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The Impact of Role Stress on Turnover Intention of Thai Cruise Crew: The Mediating Effect of Burnout and the Moderating Role of Service Climate and Itinerary

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Article info

Abstract

This study investigates the influence of role stress on the turnover intention of Thai cruise crew members by integrating both mediating and moderating mechanisms into the analysis. Specifically, the research aims to (1) examine the effect of role stress on burnout; (2) investigate the influence of burnout on turnover intention; (3) assess the mediating role of burnout in the relationship between role stress and turnover intention; (4) evaluate the moderating effect of perceived service climate on the link between role stress and burnout; and (5) examine the moderating role of perceived itinerary in the relationship between burnout and turnover intention. Using a sample of 400 questionnaires collected from Thai cruise crew members, this study identifies role stress as a three-dimensional construct consisting of role conflict, role ambiguity, and role overload. The findings revealed that role stress positively affects burnout ($\beta = 0.45$), and burnout, in turn, positively influences turnover intention ($\beta = 0.61$), confirming its mediating role. The interaction between role stress and service climate negatively and significantly affects burnout ($\beta = -0.52$), indicating that a positive service climate alleviates the impact of role stress. Similarly, the interaction between burnout and itinerary negatively affects turnover intention ($\beta = -0.43$), suggesting that itineraries can mitigate the adverse effects of burnout. The model explained 54% of the variance in turnover intention ($R^2 = 0.543$). Overall, the results provide strong empirical evidence for the importance of positive organizational factors, particularly service climate and itinerary, in buffering the negative consequences of stress and burnout on Thai cruise crew members' turnover intention. This study addresses a research gap in cruise tourism and offers practical insights for cruise companies, emphasizing that fostering a supportive service climate and optimizing crew itinerary rotations can effectively mitigate burnout and turnover intention.

Introduction

Cruise tourism has emerged as one of the fastest-growing sectors within the global tourism in-dustry, consistently outperforming other forms of leisure travel (Cruise Lines International Association, 2025). This sustained growth is reflected in the steady increase

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in passengers' number and the continuous construction of larger vessels designed to enhance capacity and profitability (CLIA, 2025). Since the 1970s, the industry has maintained robust expansion, recording an average annual growth rate exceeding 7 percent during the 1980s. According to the Cruise Lines International Association (Cruise Lines International Association, 2024), the sector has demonstrated remarkable resilience despite economic and geopolitical disruption. Passenger numbers grew from 1.9 million in 1985 to 29.7 million in 2019. Although the covid-19 pandemic temporarily reduced this figure to approximately 5 million in 2020-2021, recovery has been swift, with projections of 34.6 million passengers in 2024. North Americans remain the dominant source market (59.27 percent), followed by travelers from other regions.

In tandem with this growth, the global cruise fleet has expanded significantly. Between 2014-2015, 25 new vessels were constructed, representing investments exceeding USD 8 billion, and by 2025 the fleet is expected to reach 381 ships (CLIA, 2025). Similarly, the number of ports of call rose from 270 in 2009 to 350 in 2010 (Princess Cruises, 2008-2010). These developments highlight the cruise industry's capacity to contribute to economic growth, destination development, and employment generation across the tourism supply chain.

Despite these contributions, the industry's rapid expansion has generated complex human-resource challenges. Cruise-ship employees routinely endure long working hours, multicultural service interactions, and stringent performance expectations, which can generate role stress and emotional exhaustion leading to burnout and turnover intention.

In Thailand, cruise tourism has been prioritized under the 12th National Economic and Social Development Plan (2017-2021) and the Thailand Cruise Tourism Master Plan (2018-2027), both emphasizing workforce skill development to meet international standards. Yet academic inquiry into human-resource dimensions of cruise sector remains limited. Related research has largely centered on economic impacts, passenger demand forecasting, branding, and safety (Marti, 2004; Wood, 2000). Papathanasis & Beckmann (2011) found that only 6.5 percent of 145 cruise-related publication examined human resource management, with very few addressing psychological factors such as stress, burnout, and turnover. Most existing studies emphasize tourist perspectives-motivation, satisfaction, perceive value, and revisit intention while crew experiences remain underexplored. Wen et al. (2020) conducted a study on role stress and turnover intention among front-line hotel employees and found that several key factors contribute to work-related stress, which subsequently leads to burnout and turnover intention. Although the cruise industry forms part of the broader hospitality and service sector and shares similar service-oriented characteristics with the hotel industry, it also possesses unique physical and operational features. Cruise ships transport passengers and crew members across international tourism destinations, creating a distinctive working and living environment compared with land-based hotels (Brida & Zapata, 2010).

