special cultural norms with strong family ties. Although this characteristic is positive from a social perspective, it constitutes an obstacle to job stability in the tourism and hotel sector. This context was referred to by Yuliana & Yuniasanti (2013), who discussed the negative psychological state of employees who declare their struggle to achieve a balance between the nature of their work and their family obligations. This challenge calls for the need to create measures from human resources departments such as flexible work schedules and taking into account demographic differences among employees in order to enhance employee retention.

1.2.3 Geographic Distance

Work in the tourism and hotel sector is often characterized by the distance between the workplace and the original place of residence. This factor has a negative impact on the psychological and physical state of the employee, which in turn increases the decline in performance and the possibility of intention to leave the job (Hobart, 1979). This factor also has other negative consequences in terms of additional costs related to transportation and time wasted in traveling long distances, especially with the weakness of the infrastructure for transportation, in addition to the limited participation in social and family events (Gatrell, 1983; Watts, 2004). In fact, this geographical factor may have a greater impact on employees in societies characterized by high place and community attachment, and this is what applies to the case of Jordan. Such findings underscore the significance of organizational efforts alleviate transportation-related constraints, including flexible work schedules, on-site lodging, and transportation subsidies, as vital tactics to raise employee satisfaction and retention.

1.2.4 Gap Analysis and Relevance

In order to comprehensively examine turnover intentions with the hotel industry, this study bases its hypotheses on these crucial factors, family circumstances and geographic distance, as well as other variables. By providing actionable insights into mitigating employee turnover in high-demand settings like five-star hotels. The findings aim to bridge the existing knowledge gap. The proposed interventions will offer practical solutions to enhance organizational sustainability and employee well-being, ensuring the long-term success of hospitality businesses.

1.2.5 Job Stress and Turnover Intention

As it is persistently identified as a major driver of turnover intention, job stress is the central focus of this study. According to the Conservation of Resources (COR) theory, constant stress depletes personal resources, leading to discontentment and, ultimately, employee turnover (Nguyen et al., 2023). In spite of the inextricable connection between stress and turnover intention, most research, including that by Nguyen et al. (2023), has not empirically studied the relationship between job stress and other institutional variables, particularly job satisfaction. Addressing this gap, the present study proposes that job stress is positively associated with turnover intentions. By concentrating

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on five-star hotels in Aqaba, this research offers functional insights into the relationship between work stress and turnover, contributing to having a broader understanding of workforce challenges in the hospitality sector. Based on this review, the following hypothesis is proposed:

 H1: Job stress positively and significantly affects turnover intention among five-star hotel employees in Aqaba.

1.2.6 Family Circumstances and Turnover Intention

Family duties, often treated as a secondary stressor in turnover prediction models, are another significant factor impacting employee retention. Studies, such as those by Frone et al. (1997), Greenhaus, and Beutell (1985), underscore the negative effects of work-family conflict on job satisfaction. However, little attention has been given to the relationship between workplace dynamics and familial responsibilities. In Jordan, this dynamic is particularly taken into consideration because cultural norms strongly emphasize familial ties. The current study proposes a positive connection between family obligations and turnover intention. This perspective highlights the socio-cultural intricacies of Jordan's hospitality industry. It also provides actionable suggestions for hotels that seek to reduce work-family conflicts. Accordingly, the following hypothesis is proposed:

H2: Family circumstances positively and significantly affect turnover intention among five-star hotel employees in Aqaba.

1.2.7 Geographic Distance and Turnover Intention

While geographic distance is occasionally acknowledged in turnover research, it is rarely recognized as a critical variable. Studies such as that of Ripley (1924) and Nguyen et al. (2023) briefly referred to geographical challenges but failed to explore their implications comprehensively. This geographic distance concern is particularly dominant in Aqaba, where socioeconomic conditions make commuting more difficult. The current study postulates that geographic distance is positively connected with turnover intentions (H3). This research sheds light on a secondary but important factor in the vital hospitality sector. It examines how long commutes and relocations can influence employees' satisfaction and retention in five-star hotels. Accordingly, the following hypothesis is proposed:

H3: Geographic distance positively and significantly affects turnover intention among five-star hotel employees in Aqaba.

