Examining the Impact of Job Demand-Resource Theory Variables on Burnout Among Hotel Employees in Kuala Lumpur

Siti Nur Ellya Shahira binti Ahmad Nizam
Joesri bin Mohamad Saber*
Azlan bin Salim
Nur Ayuni binti Zaidi
Khairil Anuar Bahari
Universiti Teknologi MARA Cawangan Pulau Pinang, Permatang Pauh
*joesr630@uitm.edu.my**

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Abstract

This study investigates the impact of job demand-resource theory variables on burnout among hotel employees in Kuala Lumpur, focusing on 4 and 5-star establishments. While the hospitality industry is known for its demanding work environment, this research aims to provide a comprehensive understanding of the factors contributing to burnout in this sector. Utilizing a quantitative approach and multiple linear regression analysis, data was collected through structured questionnaires distributed to food and beverages, housekeeping, and front office employees. The study highlights the significant predictors of job burnout, including workload, job resources, and personal resources, and explores how these factors influence employee well-being. One of the key findings of the study is the moderately significant influence of workload on job burnout among hotel employees. However, job resources and personal resources were identified as having a negative significant influence on burnout, suggesting the importance of providing support and development opportunities to mitigate the risk of burnout. The study also reveals that personal resources, such as self-efficacy and resilience, can act as buffers against the negative effects of workload on burnout, emphasizing the importance of fostering employee resilience in high-stress environments. Recommendations for hotel managers include addressing workload issues, providing social support, offering training and development opportunities, promoting self-care practices, enhancing feedback mechanisms, and monitoring work-life balance to prevent burnout and improve employee well-being. By implementing these strategies based on the study's findings, hotel managers can create a supportive work environment that prioritizes employee health and reduces the prevalence of burnout in the hospitality industry.

Keywords:

Job demand, workload; time pressure; belief in life zero-sum game (BZSG), job resources, social support, job burnout

1   Introduction

Malaysia's tourism sector significantly bolsters its economic growth (Balasubramanian & Hanafiah, 2022). The onslaught of the COVID-19 pandemic led to substantial losses within the sector. Cross-national and district restrictions resulted in an estimated RM 5 billion loss, leading to the closure or temporary suspension of 120 hotels (Md Zaki, 2021). According to Bernama (2020), these economic challenges have led to 30,000 employees in the country's hotel losing their job, more than 10,000 people have been forced to take unpaid leave and pay cuts for more than 6,000 others because of the COVID-19 pandemic. The current resumption of tourism, however, presents an opportunity for revival. As indicated by Datuk Seri Jalaluddin Alias, Deputy Minister, the hospitality industry in Kuala Lumpur requires roughly 7,000 workers (Bernama, 2022).

The industry faces unique challenges, especially in human resource management. Anita Selvi, HR Director at Ascott Residences, highlighted the additional burden on management and staff due to manpower shortages, where they often work extended hours to ensure customer satisfaction, especially during peak periods (Solhi, 2022). Syed Hussain Syed Husman of the MEF emphasized the detrimental effects of poor mental health on productivity and safety (Chau, 2022). Many professionals have witnessed colleagues leave the industry, dissatisfied with employers failing to address essential health concerns (Peter et al., 2020).

In a recent discourse, the esteemed president of the Malaysian Trade Union Congress (MTUC), Mr. Effendy Abdul Ghani, underscored that corporations ought to be cognizant of the personal commitments that their employees' shoulder outside the workplace (Chau, 2022). Mr. Ghani fervently championed the cause of work-life balance. Intriguingly, as Malaysia charts its way forward, it might be prudent to draw insights from progressive nations such as France and Finland, where restorative practices for workers have been institutionalized.

Furthermore, Mr. Syed Hussain Syed Husman, who presides over the Malaysian Employers Federation (MEF), illuminated the profound connection between mental well-being and workplace efficiency (Chau, 2022). Deteriorating mental health could precipitate workplace mishaps and, consequently, a decline in productivity (Turner & Lingard, 2020).

To compound matters, the advent of the pandemic has dealt a substantial blow to the nation's hospitality sector (Chau, 2022). Labor shortages have become palpable, with a significant fraction of the workforce either opting to depart from their roles or facing involuntary terminations. Alarmingly, a considerable number of these individuals have had to grapple with the ramifications of unpaid leave or reductions in their remuneration.

Employee well-being, with its profound impact on workplace outcomes, has come to the forefront of organizational research in recent years. Central to this is understanding how various job demands and resources contribute to burnout, a phenomenon deeply studied by scholars such as Tummers and Bakker (2021). Historically, burnout was attributed to sustained emotional and interpersonal stressors experienced at work (Bakker & Demerouti, 2018). In the industry's evolving work landscape, exhaustion undoubtedly stands out as a paramount

concern affecting employees (Sunil, 2022). Anecdotal evidence, like Chef Dwayne Emuang's recount of colleagues leaving the culinary field due to employers' neglect towards their holistic well-being (FMT News, 2022), underscores the gravity of the situation.