Given these differences, cruise ship crew members may experience stressors that differ in nature and intensity from those faced by hotel employees, potentially leading to varying levels of burnout and turnover intention. To address this issue, the present study adapts the conceptual model proposed by Wen et al. (2020) and introduces an additional moderating variable itinerary to examine whether the structure of crew itinerary rotations can reduce turnover intention among cruise crew members. Accordingly, this study investigates the impact of role stress on turnover intention among cruise crew members, focusing on the mediating effect of burnout and the moderating roles of service climate and itinerary.

This research develops both theorical and practical contributions. Theoretically, it extends stress-and burnout frameworks to the underexplored context of cruise tourism by integrating Service Climate, and Itinerary models to provide a comprehensive explanation of turnover dynamics in maritime hospitality. Practically, the findings will assist cruise operators, training institutions, and policymakers in formulating evidence-based strategies that enhance employee well-being, satisfaction, and retention. Ultimately, this study aligns with Thailand's national objective of strengthening workforce competencies for sustainable participation in the global cruise industry.

Objectives

This study aims to examine the influence of role stress on turnover intention among Thai cruise-ship crew members by addressing the following objectives:

1. To examine the effect of role stress on burnout among Thai cruise-ship crew members.

2. To investigate the influence of burnout on turnover intention.

3. To assess the mediating role of burnout in the relationship between role stress and turnover intention.

4. To evaluate the moderating effect of perceived service climate on the relationship between role stress and burnout.

5. To examine the moderating role of perceived itinerary in the relationship between burnout and turnover intention.

Literature Review, Hypotheses and Conceptual Framework

The significance of Turnover Issues in High-Stress Service Industries

Employee turnover is a critical issue in the service industry, which play a vital role in the global economy but faces persistent human resource challenges. (Dhakal et al., 2024). Service work involves constant and direct interaction with customers under high expectations, often leading to role stress such as a role conflict and role ambiguity (Wen et al., 2020). Turnover intention serves as a ley predictor of actual employee turnover and is particularly problematic in high-stress environments like cruise industry. Employee resignations not only increase recruitment, selection, and training costs but also negatively affect service quality and the overall service climate within organizations (Jha, 2014). Therefore, understanding the mechanisms linking role stress to employees' turnover decision is crucial for sustaining workforce stability and service excellence.

Job satisfaction, Workloads, Work environment at sea

Job satisfaction and workload are primary determinants of turnover intention, especially in cruise ship settings where extended hours, elevated service expectations, and isolation induce significant occupational stress (Kim & Lee, 2011). The distinctive maritime work environment characterized by limited living space, diverse teams, and prolonged schedules that can exacerbate stress and diminish well-being, consequently heightening the propensity to depart when support systems are inadequate. Psychological frameworks in human resource management, exemplified by the Job Demands-Resources (JD-R) Model, assert that elevated job demands coupled with insufficient resources exacerbate burnout and turnover intentions, underscoring the necessity for mental health-focused support strategies in tourism and hospitality environments (Bakker & De Vries, 2021).

Role Stress and Burnout

Kahn et al.'s (1964) conceptualization, role stress arises from the dynamic interaction between role senders and occupants within organizational systems. When expectations are inconsistent or ambiguous, and overload are distinct yet interrelated stressors that predict burnout and turnover intention. In hospitality contexts, job demands such as intense customer interaction, time pressures, and multitasking are prevalent, especially for non-managerial employees. When these demands exceed employees' coping abilities and resources, the result is often emotional exhaustion, a core component of burnout (Zhang et al., 2023; Anjani et al., 2024). Some scholars propose that role stress has three-dimensional structure consist of role conflict, role ambiguity and role overload (Abdel-Halim, 1981; Schaubroeck et al., 1989).

As the construct evolved, scholars expanded role stress beyond conflict and ambiguity to include overload defined as the perception that job demands exceed available resources (Caponetti, 2012; Schaubroeck et al., 1989; Jones et al., 2007). Excessive workload and time pressure reduce psychological well-being and commitment, fostering burnout and absenteeism (Mulki et al., 2008; Huang et al., 2018). Recent models differentiate between challenge and hindrance stressors (Crawford et al., 2010). While challenge stressors such as workload can enhance engagement when resources are sufficient, hindrance stressors like ambiguity typically lead to emotional exhaustion (Karatepe et al., 2014). However, even challenge stressors can become harmful when resources are depleted (Karatepe et al., 2013).

In hospitality and cruise industries, employees encounter intense emotional demands, long hours and role conflict that accelerate burnout (Karatepe & Uludag, 2008). Cruise crew members operate under severe time constraints and high workloads due to limited staffing (Avañez, 2025). Such stress impairs health and service quality, leading to fatigue and emotional exhaustion (Evangelista, 2021; Bakker & De Vries, 2021). Conversely, supportive climates, job control, and adequate resources can buffer these effects, transforming stress into motivation and engagement (Kim & Beehr, 2020; Tummer & Bakker, 2021). Overall, role stress-through conflict, ambiguity, and overload- remains a central antecedent of burnout in high demand service contexts. Addressing it through workload regulation, clear communication, and supportive environments is essential for preserving employee well-being and sustaining performance (Kuijper et al.,

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2020; Schonfeld et al., 2019). Based on the literature, the authors posit the hypothesis: H1: Role stress has significant impact on burnout.