1.2.8 Job Satisfaction and Turnover Intention; a Mediating Role

Although job satisfaction is widely regarded as a crucial factor in turnover models, its interplay with other elements, such as stress, family responsibilities, and geographic distance, has not been thoroughly analyzed. Previous studies suggest that job satisfaction may reduce or mediate these relationships. For instance, Rizwan et al. (2014) and Nguyen et al. (2023) examine the effect of job satisfaction on employees' turnover intention revealing a significant causal relationship. Other studies have undertaken the relationship between job satisfaction and turnover intention in terms of Affect Theory (Oluwole, 2020), payment satisfaction (Chepkwony & Oloko, 2014), promotional opportunities (Shields & Ward, 2001), territoriality and psychological ownership (Lu, et al, 2017), and workplace environment (Chandrasekar, 2011). However, a few studies have undertaken the overall satisfaction as a mediator between a set of influential factors and job turnover such as (Magableh et al, 2023).

To fill this gap, the current study examines the meditating effect of job satisfaction on the relationships between the three factors (job stress, family circumstances, geographical distance) and turnover intention. Accordingly, the following hypotheses are proposed:

H4: Job satisfaction positively and significantly affects turnover intention among five-star hotel employees in Aqaba.

H5: Job satisfaction mediates the relationship between job stress and turnover intention.

H6: Job satisfaction mediates the relationship between family circumstances and turnover intention.

H7: Job satisfaction mediates the relationship between geographic distance and turnover intention.

Figures 1: Stady Model: Factors influencing Turnover intentions.
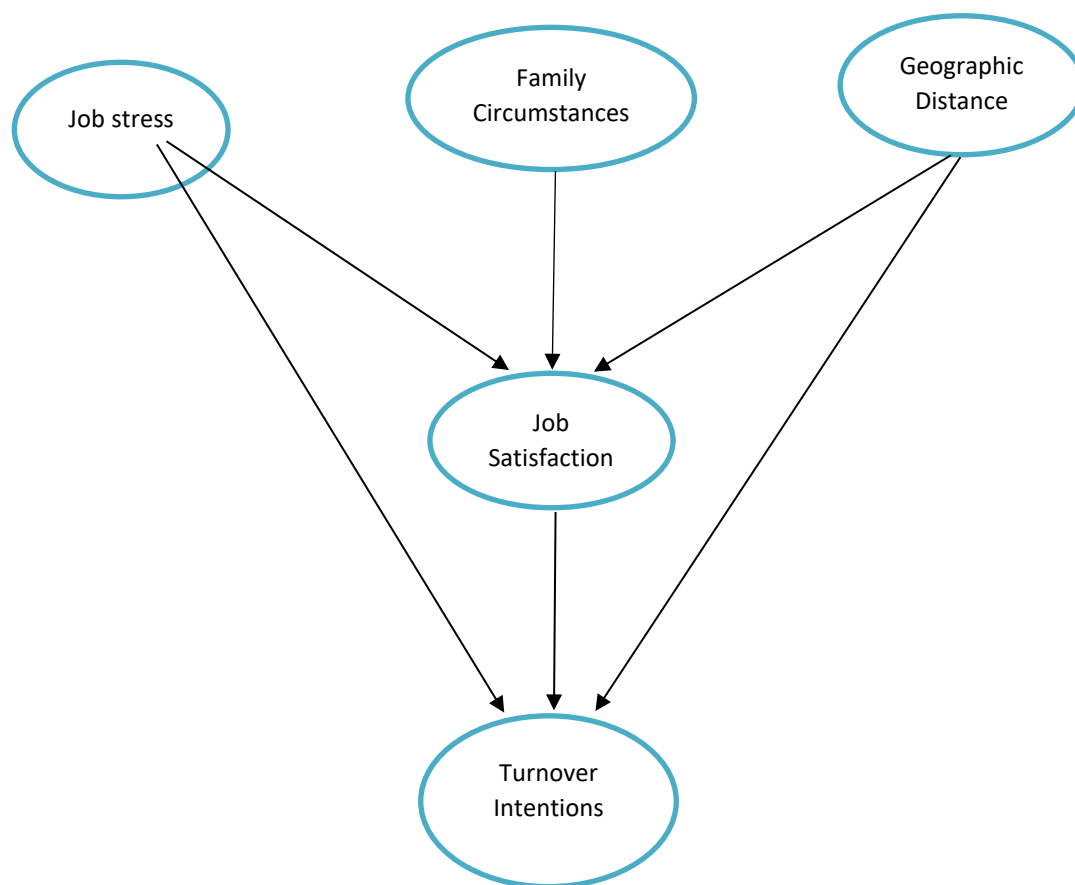
METHODS