Scholarly explorations on the job demands-resources model typically bifurcate it into two distinct paradigms: job demands and job resources (Van den Broeck et al., 2017). A noteworthy addition to this research will be the examination of individuals' propensity to offload responsibilities onto peers, behavior rooted in the Zero-Sum Game beliefs (BZSG). Intriguingly, these BZSG are believed to indirectly modulate workloads by diminishing job demands (Roczniewska & Wojciszke, 2021).

The findings of this study are poised to equip hotel managers in Kuala Lumpur with strategies to preempt burnout, advocating for adaptive work structures and fostering open dialogues. Given the evident implications of BZSG on employee burnout, this research aspires to delve into the nuanced interplay between job demand, job resources, and burnout, specifically within the context of the city's vibrant hospitality sector.

2 Literature Review

2.1 Overview of labour crisis in Kuala Lumpur Hotels

The global pandemic has ushered in unprecedented challenges for the travel and tourism sectors, leaving a tangible impact on both international visitors and local Malaysian enterprises (Sangaran & Selvanayagam, 2021). The resultant downturn has compelled numerous hotels to adopt stringent cost-saving strategies, including temporary closures, awaiting more favorable conditions (Karim et al., 2020). Crisis management, hence, emerges as an imperative theme in contemporary research on tourism and hospitality landscapes (Lai & Wong, 2020). An immediate consequence of this disruption has been the palpable guest dissatisfaction, often attributed to extended waiting times, further exacerbating the sector's woes (Hamid et al, 2021). While the future robustness of the hotel industry remains an open question, many establishments are already grappling with staffing crises (TheStar, 2022). Echoing this sentiment, Datuk N Subramaniam from the Malaysian Association of Hotels (MAH) posits that the severe repercussions of the pandemic might deter many from rejoining this beleaguered industry (Poo, 2022). This study seeks to unpack these complexities and assess the evolving dynamics of the Malaysian hospitality sector in the wake of the pandemic.

2.2 Overview of JD-R Theory

Job Demand-Resource (JD-R) Theory emphasizes the role of job demands and resources in influencing employee well-being (Bakker & Demerouti, 2017; Bakker & Demerouti, 2007). Studies have shown that high job demands coupled with low job resources can predict burnout, including exhaustion and cynicism (Bakker & Demerouti, 2007; Tadić et al., 2014). Additionally, job resources such as autonomy and performance feedback have been found to buffer the negative impact of job demands on burnout (Tadić et al., 2014).

The realm of understanding work burnout has witnessed significant strides with the development of the Job Demand-Resource (JD-R) model by Demerouti et al. (2001). Grounded in the foundational meta-analysis by Lee and Ashforth (1996) – figure 1, the model delineates eight distinct "work demands" and thirteen "job resources" that can precipitate burnout, as corroborated by Maslach, Jackson, and Leiter (1996). Strategies like periodic breaks, job rotations, or engagement in less strenuous activities can invigorate employees and counteract feelings of burnout (Zarei et al., 2019). However, without adequate rest and recovery, there's a risk of employees plunging into both physical and emotional exhaustion (Sexton et al., 2022).

Research has also explored related concepts such as flow experience, work-family conflict, and work engagement in the context of burnout among hotel employees (Mark et al., 2018; Allgood et al., 2022). Flow experience has been identified as a mediator between burnout causes and outcomes, such as turnover intention and work-family conflict (Mark et al., 2018). Furthermore, the COVID-19 pandemic has brought attention to the role of instrumental leadership, social belonging, and workaholism in mitigating burnout among employees (Allgood et al., 2022; Makhdoom et al., 2022).