Burnout

The concept of burnout was introduced by Freudenberger (1974), who describe it as a state of chronic occupational stress characterized by physical exhaustion, emotional fatigue, and negative attitudes toward work. Building upon this foundation, Maslach & Jackson (1984) conceptualized burnout as a psychological syndrome that arise in response to prolonged exposure to emotional and interpersonal stressors at work. Some scholars, like Schaufeli et al., (1996) and Maslach et al., (2001), further defined burnout as a multidimensional construct that encompasses both physical and psychological strain, particularly evident in-service occupations where employees engage in frequent customer interactions.

Most researchers agreed that burnout consists of three primary dimensions: emotional exhaustion, depersonalization, and reduce personal accomplishment (Maslach & Jackson, 1984; Demerouti et al., 2001). Emotional exhaustion refers to feeling of depletion and fatigue, depersonalization reflect a detached or cynical attitude toward clients or colleagues, and reduced personal accomplishment denotes a perceived decline in one's professional competence. However, growing evidence suggests that emotional exhaustion and depersonalization represent the core dimensions of burnout (Maslach & Leiter, 2016), while personal accomplishment may reflect an outcome rather than a defining component (Lee & Ashforth, 1996; Kilroy et al., 2016).

Several scholars have argued that the self-efficacy component of burnout may be conceptually ambiguous, as it represents a personality trait rather than a direct stress response (Demerouti et al., 2001; Kim et al., 2016). Moreover, empirical studies have shown that self-efficacy operates relatively independently from emotional exhaustion and depersonalization (Büssing & Glaser, 2000). Therefore, the two-dimensional model focusing on emotional exhaustion and depersonalization has gained wider acceptance in contemporary burnout research.

In the hospitality and service industries, burnout is particularly prevalent due to high job demands, prolonged customer interactions, multitasking requirements, and extended working hours (Karatepe &Uludag, 2008). These factors contribute to chronic emotional fatigue and reduced engagement among service employees. Consequently, studies focusing on burnout within the cruise and hospitality sectors often emphasize emotional exhaustion and depersonalization as the primary indicators of employee well-being and job sustainability (Choi et al., 2019).

Burnout and Turnover intention

Burnout, defined as a state of emotional, physical, and mental exhaustion, has been consistently linked to increased employee turnover intention, particularly in high-stress service environments. According to the stress and coping theory (Lazarus & Folkman, 1984), employees experiencing excessive role stress and lacking sufficient coping resources are more likely to perceive work demands as overwhelming, leading to withdrawal behaviors such as turnover. Empirical evidence indicates that chronic burnout negatively affects employees' work attitudes and satisfaction, thereby increasing the likelihood of leaving the organization (Magnano et al, 2018). Moreover, burnout functions as a critical mediator between role stress and turnover intention, translating the impact of work overload and work-family conflict into employees' decision to leave (Singh, 1993). In high-pressuresettings such as a cruise service management, burnout represents a pivotal mechanism linking workplace stressors to employees' intention to exit, highlighting the need for organizational interventions to mitigate stress and enhance retention.

H2: Burnout has a significant positive impact on Thai-Cruise Crew Member turnover intention.

H3: Burnout mediates the relationship between role stress and Thai-Cruise Crew Member turnover intention.

Moderating Effects of Service Climate

Organization service climate, defined as employees' perceptions of the practices and behaviors that support and promote quality service, play a crucial moderating role in high-stress work environments. A positive service climate aligns employee attitudes and behaviors with organizational goals, enhancing engagement, attachment, and resilience to role stress (Maxwell, 2022). Empirical evidence shows that when employees perceive a supportive service climate, the impact of role stress on burnout is mitigated, whereas a low service climate amplifies stress-related exhaustion (Kim et al., 2012). Moreover, service climate moderates

the indirect effect of role stress on turnover intention via burnout, such that employees are more likely to consider leaving under low service climate conditions (Jaramillo et al., 2006). Thus, service climate functions as a boundary condition that shapes how role stress translates into burnout and subsequent turnover intentions.

H4: Employees' perceived organizational service climate moderates the relationship between role stress and burnout.