2.1 Research Approach and Study Design

This study uses quantitative approach in order to examine the causal relationships between the following key variables: job stress, family ties, geographic distance, job satisfaction, and turnover intentions. A quantitative methodology particularly suits this research progress as it follows a systematic collection and analysis of statistical data, providing insights into resolving of the problem of employee turnover in five-star hotels. The study's focus on the patterns that characterize the turnover causes necessitates this method.

The study questionnaire was developed based on metrics of previous studies and the specific context of Aqaba five-star hotels. To ensure the validity, reliability and clarity of the questionnaire items, a pilot study was conducted through 30 participants. A descriptive question was included into the 30 questionnaires asking the respondents to write their notes about the questionnaire formulation and clarity. In addition, four academics in the field of human resources and hospitality management have checked the suitability of the questionnaire items. Based on their feedback, some amendments were made regarding the verbs used and repeat statements. The questionnaire was divided into six sections: demographic factors, job stress, distance to work place, job satisfaction, and intention to quit. A five-point Likert scale was adopted to analyze the data, where the scores were as follows: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. A computed interval of 1.33 was employed to determine the interpretive level into low, medium, and high.

2.2 Sampling and Data Collection

The current study undertakes factors influencing five-star hotels' employees in Aqaba; a vital hub for tourism sector in Jordan. It adopts a sample size of 339 participants, applying Yamane's (1967) technique in order to ensure a 95% confidence level and a 5% margin of error. This strategy guarantees accurate proportions across the nine hotels,

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representing a diverse range of employee experiences and feedback. Over two months and nine days, from April 3, 2023, to June 10, 2023, data was collected electronically to respond to logistical concerns such as the employees' working shifts or working in remote places. The strategy of digital survey distribution made accessibility and response rates better, ensuring adequate participation for comprehensive statistical analysis.

Ethical commitments were paramount in the study's design. Participants were informed of the study aims, their rights, and the confidentiality of their responses. Their informed consents were secured before they participated in the survey. All data were anonymized to ensure privacy. These measures conformed to the international research ethics standards, guaranteeing the study's legitimacy and credibility.

2.3 Validity, Reliability, and Data Analysis

To verify its validity, the survey instrument was put through rigorous testing. Pearson correlation coefficients were used to assess this validity between individual items and their corresponding scales. Overall, significant correlations among all variables were revealed. They scored 0.46 to 0.88 for family circumstances, 0.59 to 0.77 for job stress, 0.76 to 0.94 for job satisfaction, 0.57 to 0.88 for geographic distance, and 0.59 to 0.85 for turnover intentions. Also, the internal consistency was calculated using Cronbach's alpha test. The results show that all the variables were reliable scoring over the cutoff of 0.70. For the hypotheses test, including the relationships between the study variables and the mediating role of job satisfaction, multiple regression, correlation analysis, and structural equation modeling were used.

RESULTS

3.1 Demographics

Analyzing the demographic factor indicated a varied respondent profile according to gender, age, marital status, education, and work experience. The majority of respondents were male, and this imbalance reflects the gender distribution in the hospitality sector. Most participants were between the ages of 29–39. Nearly half of them had bachelor's degrees, which means that the hotel business relies on a relatively educated workforce. Geographically, respondents were from different Jordanian cities, with Amman and Irbid being the most common, highlighting the regional diversity of employees working in Aqaba.

3.2 Descriptive Statistics of Study Variables

3.2.1 Job Stress

As shown in Table 1, the findings affirm moderate levels of job stress among employees. The participants frequently reported pressure from their supervisors to improve the quality of their work. This result suggests that stress is significant. However, its intensity varies, and certain aspects of workplace pressure may make it worse.

