The Review of Four Factors as a Contributor to Burnout in the Hotel Industry : A Conceptual Model of the Sources of Burnout

การทบทวนปัจจัยสี่ประการในฐานะตัวสนับสนุนความเหนื่อยหน่ายในอุตสาหกรรมโรงแรม : รูปแบบแนวคิดของแหล่งที่มาของความเหนื่อยหน่าย

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Abstract

This article presents a conceptual framework for investigating the sources of burnout among hospitality workers in Thailand. Reviewing and identifying of recent sources of burnout as a significant issue to realize the burnout phenomenon that leads to retain the employees in the hotel industry to solve the situation of a lacking workforce, and prepare the readiness of hotel industry to deal with this circumstance based on a rapidly changing business environment. The purpose of this article is to review the source of burnout based on the recent literature to present the proposition of integrating sources of burnout in the future. The study considered conflict, job stress, job crafting, and reward as the sources to be integrated and propose a way to explain the burnout phenomenon in 2020. The further contribution of the findings would not only lead to extend the knowledge of burnout theory but also contribute to the hotel industry after this testing framework, especially in the aspect of managing the degree of burnout based on the four main sources.

Keywords : burnout, conflict, job stress, job crafting, reward

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บทคัดย่อ

บทความนี้ได้นำเสนอกรอบแนวคิดสำหรับการศึกษาแหล่งที่มาของความเหนื่อยหน่ายของพนักงานในอุตสาหกรรมโรงแรมในประเทศไทย การทบทวนและการระบุถึงปัจจัยที่เป็นแหล่งที่มาของความเหนื่อยหน่ายถือได้ว่าเป็นประเด็นสำคัญที่ทำให้เข้าใจถึงปรากฏการณ์ของความเหนื่อยหน่ายอันนำไปสู่การรักษาพนักงาน ลดความขาดแคลนของพนักงาน รวมถึงการเตรียมความพร้อมสำหรับอุตสาหกรรมโรงแรมในการรับมือกับสภาพแวดล้อมทางธุรกิจที่เปลี่ยนแปลงไปอย่างรวดเร็ว บทความนี้มุ่งนำเสนอการทบทวนแหล่งที่มาของความความเหนื่อยหน่ายจากวรรณกรรมในปัจจุบัน เพื่อสร้างกรอบแนวคิดสำหรับการบูรณาการแหล่งที่มาของความเหนื่อยหน่ายในอนาคต โดยการศึกษามุ่งพิจารณา ความขัดแย้ง ความเครียดในงาน การจัดแจงในงาน และรางวัลเป็นปัจจัยหลักที่ใช้บูรณาการและเสนอแนวทางในการอธิบายปรากฏการณ์ของความเหนื่อยหน่ายในปี ค.ศ. 2020 ซึ่งประโยชน์ของข้อค้นพบไม่เพียงนำไปสู่การขยายองค์ความรู้ของทฤษฎีความเหนื่อยหน่าย ทั้งยังสร้างประโยชน์ให้แก่อุตสาหกรรมบริการหลังจากกรอบแนวคิดนี้ได้รับการทดสอบ โดยเฉพาะอย่างยิ่งในการจัดการระดับความเหนื่อยหน่ายในงานด้วยปัจจัยทั้งสี่ดังที่กล่าวมา

คำสำคัญ : ความเหนื่อยหน่าย ความขัดแย้ง ความเครียดของงาน การจัดแจงในงาน รางวัล

Introduction

The hotel industry is an enormous industry that generated more than USD147 billion around the world in 2018, and this industry has been predicted to contribute more than USD211 billion in 2026 and keep raising continuously (Zion Market Research, 2019). The hotel industry in the Asia Pacific also strongly demonstrated high performance in terms of generating revenue and growth consistently. Hok (2019) indicates the growth rate to represent the performance of the hotel industry in the Asia Pacific area, which generated USD12.8 billion or more than 26.6% when compared to the previous year. Thailand is one of the countries in the Asia Pacific that contained several points of attractiveness towards tourists around the world (Horwath, 2018; Lunkam, 2019).