Moderating Effect of Itinerary

Burnout is a prevalent issue in the service industry, particularly among employees facing high role stress, such as cruise ship staff, and is strongly linked to increased turnover intention. While burnout directly affects employees' intention to quit, limited research has examined the moderating role of employees' perceived itinerary. High-quality and meaningful itineraries, including well-chosen destinations and attractions, can provide restorative and memorable exclusive experiences, allowing employees to perceive refreshment and recovery, thereby mitigating feelings of exhaustion, and reducing turnover intention (Thangthong & Nontsiri, 2019). Opportunities for relaxation and engagement during such itineraries enhance job satisfaction and organizational attachment, weakening the negative impact of burnout. Accordingly, employees' perceptions of their itinerary function as a critical moderating factor that buffers the effect of burnout on turnover intention, emphasizing the importance of itinerary design in promoting employee retention in high-pressure service context.

H5: Thai-Cruise Crew Members' perceived itinerary moderates the relationship between burnout and intention to quit.
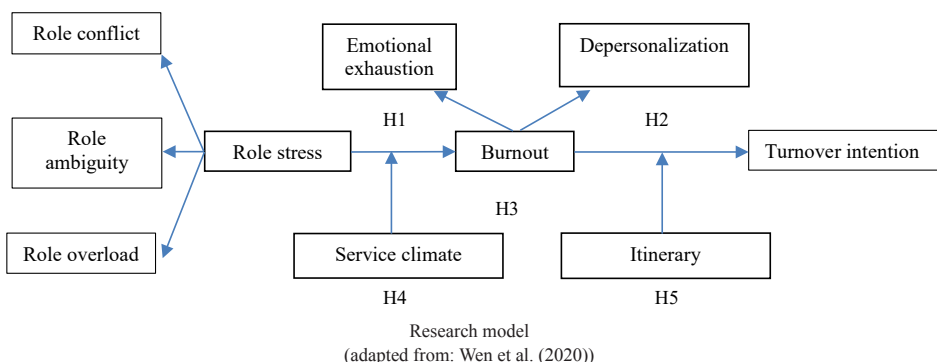
Conceptual Framework

Research Methodology

1. Population and Samples

The study population comprised Thai cruise ship crew members employed on international cruise lines. A sample of 400 was selected using accidental sampling based on Cochran's (1953) calculation from the confidence level and margin of error, which are set at 95% (Z=1.96) and 5% (e=0.05). The final sample of 400 ensure reliability for Structural Equation Modeling (SEM), following the Rule of Thumb of 10 observations per observed variable (Nunnally & Bernstein, 1994) and exceeding the minimum of 200 recommended by Kline (2011).

Collected questionnaire data were checked for accuracy and completeness, with no missing values identified. Normality was assessed through skewness and kurtosis using SPSS, with skewness between ±2.00 and kurtosis between ±7.00, in line with Hair et al. (2010) and Byrne (2010), indicating suitability for SEM analysis.

2. Research Instrument

This quantitative study employed a structured questionnaire using a five-point Likert scale as the primary research instrument. The questionnaire was developed based on an extensive review of relevant literature and preliminary interviews with Thai cruise ship crew members, after which draft items were formulated for measurement.

Content validity was confirmed using the Index of Item-Objective Congruence (IOC) with five experts, retaining item with IOC > 0.5. A pre-test with 30 participants yielded a Cronbach's alpha of 0.87, indicating high reliability. The questionnaire comprised four parts: (1) demographic information, (2) role stress, burnout, service climate, itinerary, and turnover intention, measured on a five-point Likert scale, (3) open-ended

Research model
(adapted from: Wen et al. (2020))

Figure 1 Conceptual Framework

suggestions and (4) scoring interpretation ranging from 1.00-1.80 (lowest agreement) to 4.21-5.00 (highest agreement) following established guidelines (Likert, 1932).

3. Collection of Data and Data analysis

Data was collected in the field by distributing the questionnaires directly to Thai cruise ship crew members in November 2025. Using AMOS for inferential statistics, including SEM and Confirmatory Factor Analysis (CFA), were employed to address objectives 1-5 and the test hypotheses 1-5, examining relationships among independent, mediating, and dependent variables. Correlation coefficients were interpreted on a five-level scale: ≥ 0.81 (high), 0.61-0.80 (moderately high), 0.41-0.60 (moderate), 0.20-0.40 (low), and <0.20 (very low).

Results

To answer the objectives, in this study, the quality of the measurement scales was examined to ensure that the indicators accurately reflected the latent constructs and were aligned with the conceptual framework. The assessment began with a Confirmatory Factor Analysis (CFA). The results showed that most indicators demonstrated standardized factor loadings ranging from 0.70 to 0.96, which are considered sufficiently high to clearly represent their respective latent variables. Although several items exhibited factor loadings below 0.70, they remained above the acceptable threshold of 0.50 and were therefore retained, as they did not adversely affect the overall reliability of the measurement scale.

Regarding the Average Variance Extracted (AVE), each latent variable demonstrated AVE values ranging from 0.533 to 0.793, all of which exceeded the minimum criterion of 0.50. This indicates that each latent construct explains more variance in its indicators than is attributed to measurement error, thereby confirming an acceptable level of convergent validity.