Table 1: Descriptive analysis of Job stress

Rank	Number	Item	Arithmetic mean	Standard deviation
1	6	The managers exert great stress on the workers to improve the quality of work in the hotel	3.61	1.285
2	5	There is a noticeable increase in the workload within the department I work in	3.60	1.277
3	7	I suffer from frequent noise within the work area in the hotel	3.58	1.293
4	2	I am assigned several tasks within the workplace by more than one manager	3.54	1.317
5	3	There is not enough time to get some rest during working hours	3.51	1.322
6	1	I suffer from work pressure in the hotel frequently	3.48	1.331
7	4	The job duties required to be performed are more than my capacity	3.48	1.299

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		Work Stress	3.54	1.022

3.2.2 Family Circumstances

As shown in Table 2, the analysis of family responsibilities rated them at moderate level too. Employees underscore challenges in balancing their work duties with their family obligations. These challenges would limit their social and familial participation to a large extent. This paralyzing impact shows the prevalence of work-family conflict in the hospitality business, particularly for those employees working long or irregular hours.

Table 2: Descriptive analysis of family circumstances

Rank	Number	Paragraphs	Arithmetic mean	Standard deviation
1	14	The nature of my work in the hotel limits my social participation with my family	3.47	1.299
2	12	There is a conflict with my family due to the family needs that I cannot meet due to work	3.41	1.255
3	13	The nature of my work causes me to be absent from my family for long periods	3.37	1.274
4	11	The management coordinates the work schedule without taking into account my family circumstances	3.28	1.238
5	10	I am worried about the low level of communication with my family while I work in the hotel	3.27	1.226
6	15	The management fails to provide sufficient facilities to achieve integration between family circumstances and work in the hotel	3.25	1.314
7	8	In general, I cannot balance work life and family life	3.08	1.260
8	9	I share my work life with my family and friends and tell them what is happening to me while working in the hotel	2.84	1.251
		Family circumstances	3.25	.886

3.2.3 Geographic Distance

As shown in Table 3, geographic distance impact is tested and seen as a moderate but crucial factor affecting turnover intentions. Employees reported that commuting or relocating for work threatened their job stability and social activities, reflecting the practical and emotional concerns of geographic challenges.

Table 3: Descriptive analysis of geographic distance

Rank	Number	Paragraphs	Arithmetic mean	Standard deviation
1	20	The long distance between my workplace and my original residence causes job instability	3.46	1.218
2	17	The long distance between my workplace and my original residence causes me to miss out on my family duties	3.44	1.215

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3	16	I cannot participate in others' social events because my work in the hotel is far from my original residence	3.36	1.260
4	18	The hotel management does not provide transportation allowance for the worker who lives far from his workplace	3.35	1.218
5	19	I suffer from a depressing family life because my work in the hotel is far from my original residence	3.33	1.249
		The distance from the workplace	3.39	.905

3.2.4 Job Satisfaction

As shown in Table 4, job satisfaction was moderately rated. Employee dissatisfaction is largely centered around the work environment. Though satisfaction levels were not very low, they showed that there is still room for improvement, especially in workplace culture and employee support.

Table 4: Descriptive analysis of job satisfaction

Rank	Number	Paragraphs	Arithmetic mean	Standard deviation
1	23	I am not satisfied with the work environment in this hotel	3.26	1.369
2	24	I am not happy with my relationship with the hotel management	3.14	1.376
3	22	My current job has not developed my professional skills and abilities	3.09	1.411
4	21	I am not happy working in this hotel	2.90	1.382
		Job Satisfaction	3.10	1.170

3.2.5 Turnover Intentions

As shown in Table 5, the analysis also showed that turnover intentions were also moderately rated. The majority of participants are constantly seeking other job opportunities. This finding demonstrates the underlying instability in the workforce, caused by dissatisfaction with current job conditions and external pressures.