Horwath HTL (2018) reported that Thailand is the most visited country of tourists in Southeast Asia and the top ten of the most visited countries in the world and demonstrates a 9% growth rate in terms of tourism arrivals in 2017, which contained several well–known chain group hotel. For instance, Dusit Hotels & Resorts, Accor, Marriott International, IHG, Minor, and Centara Hotels (Horwath, 2018). Besides, the hotel industry generated THB920 billion or accounted for 5.6% of the total gross domestic product (GDP) because the cost of living was cheaper than other countries when compared in the aspects of travel convenience and accommodation (Lunkam, 2019). Thus, the hotel industry has a high chance to participate with the tourists around the world, and this industry performed the business based on interpersonal skills rather than a machine, then the employees might need to deal with

the expectation of tourism around the world and lead to the perception of a bad feeling rather than a good feeling. Recently, one of the symptoms which occurred in the employees who worked in the hotel industry and several researchers' interest in educating the sources to find a way to solve this phenomenon is called burnout.

Burnout is a set of abstract symptoms resulting from stress at the workplace that has not been managed successfully for a long time. The World Health Organization (2019) is classified as mental health, which leads to an effect on the performance of business negatively rather than positively (Borysenko, 2019). Burnout is the factor that 23% of employees always stated a feeling of burnout at their work, among the businesses, also affected from this factor based on burnout can be burned USD125 billion and USD190 billion every year in health care context, 34% of their annual salary for disengagement, and 20–50% for employee turnover issue especially in the context of the hotel industry (Borysenko, 2019; Paychex, 2019).

The hotel industry confronted the highest–rated of burnout from their workload 80% of the employees in the hotel industry need to handle a high degree of emotional pressure from their work while receiving a low salary inconsistently the millennial was the main generation who worked in the hotel industry and felt resentment or disdain toward their management term and colleagues (Paychex, 2019). In 2020, 84 percent of employees from the millennial generation have experienced burnout in their job causing lower employment retention (Deloitte Touche Tohmatsu Limited, 2020) which could lead to a highly adverse impact on human capital management.

Besides, Thailand challenged the circumstance of a high turnover rate in the hotel industry, particularly the first jobber or a millennial generation intended to leave their service job in the hotel industry because of the workload and pressure (Thai Civil Rights and Investigative Journalism, 2017). According to these causes, the hotel industry in Thailand faced the consequence in the aspect of lacking workforces in this industry (Jiraratchanirom, 2017).

However, the cause of employee burnout in the hotel industry still blurs in terms of empirical evidence as well as the managerial contribution that still needs the guideline for the hotel industry. Consequently, reviewing and identifying the recent sources of burnout as a significant issue to realize the burnout phenomenon which leads to retaining the employees in the hotel industry to solve the situation of lacking workforces, and to prepare the readiness of the hotel industry to deal with this circumstance based on a rapidly changing of the business environment, specifically, in the hotel industry of Thailand.

Purpose

The purpose of this article is to review the source of burnout based on the recent literature to present the proposition of integrating sources of burnout in the future and lead to contribute academically and practically based on the hotel industry in Thailand.

Literature Review

Sources of Burnout

In 1981, the concept of burnout had been established in terms of an instrument to measure and explain statistical and empirical evidence. Maslach & Jackson (1981) proposed key determinants of burnout include emotional exhaustion, cynicism (depersonalization), and personal accomplishment. Emotional exhaustion is the key factor to explain the feeling of burnouts in the aspect of depletion of emotional resources, while cynicism (depersonalization) refers to the negative reaction to other people or customers. Personal accomplishment is the third aspect to measure the feeling of being dissatisfied about themselves to accomplish with their job. Furthermore, the beginning point of this concept and measurement is based on human service institutions that are necessary to spend time and involve other people often. Consequently, the concept of Maslach & Jackson (1981) is the foundation of burnout to explain the degree of burnout based on the three aspects in the hotel industry in this article.

Although several researchers had empirically reviewed and proofed the antecedents and consequences of burnout, few scholars are interested in integrating sources of burnout, which more than old–fashion to explain the burnout phenomenon in the past 4 years based on the hotel industry. Accordingly, reviewing and integrating sources will lead to educating and explaining the burnout circumstances in the hotel industry modernly. Mansour & Tremblay (2016; 2018) considered the conflict between work, family, and leisure as the sources of burnout (emotional exhaustion and cynicism) among the hotel employees in Canada. Similarly, Wen et al. (2020) also mentioned that conflict is one of the dimensions of role stress relating to their responsibility among the hotel employees, especially the frontline employees who had to balance their tasks, family, and leisure time. Job stress and role among the hotel employees are the significant sources that related to explain the degree of burnout (Chiang & Liu; 2017; Choi et al., 2019).