In addition, internal consistency was evaluated using Composite Reliability (CR) and Cronbach's Alpha.

The results indicated that CR value ranged from 0.848 to 0.938, exceeding the commonly accepted standard of 0.70 and suggesting strong internal consistency among the indicators within each construct. Meanwhile, Cronbach's Alpha values ranged from 0.719 to 0.880, which are overall considered reliable. Although some indicators had values close to the lower threshold, they still exceeded 0.50, confirming that the measurement scale remains sufficiently stable for research use.

Overall, the measurement for all variables included in the analysis (Role Conflict, Role Ambiguity, Overload, Role Stress, Emotional Exhaustion, Depersonalization, Burnout, Service Climate, and Itinerary) demonstrated acceptable levels of convergent validity and reliability according to statistical standards. Therefore, these variables can be confidently used in the subsequent Structural Equation Modeling (SEM) analysis. (Table 1)
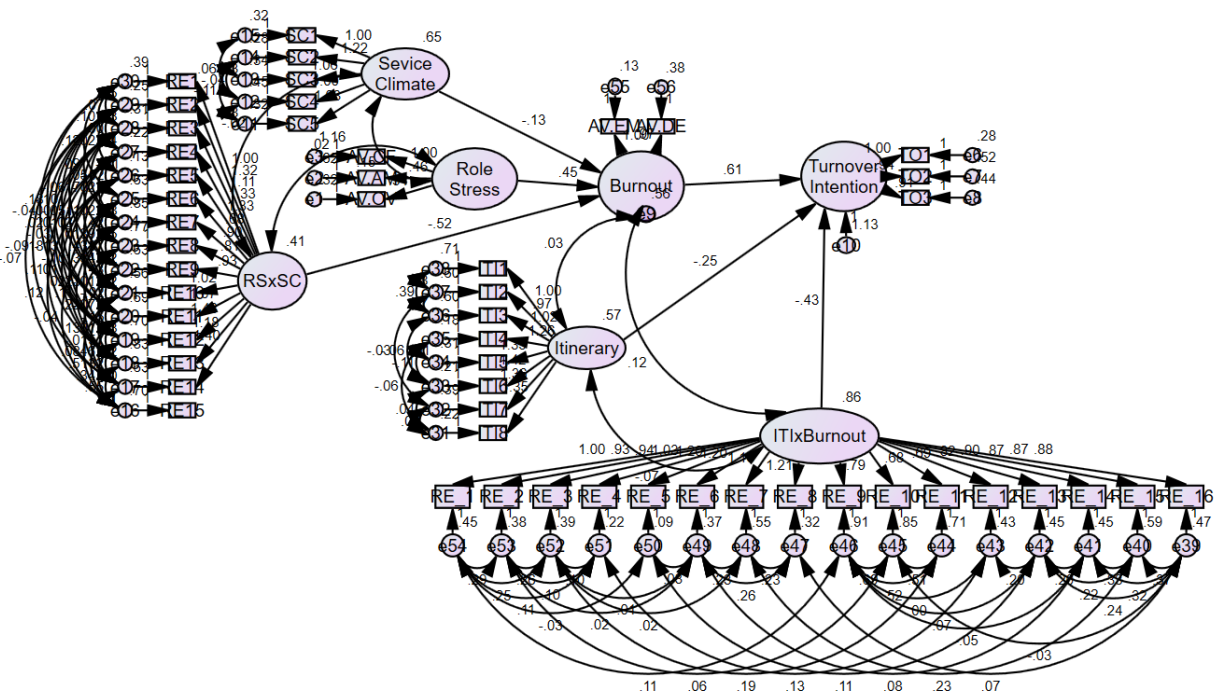
Figure 2 describes and show the analysis of the moderated structural equation modeling results demonstrated an excellent fit to the empirical data (χ^2/df = 1.072, p-value = 0.063, CFI = 0.998, GFI = 0.995, AGFI =0.967, SRMR = 0.031 □□□ RMSEA = 0.004). The findings confirmed the hypothesized mediation and moderation relationships. Role Stress showed a positive effect on Burnout (β=0.45), while Burnout positively influenced Turnover Intention (β=0.61). Notably, both coefficients decreased relative to the model without moderators, indicating the presence of buffering effects.

Additionally, the analysis of the model's explanatory power (Squared Multiple Correlation or R^2 shows that the independent and moderating variables collectively explain 59.5% of the variance in Burnout (R^2= 0.595) and 54.3% of the variance in Turnover Intention (R^2=0.543). These finding highlight the theoretical robust of the proposed model and confirm the practical significance of the selected variables in understanding burnout and turnover intention among employees.