Studies have extended the JD-R Theory to examine the influence of factors like high commitment HR management, psychological capital, workplace bullying, and family business resources on burnout (Teo et al., 2021; Livne & Goussinsky, 2017; Llanos‑Contreras et al., 2023). These investigations have highlighted the importance of considering job characteristics, psychological factors, and organizational support in understanding burnout dynamics (Kuhlmann, 2024; Zeidan et al., 2022).
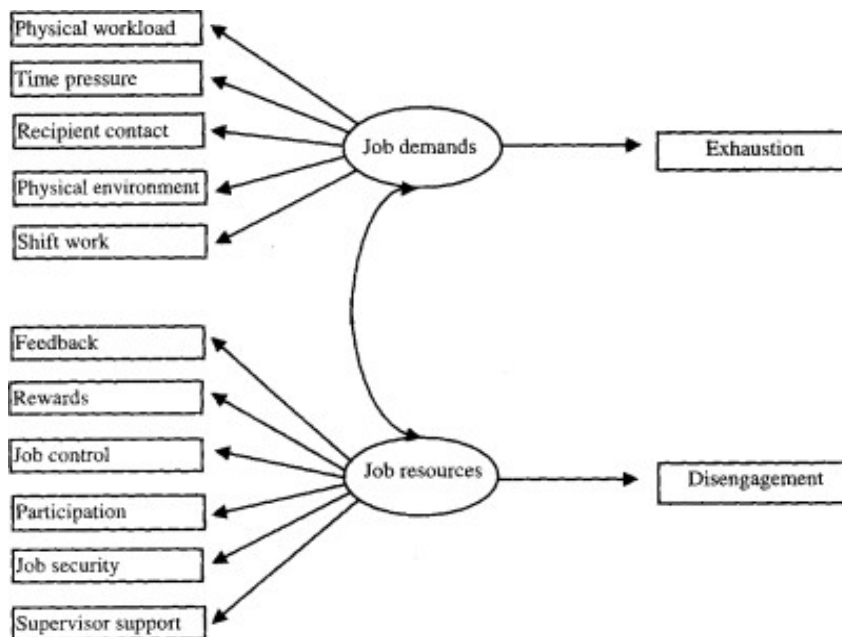

Figure 1: JD-R model of burnout by Maslach, Jackson, and Leiter (1996)

Moreover, research has explored the impact of work stress, turnover intentions, illegitimate tasks, and self-undermining behavior on burnout among hotel employees and healthcare workers (Salama et al., 2022; Ouyang et al., 2022; Golu et al., 2022). These studies underscore the complex interplay between job demands, psychological factors, and organizational factors in shaping employee well-being and burnout outcomes.

In essence, the scholarly examination of the influence of variables from the Job Demand-Resource Theory on burnout among hospitality workers in Kuala Lumpur underscores the importance of taking into account job demands and resources, along with a range of mediating and moderating elements, in comprehending and mitigating burnout in the hotel industry. Surveying the expanse of literature, notable variables recurrently aligned with the JD-R Theory model encompass workload, time pressure, feedback, and social support (Adil & Baig, 2018). This study will also incorporate the Zero-Sum Game beliefs (BZSG) variable due to its established association with workload within the ambit of work demands (Roczniewska & Wojciszke, 2021). This research aims to integrate these variables to offer a holistic understanding of burnout dynamics in contemporary workplaces.

2.3 Job Demand

The hotel industry, renowned for its demanding work environment, has been highlighted in numerous studies for the associated physical and emotional stress endured by its staff. Factors like time pressure and extensive workload have been linked to increased stress levels (Naidoo-Chetty & Plesis, 2021). Findings from Dwomoh and Moses (2020) depict hotel employees frequently working extensive hours, rarely taking breaks, and often carrying heavy items unassisted. This situation is exacerbated by staff shortages, intensifying each worker's responsibilities and potentially compromising their mental well-being (Munasinghe et al, 2018). Thus, this study aims to find a hypothesis for job demand as follows:

H1: There is a significant influence between job demand and job burnout in the hospitality sector.

2.3.1 Workload

Workload, a critical factor in job burnout, has been widely acknowledged in research (Adil and Baig, 2018). Job demands, as conceptualized by Demerouti et al. (2001), encompass components of a job that necessitate physical, cognitive, and emotional effort. Professions with high demands, such as large workloads, can deplete employees, leading to both mental and physical fatigue (Peng et al, 2021). Thus, workload is a significant predictor of stress, correlating with both occupational and psychological distress (Schiff & Leip, 2019). The hypothesis for the workload is as follows:

H1a: There is a significant influence between workload and job burnout in the hospitality sector.

2.3.2 Time Pressuring

Time pressure, recognized for its association with fatigue, can be contextualized using the JD-R burnout model to discern its correlation with burnout (Adil and Baig, 2018). The demand and control model by Karasek (1979) underscores workload and time pressure as pivotal indicators in occupational contexts. This aligns with prior studies that affirm the strong connection between time constraints and work-related strain (Wong & Chan, 2020). Therefore, in this study, the author intent to find answers to the following hypotheses.

H1b: There is a significant influence between time pressure and job burnout in the hospitality sector.