Wen et al. (2020) considered the role stress containing the five aspects which related to the degree of burnout among the employees in the hotel industry in the context of China, Taiwan, and South Korea including role conflict, role ambiguity, quantitative role overload, and qualitative role overload. The employee needs to confront conflict, a blur of responsibility, work overload, pressure, and service climate.

Cheng & Yi (2018) also investigated the source of burnout among the frontline hotel employees in Taiwan and considered the job crafting (individual and collaborative) refers to the employees' perceived the meaning of their task based on individual or team's ways to explain the degree of burnout. Koo et al. (2019) presented the emotional rewards (i.e. recognition and empowerment) and material rewards (i.e. incentive and special leave) as the sources to explain the degree of burnout among the employees in the hotel industry based on the South Korea context. Therefore, the factors as the degree of burnout in the past 4 years include conflicts (work, family, leisure), job stress, job crafting, and rewards (emotional and material), and three of the sources will lead to integrating with the proposed framework to explain the degree of burnout simultaneously (Figure 1).

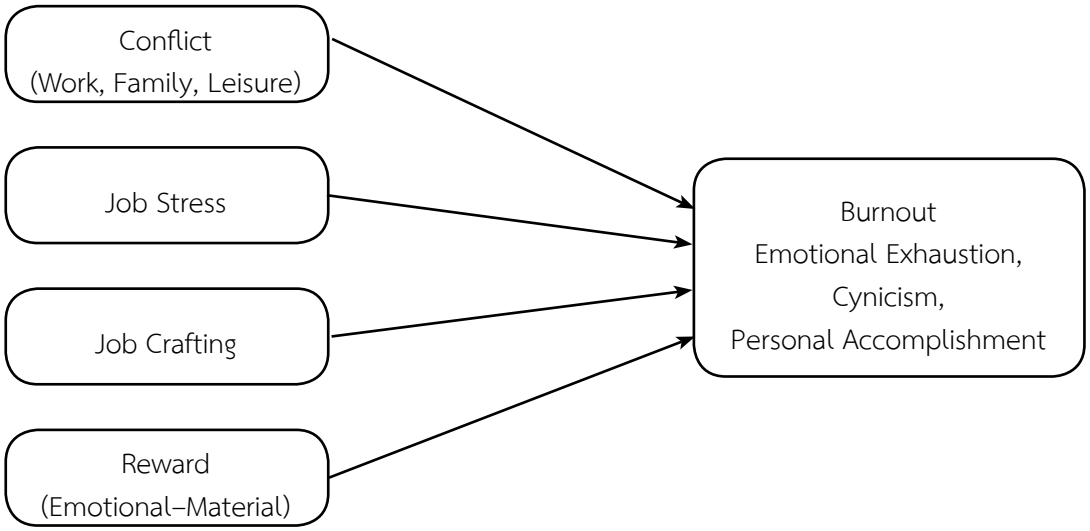


Figure 1 : Proposition for a conceptual framework of investigating the sources of burnout

Conclusion and Recommendation

The present article echoes the sources of burnout based on the empirical research from 2016 – 2020 to update and propose the way to clarify the degree of burnout among the employees in the hotel industry, especially in Thailand context through integrating between four sources includes the conflict, job stress, job crafting, and reward. The end of this investigation will contribute to the concept of Maslach & Jackson (1981) and expand the knowledge of burnout theory, although previous researchers provided a new set of explanations for the degree of burnout in the hotel industry.

Further studies are needed to provide knowledge and detail about the sources of other perspectives. Firstly, Mansour & Tremblay (2016; 2018) implied that conflict in terms of work, family, and leisure can promote the degree of burnout among hotel employees

in Canada. Nevertheless, if considered the rewards and job crafting issues in this framework, the impact of conflict on the degree of burnout still significantly increases or not. Secondly, Wen et al. (2020) indicated that job stress has a positive impact on burnout among hotel employees.

However, this study did not specify the job position among the employees, because the different job position needs to respond in different job descriptions (i.e. housekeeping, sports entertainment, and marketing), the experiences of stress on burnout might occur in different aspects as well. Furthermore, if considering job crafting and rewards in the framework of the relationship between job stress and burnout, the result will consistently demonstrate or not. Lastly, previous researchers called for more papers to explain the degrees of these sources in other contexts to generalize the theoretical and practical aspects based on the experience of burnout in the hotel industry. Consequently, further study may utilize this framework to test in a specific position such as a concierge, front desk, mixologist, or banquet, especially in the context of Thailand.

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