Table 5: Descriptive analysis of turnover intention

Rank	Number	Paragraphs	Arithmetic mean	Standard deviation
1	28	I am always looking for other job opportunities	3.55	1.331
2	27	I intend to leave my job when any job opportunity becomes available in another field	3.42	1.376
3	26	I tend to intend to leave my job at the hotel if I get a better job offer from another hotel	3.26	1.388
4	25	I want to leave my job at the hotel immediately	2.55	1.276
		Intention to leave the job	3.20	1.074

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3.2 Hypothesis Testing

3.2.1 Job Stress and Turnover Intentions

The study shows a positive correlation between job stress and turnover intentions Employees who experience higher levels of stress are more likely to think about quitting their jobs. This is consistent with previous studies that found a connection between workplace stress to decreased employee retention.

Table 6: The Relationship Between Job Stress and Turnover Intention in Five-Star Hotels in Aqaba Using Pearson Correlation Coefficient

Variable	Turnover Intention
Job Stress	Correlation Coefficient (r) = 0.209**
	Statistical Significance (p-value) = 0.000
	Sample Size (n) = 382

*Statistically significant at the significance level (0.05).

**Statistically significant at the significance level (0.01).

3.2.2 Family Circumstances and Turnover Intentions

The study also found a moderate and positive correlation between family obligations and turnover intentions. Employees who struggle to balance their work and family commitments showed a large possibility of resignation, emphasizing the role of work-family conflict in employee decisions.

Table 7: Pearson Correlation Coefficient for the Relationship Between Family Conditions and Turnover Intention in Five-Star Hotels in Aqaba.

Variable	Turnover Intention
Family Conditions	Correlation Coefficient (r) = 0.343**
	Statistical Significance (p-value) = 0.000
	Sample Size (n) = 382

*Statistically significant at the significance level (0.05).

**Statistically significant at the significance level (0.01).

3.2.3 Geographic Distance and Turnover Intentions

The interplay between geographic distance and turnover intentions shows the strongest correlation. Employees who faced long commutes or relocation plans felt more dissatisfaction and were more willing to consider leaving their jobs, highlighting the significant impact of physical and logistical obstacles.

Table 8: Pearson Correlation Coefficient for the Relationship Between Distance from Workplace and Turnover Intention in Five-Star Hotels in Aqaba.

Variable	Turnover Intention
Distance from Workplace	Correlation Coefficient (r) = 0.371**
	Statistical Significance (p-value) = 0.000
	Sample Size (n) = 382

3.2.4 Job Satisfaction and Turnover Intentions

Job satisfaction is shown to have a negative relationship with turnover intentions. Employees who were less likely to have intentions to leave reported higher satisfaction levels. This result enhances job satisfaction as a protective measure against turnover.

Table 9: Pearson Correlation Coefficient for the Relationship Between Job Satisfaction and Turnover Intention in Five-Star Hotels in Aqaba.

Variable   Turnover Intention

Job Satisfaction Correlation Coefficient (r) = -0.142**

Statistical Significance (p-value) = 0.006

Sample Size (n) = 382

3.2.5 Mediating Role of Job Satisfaction

Table 10 presents a comprehensive understanding of the mediating effects of job satisfaction in the relationships between job stress, family conditions, distance to work, and turnover intention in five-star hotels in Aqaba. The mediating role of job satisfaction could be summarized as follows:

H5: Mediating Role of Job Satisfaction between Job Stress and Turnover Intention

-There is a statistically significant direct effect of job stress on turnover intention ($\beta = 0.282$, $p < 0.001$).

-Job satisfaction partially mediates the relationship, with an indirect effect of -0.063, indicating that job stress influences turnover intention both directly and indirectly through job satisfaction.

H6: Mediating Role of Job Satisfaction between Family Conditions and Turnover Intention

-Family conditions significantly impact turnover intention ($\beta = 0.441$, $p < 0.001$), with job satisfaction acting as a partial mediator (indirect effect = -0.000).

-This indicates that while family conditions affect turnover intention, job satisfaction influences the strength of this relationship.

H7: Mediating Role of Job Satisfaction between Distance to Work and Turnover Intention

-Distance to work has a significant positive effect on turnover intention ($\beta = 0.503$, $p < 0.001$).

-The indirect effect through job satisfaction (-0.062) indicates partial mediation, meaning that longer commuting distances negatively impact job satisfaction, which in turn influences turnover intention.