2.3.3 Belief In Life As A Zero-Sum Game (BZSG)

BZSG is an ideological standpoint asserting that social interactions are antagonistic, with one's gain signifying another's (Różycka-Tran et al., 2019). Inherently competitive, it suggests a dynamic where one's success necessitates another's failure. Studies have demonstrated that those aligning with the BZSG perspective tend to adopt a more detached operational mode, often prioritizing self-interest and displaying reduced cooperative inclinations (Roczniewska and Wojciszke, 2021). Thus, in a setting influenced by BZSG, individualistic protection becomes paramount, often at the detriment of collective success and well-being. For optimal health and productivity, it's crucial to curtail such stressors and job demands that elicit strain (Adamska et al., 2015). The following is a hypothesis for BZSG:

H1c: There is a significant influence between belief in life as a zero-sum game (BZSG) and job burnout in the hospitality sector.

2.4 Job Resources

In the context of workplace dynamics and employee well-being, the Job Demand-Resource (JD-R) model, as postulated by Bakker and Demerouti (2018), has become a seminal framework. It delves into the essential elements that support employees in managing the demands of their jobs and fulfilling their professional objectives. This model is built on the distinction between job demands and job resources, which exhibit varying associations with employee burnout. In this study, job resources will be tested along with job burnout as follows:

H2: There is a significant influence between job resources and job burnout in the hospitality sector.

2.4.1 Social Support

Among the various job resources, social support emerges as a cornerstone, enabling employees to navigate their tasks efficiently and meet their professional objectives (Vuong et al., 2022). In the long term, social support serves as a buffer against exhaustion, bolstering personal resources such as self-efficacy and optimism (Layous & Nelson-Coffey, 2020). Operating within a supportive work environment, employees tend to experience a greater sense of control over their

work conditions, ultimately resulting in reduced levels of exhaustion (Bakker and Demerouti, 2018). The hypothesis for the social support is as follows:

H2a: There is a significant influence between social support and job burnout in the hospitality sector.

2.4.2 Feedback

Feedback, as one of the critical psychological predictors of burnout, occupies a pivotal role within the JD-R framework (Tavella et al., 2020). A dearth of constructive feedback from supervisors has been identified as a noteworthy contributor to burnout. Conversely, effective feedback serves as a potent catalyst, fostering employee motivation, job engagement, and goal attainment (Park & Choi, 2020). Importantly, positive and timely feedback from supervisors is instrumental in reducing burnout, correlating with decreased emotional exhaustion and enhanced professional achievement (Adil and Baig, 2018). With that explanation, the hypothesis for the feedback is as follows:

H2b: There is a significant influence between feedback and job burnout in the hospitality sector.

2.5 Job Burnout

The concept of burnout, within the professional sphere, encapsulates a pervasive state of physical and emotional depletion, coupled with a sense of cynicism and a decline in professional competence (Alfuqaha et al., 2019). This multifaceted phenomenon entails exhaustion, which manifests as a protracted experience of depleted energy reserves, persistent weariness, and chronic fatigue (Adil and Baig, 2018). Cynicism, on the other hand, is characterized by detachment from one's work and the development of negative attitudes towards colleagues (Gajewski et al., 2017; Adil and Baig, 2018). Reduced professional effectiveness, the final facet of burnout, is typified by a waning sense of competency and accomplishment in one's professional role (Benner & Curl, 2018). Altogether, burnout signifies a protracted psychological ailment that underscores an employee's waning capacity and motivation to invest effort in their occupational pursuits (Bakker & de Vries, 2021). In the subsequent sections of this study, we delve into the complex interplay of factors that contribute to this phenomenon within the context of the hospitality sector. With that explanation, this study proposes the following conceptual framework:
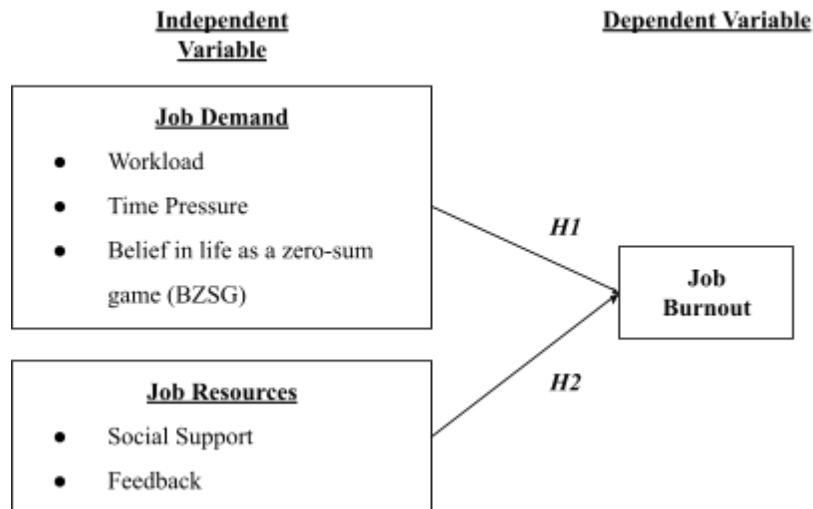
Figure 2: The conceptual framework

3 Methodology

3.1 Research Design

Our study employs a quantitative approach and employs multiple linear regression analysis as the primary methodological framework. We will administer a structured questionnaire to food and beverages, housekeeping and front office employees working in 4 and 5-star hotels, leveraging the convenience of Google Forms for data collection. The collected data will subsequently undergo meticulous analysis to investigate our hypotheses and produce statistically substantiated findings. The study design is thoughtfully structured to ensure the robustness and accuracy of our data collection, thereby minimizing potential errors.