Table 1 The Results of Confirmatory Factor Analysis

Factors and Variables	Item code	Standardized Loading	CR	AVE	Cronbach's
Role conflict					
	Conflict1	0.64	0.850	0.533	0.723
	Conflict2	0.75			
	Conflict3	0.77			
	Conflict4	0.77			
	Conflict5	0.71			
Role Ambiguity					
	Ambiguity1	0.84	0.861	0.673	0.741
	Ambiguity2	0.84			
	Ambiguity3	0.78			
Overload					
	Overload1	0.82	0.871	0.632	0.759
	Overload2	0.92			
	Overload3	0.79			
	Overload4	0.62			
Role Stress					
	Role Conflict	0.84	0.848	0.652	0.719
	Role Ambiguity	0.69			
	Role overload	0.88			
Emotional Exhaustion					
	Emotional Exhaustion1	0.82	0.938	0.631	0.880
	Emotiona Exhaustion2	0.74			
	Emotional Exhaustion3	0.77			
	Emotional Exhaustion4	0.82			
	Emotional Exhaustion5	0.91			
	Emotional Exhaustion6	0.64			
	Emotional Exhaustion7	0.82			
	Emotional Exhaustion	0.79			
	Emotional Exhaustion9	0.81			
Depersonalization					
	Depersonalization1	0.82	0.882	0.601	0.778
	Depersonalization2	0.78			
	Depersonalization3	0.70			
	Depersonalization4	0.81			
	Depersonalization5	0.76			
Burnout					
	Emotional Exhaustion	0.85	0.920	0.793	0.846
	Depersonalization	0.93			
Service Climate					
	Service Climate1	0.82	0.915	0.683	0.837
	Service Climate2	0.88			
	Service Climate3	0.83			
	Service Climate4	0.77			
	Service Climate5	0.83			
Itinerary					
	Itinerary1	0.59	0.926	0.618	0.857
	Itinerary2	0.65			
	Itinerary3	0.62			
	Itinerary4	0.66			
	Itinerary5	0.90			
	Itinerary6	0.90			
	Itinerary7	0.96			
	Itinerary8	0.90			
Turnover Intention					
	Turnover Intention1	0.85	0.833	0.626	0.694
	Turnover Intention2	0.75			
	Turnover Intention3	0.77			

($\chi2$=45.024, df=42, $\chi2/df$ = 1.072 , p-value = 0.063, CFI = 0.998, GFI = 0.995, AGFI =0.967, SRMR = 0.031, RMSEA = 0.004)

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P-Value=0.063,Chi-square/df=1.072, CFI=0.998, GFI=0.995, AGFI=0.967, SRMR=0.031, RMSEA=0.004

Figure 2 The Results of Structural Equation Model

Table 2 Structural equation model results

Influence	β	T-value
Role stress → Role conflict	0.88	15.54***
Role stress → Role ambiguity	0.69	13.37***
Role stress → Role overload	0.84	-
Role stress → Burnout	0.45	16.43***
Burnout → Emotion exhaustion	0.93	-
Burnout → Depression	0.85	23.94***
Burnout → Turnover intention	0.61	20.31**
Service climate x Role stress → Burnout	-0.52	-14.47***
Burnout x Itinerary → Burnout	-0.43	-15.82***

To address Objective 1, which was to examine the effect of role stress on burnout, the results revealed that the structural path from role stress to burnout was positive and statistically significant ($\beta = 0.45$, t = 16.43*), as shown in Table 2. This indicates that higher levels of role stress—comprising role conflict, role ambiguity, and role overload—lead to increased burnout among Thai cruise-ship crew members. For Objective 2, which aimed to investigate the influence of burnout on turnover intention, the findings showed that burnout exerted a strong, positive, and significant effect on turnover intention ($\beta = 0.61$, t = 20.31*), as presented in Table 2. This demonstrates that crew members experiencing

higher levels of burnout are significantly more likely to consider leaving their jobs. Regarding Objective 3, which was to assess the mediating role of burnout in the relationship between role stress and turnover intention, the structural equation modeling results confirmed burnout as a mediating variable. Role stress significantly increased burnout ($\beta = 0.45$), and burnout subsequently elevated turnover intention ($\beta = 0.61$). The significance of both pathways supports a mediated effect, indicating that role stress indirectly increases turnover intention through burnout.

To address Objective 4, which examined the moderating effect of perceived service climate on the relationship between role stress and burnout, the interaction term (Role Stress × Service Climate) showed a significant negative effect on burnout ($\beta = -0.52$, t = −14.47*), as reported in Table 2. This finding, further illustrated by the interaction plot in Figure 3, supports the hypothesized moderating role of service climate by demonstrating that a positive service climate weakens the impact of role stress on burnout. Finally, for Objective 5, which aimed to examine the moderating role of perceived itinerary in the relationship between burnout and turnover intention, the results indicated that the interaction between burnout and itinerary (Burnout ×

Itinerary) had a significant negative effect on turnover intention (β = –0.43, t = –15.82*), as shown in Table 2. As illustrated in Figure 4, this confirms the moderating role of itinerary structure, suggesting that well-designed itinerary rotations can reduce the adverse impact of burnout on turnover intention.