Table 10: The Mediating Role of Job Satisfaction

Hypothesis	Path	Estimate (β)	R²	S.E.	C.R.	P-value	Direct Effect	Indirect Effect	Conclusion
H5	Job Stress → Job Satisfaction	0.318	0.10	0.056	5.643	<0.001	0.318	0.000	Significant

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	Job Stress → Turnover Intention	0.282	0.07	0.054	5.271	<0.001	0.282	-0.063	Partial Mediation
	Job Satisfaction → Turnover Intention	-0.199	-0.39	0.047	-4.245	<0.001	-0.199	0.000	Significant
H6	Family Conditions → Job Satisfaction	0.148	0.021	0.067	2.197	0.028	0.148	0.000	Significant
	Family Conditions → Turnover Intention	0.441	0.194	0.058	7.650	<0.001	0.441	-0.000	Partial Mediation
	Job Satisfaction → Turnover Intention	-0.167	-0.027	0.044	-3.838	<0.001	-0.167	0.000	Significant
H7	Distance to Work → Job Satisfaction	0.288	0.082	0.065	4.460	<0.001	0.288	0.000	Significant
	Distance to Work → Turnover Intention	0.503	0.253	0.056	8.972	<0.001	0.503	-0.062	Partial Mediation
	Job Satisfaction → Turnover Intention	-0.217	-0.047	0.043	-4.997	<0.001	-0.217	0.000	Significant

These results underscore the need for immediate interventions to respond to workplace stress, work-family conflict, and geographic distance, in a way that can enhance job satisfaction and foster employee retention. By offering empirical support, this study deeply contributes to more understanding of turnover patterns in the hospitality sector and provides practical insights for human resource management to save a stable and motivated workforce.

DISCUSSION

The study analyzed the variables that influence employees' intentions to leave five-star hotels in Aqaba. It concludes that job satisfaction acts as a mediating variable. It also foregrounded work-related stress, family circumstances, and geographic distance as workplace stressors. The results revealed that job stress and intentions to quit were positively correlated in a statistically examined way. Workers, having medium stress levels (mean score: 3.54/5), frequently expressed their intentions to quit their jobs. This is in accord with earlier research findings by Neill et al. (2011), which established a connection between high-stress levels among hotel employees and job unhappiness. O'Neill, J. W., & Davis, K. (2011), in their study, emphasized the effects of job challenges and workload on performance. The study underscored the sources of workplace stress increase. Thus, turnover intentions are reinforced by an overwhelming workload and management indecision in response to employee demands.

The results found a statistically significant positive relationship between turnover intentions and family obligations. Employees' family-related stress was rated to be mild (mean score: 3.25/5). However, these findings diverge from other studies by Anand et al. (2015) and Amissah et al. (2020). On the other hand, they are congruent with the results from other studies by Anoor (2016), who associated family-work stress with job dissatisfaction. This effect is probably

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made worse among married staff members with family concerns in Aqaba's hotels, rendering job satisfaction declining and turnover intentions rise when social and familial responsibilities are neglected.

The study also found out a strong positive correlation between geographic distance turnover intentions. The medium mean score for this correlation was 3.39/5. For employees commuting from northern or central towns like Amman or Irbid, renting close to their workplaces results in ongoing tiredness and financial difficulties. Meanwhile, these findings differ from those of Molloy et al. (2017), who concluded that the geographic variable had less impact on turnover intentions. At the same time, they emphasized the challenges related to regional commuting in the hospitality industry in Aqaba.

The mediating factor of job satisfaction showed a statistically significant negative correlation with turnover intentions. The mean score for this correlation was 3.10/5. This result means that a higher percentage of turnover is a result of employee unhappiness caused by unresolved stressors and unfulfilled needs. These results are consistent with studies by Tian et al. (2008) and Hechanova et al. (2006) that showed the importance of job satisfaction for keeping employees. Job dissatisfaction and intentions to leave are exacerbated by management's failure to address these workplace concerns.

The study also shows that the relationship between the independent variables (workplace stress, family circumstances, and geographic distance) and turnover intentions was partially mediated by job satisfaction. For example, high-stress levels indirectly increase turnover intentions through lower job satisfaction. This result is consistent with Ampofo's (2020) emphasis on the mediation effect of job satisfaction in organizational commitment. In addition, Wang (2011) found out that job satisfaction is a partial mediator in the service sector. Family circumstances can have an indirect impact on turnover rates through job satisfaction. Therefore, the management needs to address family-related concerns are paramount as this strategy can reduce turnover intentions.