3.2 Population and Sample Size

The study's targeted population consists of individuals employed in the hospitality sector in Kuala Lumpur. This selection is deliberate, as Kuala Lumpur stands out as a key hub, boasting the fourth-highest number of hotels and the most substantial inventory of hotel rooms within Statista Research Department's 2023 data on the city's hotel landscape. Employing the Krejcie & Morgan (1970) table for sample size determination, our sample size is estimated at 376 respondents. This calculation is in consideration of the total population of hotel employees in Kuala Lumpur, which stands at 17,826 workers according to the Malaysian Association of Hotels (2020). For data collection, we will utilize a convenient sampling approach while adhering to appropriate procedures, thus ensuring the minimization of bias. Additionally, such a sampling strategy can facilitate a cost-effective and efficient data collection process.

3.3 Instrumentation

The quantitative research approach will be applied in this study by distributing a questionnaire through an online survey to the targeted demographic. The approach examines how job demands and resources influence job burnout to evaluate employee well-being (Bakker & Demerouti 2018). Regarding the

instrument, the questionnaire is divided into four parts, starting with section A, which focuses on the demographic profile using multiple-choice questions. Followed by Section B, on job demands and Section C will focus on job resources using measuring indecision. Then, section D will examine the job demand-resources influences on job burnout. In terms of instrument scale, the six-point Likert scales ranging from 1 (strongly disagree) to 6 (strongly agree) is applied for this research.

3.4 Pilot Test

To ensure the reliability and internal consistency of our instrument, a pilot test was conducted. The data were analyzed using Cronbach's Alpha, a widely accepted measure for such assessments. The pilot test involved 30 respondents, and the results exhibited strong and satisfactory reliability values. Specifically, the Cronbach's Alpha coefficient for job resources' influence on feedback stood at a substantial 0.868. Furthermore, job demand's influence on workload and time pressure yielded coefficients of 0.866 and 0.787, respectively. Job demand's influence on the belief in life as a zero-sum game (BZSG) and job resources' influence on social support displayed an alpha coefficient of 0.796, while job burnout exhibited a coefficient of 0.707 (Table 1). These robust internal consistency values further underscore the instrument's reliability and suitability for our study.

Table 1: Pilot Test for Reliability Test

| Constructs	Cronbach's Alpha	No. of Items
Job Demand Influences Workload	0.866	7
Job Demand Influences Time Pressure	0.787	6
Job Demand Influences BZSG	0.803	5
Job Resources Influence Feedback	0.868	5
Job Resources Influence Social Support	0.796	6
Job Demand-Resources Influence Job Burnout	0.707	6

4 Findings

The study focuses on individuals employed in the hotel sector in Kuala Lumpur as the primary unit of analysis. Each response within our dataset was meticulously assessed and treated individually. The study started with an initial sample of 376 respondents and, following data cleaning procedures, identified and rectified errors, with particular emphasis on outlier analysis. This approach aimed to mitigate or eliminate any potential sources of misleading results. Out of the original sample size, 301 valid responses were retained, constituting a minimum ratio of 30 percent, which aligns with the recommended practice to ensure sample representativeness.

Subsequently, the data underwent thorough analysis. The results were determined to be statistically significant without exerting undue influence on the other variables under examination. Furthermore, a normality test was conducted to

assess the distribution of our dataset. The highest skewness value observed falls within the range of -1.111 to -0.301, while kurtosis values range from 1.314 to -0.795. These findings collectively indicate that our dataset exhibits a symmetrical, non-skewed, and normally distributed pattern.