Overall, the findings underscore the importance of positive organizational conditions-specifically Service Climate and Itinerary, as protective mechanisms against the adverse effects of stress and burnout. The model explained 59.5% of the variance in Burnout (R²=0.595) and 54.3% in Turnover Intention (R²=0.543), supporting both the theoretical robustness and practical relevance of the proposed framework in understanding employee turnover intention.

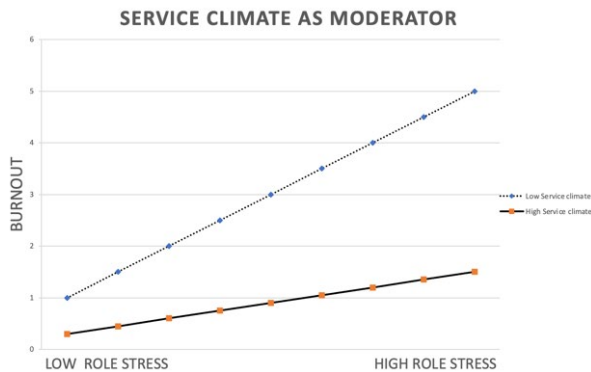initiate the resource-depletion process posited by the JD-R model. Burnout significantly increases turnover intention, consistent with conservation of resources theory (Hobfoll, 1989), which suggests that individuals facing considerable resource depletion aim to safeguard their remaining resources by disengaging from stressful environment.

Moreover, the study shows that role stress alone does not immediately induce turnover intention. Instead, its impact becomes significant only after burnout occurs. This pattern highlights burnout as the primary psychological process by which demands lead to withdrawal cognitions, along with previous research indicating that stress is not intrinsically harmful until it
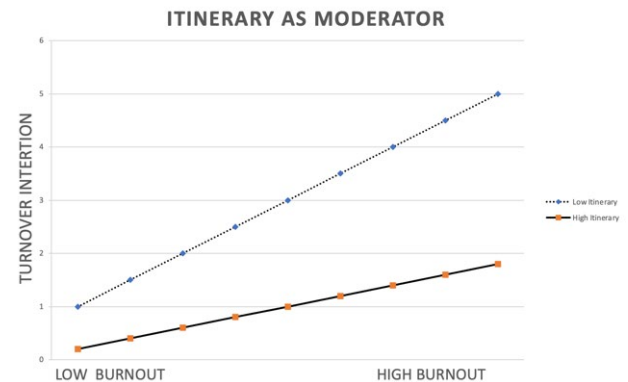

Figure 3 moderating effect of Service Climate
(Interaction Plot: Service Climate as Moderator)

Figure 4 moderating effect of Itinerary
(Interaction Plot: Itinerary as Moderator)

Discussion

The structural relationship analysis corroborates the theoretical premise that role stress is a fundamental antecedent of burnout, thereby supporting H1. Role theory and the Job Demands-Resources (JD-R) framework posit that role stress characterized by role conflict, role ambiguity, or role overload, serves as a fundamental job demand that persistently exhausts employees' cognitive and emotional resources (Kahn et al., 1964). When these pressures surpass employees' ability to cope, the sustained depletion of resources results in emotional tiredness, cynicism, and diminished professional effectiveness, collectively characterizing burnout.

The empirical findings validate this mechanism: role stress has strong beneficial impact on burnout, suggesting that stressful or ambiguous role expectations

develops into emotional exhaustion (Kim, & Lee, 2009). Previous studies similarly identify burnout, rather than stress itself, as the primary predictor of turnover intention (Singh et al., 1994; Fogarty et al., 2000; Schaufeli & Bakker, 2004).

These results offer robust theoretical and empirical for H1, H2 and H3, illustrating that role stress acts as a substantial job demand that markedly amplifies burnout, thus increasing employees' intention to quittheir job.

The research additionally investigated how employees perceived organizational service climate influences the correlation between role stress and burnout. The findings reveal a negative and statistically significant interaction effect, corroborating H4, which asserts that a positive service climate mitigates the influence of role stress on burnout.

This accords with social support and organizational climate theories, which propose that supportive work settings mitigate the negative impacts of job stress by offering resources, advice, and emotional reinforcement (Schneider et al, 1998). A positive service climate promotes coherence between employee actions and corporate objectives, increases engagement, enhances commitment, and cultivates resilience, helping employees to navigate role-related stresses better (Maxwell, 2022). Empirical research demonstrates that in high service climate settings, the impact of role stress on burnout diminishes, while low service climate situations enhance exhaustion and indirectly elevate turnover intention (Kim et al., 2012; Jaramillo et al., 2006). These finding underscore service climate as a critical border condition that influences the relationship between job stress and burnout, as well as subsequent turnover behaviors, thereby highlighting its practical significance in high-demand, service-intensive environments like the cruise industry.