Finally, the study concluded that geographic distance can indirectly impact turnover intentions through job satisfaction. Due to employees' cultural and traditional concerns, particularly women, dissatisfaction would increase if they worked in remote places from their homes. These results function as an eye-opener for workforce managers to understand the local socio-cultural environment.

CONCLUSIONS AND IMPLICATIONS

The current study examines the crucial influence of job stress, family obligations, and geographic distance on employees' turnover intentions in five-star hotels in Aqaba. These variables not only directly impact their decisions but also vary through job satisfaction, which plays a key role as a mediating variable. By examining these relations within a culturally and regionally specific context, the study offers valuable insights into employee behaviors in the country's hospitality sector.

The results emphasize that while job satisfaction functions as a mitigating factor, diminishing the negative effects of stress, highly pressuring work conditions remarkably increase turnover intentions. Likewise, family obligations largely contribute to turnover intentions. This diagnosis highlights the need for supportive management policies that would promote work-life balance. Geographic distance can also be a significant challenge, with commuting concerns and relocation constraints contributing to employee dissatisfaction. Employers need to address these interconnected factors through targeted strategies and solutions that can help organizations maintain a more stable and motivated workforce.

5.1 Theoretical Implications

This study enacts theoretical knowledge by analyzing job stress, family obligations, and geographic distance into one framework, with job satisfaction functioning as a mediating variable. By applying the Conservation of Resources (COR) theory, the study demonstrates the effects of local factors such as cultural norms and geographic challenges on resource depletion and employee decisions.

Moreover, the study bridges a gap in research by highlighting the importance of contextual factors in turnover research. The choice of Aqaba, with its distinct socio-cultural characteristics and geographical location, well suits the thesis of this research by highlighting the specific conditions that shape employee experiences and outcomes. These insights contribute to a better understanding of turnover issues in the hospitality sector and offer practical insights for future research exploring similar themes on a global scale.

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5.2 Practical Implications

The results offer functional recommendations for hotel management and human resource departments that are seeking to sustain employee retention.

Addressing job stress issues should be a priority for decision-makers in the hotel management sector. If these issues are resolved through supportive leadership, effective workload distribution, and stress-reduction tactics, a healthier work environment will be created and cherished. Stress-related challenges can be addressed by providing employees with access to wellness programs or psychological support units. This action can promote both individual well-being and work stability.

Work-life balance support is equally important. Employees can manage their work-family conflict by having flexible work schedules, such as staggered shifts or easily adjusted schedules. Moreover, offering childcare services or allowing short reductions in workload during critical family needs can further relieve work-family conflict. These solutions are especially responsive in Jordan, where family obligations are deeply rooted in cultural bounds.

In order to resolve geographic challenges in the face of turnover, practical interventions are needed to reduce the strain of commuting and relocation demands. Employers can provide bus routes with a clear schedule, make on-site accommodations available, or consider remote work alternatives whenever possible. These strategies not only relieve logistical challenges but also boost employee satisfaction and sustainability, particularly in geographically isolated areas like Aqaba.

Enhancing job satisfaction should be one of the priorities of retention strategies. This satisfaction can be significantly improved through supporting employee achievements, offering courses and training for professional growth, and creating a positive work environment. Employee-employer relationship should be based on trust and loyalty. Employees' feedback can help identify concerns and find solutons. Hotels can mitigate turnover intentions by prioritizing job satisfaction even in high-pressure environments.

It is through addressing these pressing issues, organizations can save a more supportive work environment, reduce turnover intentions, and improve the overall performance and stability of their employees. These findings not only provide solutions meeting to the challenges of Aqaba's hospitality sector but also offer insights for other regions facing similar challenges.

This study bridges the gap between theory and practice, offering a solid framework for addressing turnover intentions in culturally and geographically special contexts. Future research can build on these findings by thinking of additional mediating factors, such as leadership modes or organizational culture, or through evaluating the impact of retention-focused interventions. Such studies will further enhance the ability of employers to retain talent and sustain their competitive advantages in the global hospitality industry.

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