Table 2: Standardised Residual Histogram Plot

Histogram
Dependent Variable: job_burnout

Mean = -7.45E-16
Std. Dev. = 0.990
N = 301
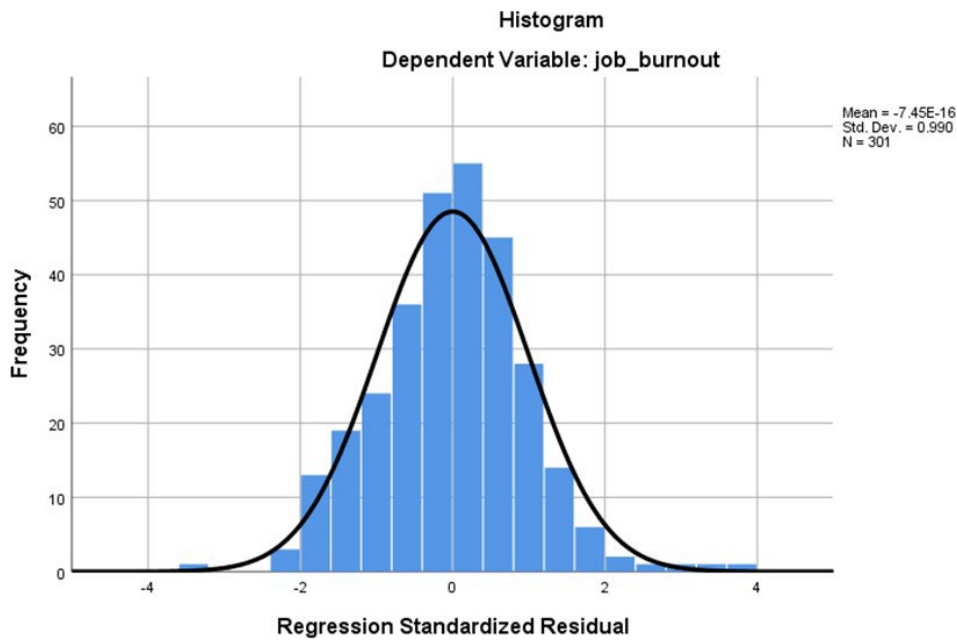
4.1 Descriptive Analysis

As shown in Table 2, for gender, most respondents are female 54.5% out of a total of 301 respondents whereas 45.5% are male. Regarding the age groups, the higher numbers aged are between 20-24 years equivalent to 48.5%, followed by those aged 25-30 years old (31.6%) and 30 above (19.9%). For education level, most of the education in the hotel industry is Diploma (40.2%), followed by Degree (35.2%) and others (24.6%). The highest respondent is mostly from departments Operations (57.1%) rather than Management (42.9%). For marital status, most hotel employees are single (67.1%) while married (29.6%) and widowed (3.3%). With respect to the total income of hotel workers earning, most respondents are from <2,690 which is 69.1%, followed by 26.6% from RM2,691 to RM8,110 and 4.3% is more than RM12,300 above.

Table 3: Respondents' Demographic Profile

Socio-demographic		Total (*n*)	Percentage (%)
Age:	20-24	146	48.5
	25-30	95	31.6
	30 or above	60	19.9
Gender:	Male	137	45.5

	Female	164	54.5
Education:	Diploma	121	40.2
	Degree	106	35.2
	Others	74	24.6
Department:	Operation	172	57.1
	Management Top	129	42.9
	Management	-	-
Marital Status:	Single	202	67.1
	Married	89	29.6
	Widowed	10	3.3
Monthly Income:	< 2,690	208	69.1
	2,691 to 8,110	80	26.6
	More than 12,300	13	4.3

4.2 Factor Analysis

4.2.1 Factor Analysis for Variables

The outcomes of the factor analysis affirm the suitability of the conditions for our dependent variable, job burnout. Notably, the determinant registers a value of 0.025, surpassing the threshold of 0.0001, indicating a satisfactory fit for our analysis. Furthermore, the observed correlations between all items were notably robust. The item pertaining to workload exhibited a perfect correlation of 1.000, signifying a strong relationship. Following closely, the item for time pressure displayed a correlation of 0.785, while the item relating to beliefs in life as a zero-sum game (BZSG) exhibited a correlation of 0.788. Additionally, the item for feedback yielded a correlation of 0.311, the item for social support demonstrated a correlation of 0.634, and, finally, the item for job burnout displayed a correlation of 0. 634.

Table 4: Component Matrix for variables

Correlation Matrix

		workload	time_pressure	BZSG	feedback	social_support	job_burnout
Correlation	workload	1.000	.785	.788	.311	.556	.634
	time_pressure	.785	1.000	.744	.361	.650	.648
	BZSG	.788	.744	1.000	.267	.513	.639
	feedback	.311	.361	.267	1.000	.527	.348
	social_support	.556	.650	.513	.527	1.000	.604
	job_burnout	.634	.648	.639	.348	.604	1.000
Sig. (1-tailed)	workload		.000	.000	.000	.000	.000
	time_pressure	.000		.000	.000	.000	.000

BZSG	.000	.000		.000	.000	.000
feedback	.000	.000	.000		.000	.000
social_support	.000	.000	.000	.000		.000
job_burnout	.000	.000	.000	.000	.000	

a. Determinant = .025

This study places significant emphasis on reliability, a crucial indicator of the instrument's capacity to consistently and dependably measure the intended concept. It serves as a pivotal factor in assessing the utility of the measurement tool (Sekaran and Bougie, 2009). The reliability analysis results, summarized in Table 5, exhibit the commendable consistency and stability of all scales employed in the study. Each scale surpasses the minimum threshold of Cronbach's alpha (> 0.50), underscoring their effectiveness in accurately capturing the essence of the pertinent variables.