This may be because a supportive work environment, whether from supervisors, colleagues, or recognition systems, mitigates the adverse effects of role stress by fostering a sense of shared experience among employees, thus averting the progression of stress into burnout. Furthermore, the trust and psychological safety fostered in these cultures promote employees to seek assistance, express their problems, and articulate their demands more transparently, thereby mitigating the buildup of detrimental stress levels. A favorable climate allows employees to perceive stress as a challenge instead of an obstacle, while enhancing emotional resilience and significance of their contributions. Consequently, employees exhibit enhanced intrinsic motivation, which considerably diminishes the impact of stress on burnout.

This study also examines how itineraries affect the relationship between burnout and turnover intention. The results indicate that the interplay between burnout and routes exert a negative and highly significant influence on turnover intention. This suggests that well-structured itineraries mitigate the severity of burnout's influence on employees' intention to resign, acting as a protective mechanism that alleviates the adverse impacts of stress and burnout on turnover intention. This outcome aligns with the conclusions of Thangthong & Nontsiri (2019). This may be attributed to the fact that tourist sites and the ambiance of travel surrounding facilitate the restoration of both physical and phycological well-being. Exposure to tranquil environments enables employees to relax, revitalize, and restore energy, hence diminishing burnout and decreasing intentions to resign. Consequently, itinerary function as a moderating variable that influences the intensity of the correlation between burnout and turnover intention. It is consistent with H5. When the itinerary is suitable and beneficial, the adverse impact of burnout on the inclination to depart is markedly diminished. Furthermore, participating in travel experiences can elevate employees' mental well-being, foster a pleasant service environment, and mitigate the adverse effects of workplace expectations.

Based on these findings, insights from Kusuma et al., (2020) case study on Balinese cruise crew members emphasize effective measures for healing burnout and reducing turnover intention. Crew members are advised to participate in stress-management strategies through positive and restorative activities, while cruise agencies are responsible for offering sufficient training to enhance mental health resiliency. Cruise operators must carefully oversee and regulate effort by maintaining a right balance between work hours and rest intervals, which is crucial for mitigating accumulated exhaustion and minimizing burnout.

Suggestions
Theoretical Implications

The study enhances current understanding of stressors in the cruise industry. The finding indicate that job stress does not directly impact turnover intention; rather, it influences turnover intention indirectly through burnout, which serves as a mediating variable. This research offers empirical evidence that burnout is fundamental psychological process influencing employee turnover in service industries. The results indicate that a positive service climate can mitigate role-related stress and decrease employees' feelings of burnout. In addition, this study expands the knowledge of burnout recovery by showing that itinerary not only as general leisure activities but also as external resources that help in relieving fatigue and reducing employees' intention to quit the job. This provides an innovative insight on the mechanisms that minimize turnover intention by emphasizing the restorative function of travel in service work settings.

Practical Implications

Cruise operators must implement measure at both the organizational and operational levels to reduce cruise crew member burnout. Organization must improve the

service climate by instituting specialized supervisor training programs that link experienced cruise crew members with new cruise crew members to facilitate coaching, support, and information exchange. Establish and uphold comprehensive service manuals and operating standards, while instituting performance evaluation methods that effectively acknowledge and reward exemplary service and individual contributions.

At the operational level, operators must optimize crew rest and recuperation by formulating accurate work-rest plans that balance operational demands with adequate rest intervals, including prolonged shore leave where feasible. Implement systematic rotation of crew members across various itineraries and ship assignments within each contract to mitigate monotony and enhance participation. This necessitates tight collaboration between HR departments and workforce planners to incorporate work schedule planning, itinerary rotations, and ship assignments not merely as operational requirements, but as strategic initiatives to retain talent. By using these strategic measures, cruise operators may effectively mitigate stress and burnout, enhance job satisfaction, and eventually lower turnover rates among crew members

Suggestions for Future Research

1. Explore additional organizational factors, such as career growth opportunities (e.g., promotion pathways and skill development), to examine their potential in mitigating burnout and reducing employees' turnover intentions.

2. Incorporate qualitative methodologies, including in-depth interviews or focus group discussions with cruise ship crew members, to provide richer insights into employees' lived experiences and to complement quantitative findings.

3. Broaden the study population, as the current research focuses exclusively on Thai cruise crew members, which may limit generalizability. Future studies should include crew members from other nationalities or regions to enhance representativeness and cross-cultural applicability.

4. Integrate additional variables, such as job satisfaction and workload among cruise ship employees, to further explore their relationships with burnout and turnover intention and to strengthen the theoretical model.

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