4.2.2 Exploring the JD-R Theory and Job Burnout Relationship

To delve into the relationship between JD-R Theory and job burnout, we harnessed the Pearson Correlation. This method is instrumental in evaluating the degree of correlation among the independent variables, namely workload, time pressure, BZSG, feedback, and social support, with the dependent variable, job burnout. The analysis framework seeks to ascertain if a particular variable retains predictive power even when the effects are influenced by other variables, while also accommodating a normality analysis of the distribution.

Pearson correlation outcomes reveal a notably strong positive correlation between job burnout and each of the independent variables: workload, time pressure, BZSG, feedback, and social support. The strength of the correlation among all variables is further underscored by their significance ($r > 0.7$, $p = 1.000$). These findings illuminate the intricate relationships within the JD-R Theory and its association with job burnout, reinforcing the depth and significance of these connections in our study.

Organizations must recognize the significant impact of workplace factors on burnout. Heavy workloads, tight deadlines, and the quality of feedback all contribute to employees' experiences and burnout levels. The presence or absence of social support further magnifies these effects, emphasizing the importance of a supportive work environment. From a theoretical perspective, our study adds empirical evidence to the JD-R Theory, showing how job demands and resources interact to influence burnout. Understanding these dynamics goes beyond recognizing exhaustion by addressing specific work-related factors to prevent burnout effectively.

Practically, our findings call for proactive interventions from leaders and HR professionals. Restructuring work processes, providing support systems, and fostering open communication can mitigate stressors and enhance employee well-being. Ultimately, prioritizing employees' mental health fosters resilience and productivity, benefiting both individuals and organizations.

4.3 Multiple Regression Analysis

The utilization of multiple linear regression presents a powerful set of tools for scrutinizing the intricate relationship between a single continuous dependent variable and an array of independent variables (Pallant, 2011). In this context, the regression analysis serves as the investigative tool for testing H1, H1a, H1b, H1c, H2, H2a, and H2b. These hypotheses collectively probe the existence of a substantial influence between the JD-R Theory and job burnout within the dynamic context of the hospitality sector.

The regression equation employed herein rigorously examines the seven dimensions of the JD-R Theory, which encompass job demand, workload, time pressure, beliefs in life as a zero-sum game (BZSG), job resources, feedback, and social support, and their collective impact on job burnout.

Table 5: Reliability Analysis

Constructs	Cronbach's Alpha	No.
of Items Workload	0.907	7
Time Pressure	0.866	6
BZSG	0.895	5
Feedback	0.891	5
Social Support	0.907	6
Job Burnout	0.783	6

The result of the multiple regression analysis are presented in Table 5, which suggests that there are five factors, which are, workload (= 0.15, p<0.01, t= 2.04), time pressure (= 0.14, p<0.01, t= 1.94), BZSG (= 0.26, p<0.01, t= 3.85), feedback (= 0.35, p<0.01, t= 0.75) and social support (= 0.27, p<0.01, t= 4.73), that were found to significantly influence between JD-R Theory and job burnout (Table 6).

Table 6: Multiple regression analysis of JD-R Theory and Job burnout

Dependent variable	Independent variable	Unstandardized coefficient B	std. error	t	β
Job burnout	Workload	0.109	0.05	2.04	0.15*
	Time pressure	0.121	0.06	1.94	0.14*
	BZSG	0.240	0.06	3.85	0.26*
	Feedback	0.032	0.04	0.75	0.03*

Social support		0.221	0.04	4.73	0.27*
R2					0.53*
Adjusted R2					0.52*
Sig. F					67.65*

Notes: Sig. levels   ***$p<0.01$, **$p<0.05$ *$p<0.10$

Therefore, it can be concluded, H1: There is a significant influence between job demand and job burnout in the hospitality sector, H1a: There is a significant influence between workload and job burnout in the hospitality sector, H1b: There is a significant influence between time pressure and job burnout in the hospitality sector, H1c: There is a significant H2: There is a significant influence between job resources and job burnout in the hospitality sector, H2a: There is a significant influence between social support and influence between social support and job burnout in the hospitality sector and H2b: There is a significant influence between feedback and job burnout in the hospitality sector. The coefficient shows that the determinant is 0.025 value and it's greater than the 0.0001 value which is relatively fair and indicates the variance of job burnout has been significantly represented by the JD-R Theory (workload, time pressure, BZSG, feedback, and social support).

These results substantiate hypotheses H1, H1a, H1b, H1c, H2, H2a, and H2b, affirming the substantial impact of job demands and resources on job burnout within the hospitality sector. Notably, the coefficients indicate a fair degree of variance in job burnout explained by the JD-R Theory factors, further validating the theory's relevance in understanding and addressing burnout dynamics in this industry.

Such insights carry profound implications for theory and practice. The identified factors not only elucidate the complexities of job burnout but also underscore the need for tailored interventions in organizational settings. From restructuring workloads to enhancing support systems and feedback mechanisms, organizations can leverage these findings to cultivate a healthier and more sustainable work environment.

Moreover, these findings contribute to advancing the theoretical understanding of JD-R Theory, particularly in the context of the hospitality sector. By unraveling the specific mechanisms through which job demands and resources impact burnout, we enrich the theoretical discourse, paving the way for future research and practical interventions aimed at mitigating burnout and promoting employee well-being.

5 Discussion

The principal aim of this study is to scrutinize the intricate interplay between job demands and resources in the context of job burnout within the vibrant hospitality sector of Kuala Lumpur. This research endeavors to investigate the multifaceted influences wielded by the JD-R Theory, encompassing variables such as workload, time pressure, beliefs in life as a zero-sum game (BZSG), feedback, and social support, on job burnout among hotel employees. Seven hypotheses, each

denoting an essential aspect of this intricate relationship, have been formulated to guide this study's endeavors.

Hypothesis 1 (H1): There is a significant influence between job demand and job burnout in the hospitality sector.

This hypothesis posits that a significant and substantial influence exists between job demand and job burnout within the hospitality sector. The strenuous working conditions faced by hotel staff, characterized by extended working hours, minimal breaks, and the arduous task of managing heavy loads unassisted, culminate in potentially adverse implications for their mental well-being, constituting a critical facet of employee well-being (Munasinghe et al., 2019; Dwomoh and Moses, 2020).

Hypothesis 1a (H1a): There is a significant influence between workload and job burnout in the hospitality sector.

This hypothesis hypothesizes that a moderately significant influence prevails between workload and job burnout in the hospitality industry. Previous research has persistently established a substantial correlation between the burdensome nature of workload and burnout, given the draining effects it exerts on the workforce, resulting in a state of exhaustion due to excessive work (Adil and Baig, 2018).

Hypothesis 1b (H1b): There is a significant influence between time pressure and job burnout in the hospitality sector.

This hypothesis posits a less significant connection between time pressure and job burnout in the hospitality sector. Time pressure is construed as an entity positively associated with weariness. The JD-R burnout model constitutes the theoretical foundation for elucidating the influence between time pressure and burnout. This model accentuates that time constraints significantly contribute to work strain, a proposition consistently supported by prior research (Adil and Baig, 2018).

Hypothesis 1c (H1c): There is a significant influence between belief in life as a zero-sum game (BZSG) and job burnout in the hospitality sector.

This hypothesis asserts that the most pronounced influence on job burnout within the hospitality sector emanates from a belief in a zero-sum game (BZSG). Comprehensive studies have demonstrated that BZSG fosters alterations in cognition, namely, mistrust, depression, and a stark lack of cooperation. Organizational research within this context corroborates a negative relationship between BZSG and job burnout, underpinning the significance of this influence (Roczniewska and Wojciszke, 2021).

Hypothesis 2 (H2): There is a significant influence between job resources and job burnout in the hospitality sector.

This hypothesis posits a significant connection between job resources and job burnout in the hospitality sector. Job resources, often construed as motivating elements, fulfill the imperative function of conferring significance and meeting

fundamental needs, thereby fostering constructive work engagement (Bakker and Demerouti, 2018).

Hypothesis 2a (H2a): There is a significant influence between social support and job burnout in the hospitality sector.

This hypothesis postulates that the second most substantial influence on job burnout within the hospitality sector originates from social support. Extensive prior research underscores the instrumental role of social support in enhancing task efficiency, goal attainment, and long-term exhaustion prevention. This is achieved by augmenting personal resources such as self-efficacy and optimism (Layous & Nelson-Coffey, 2020)

Hypothesis 2b (H2b): There is a significant influence between feedback and job burnout in the hospitality sector.

Lastly, this hypothesis posits a less substantial connection between feedback and job burnout in the hospitality sector. The psychological significance of feedback is inextricably linked with burnout, with a dearth of constructive feedback from supervisors contributing to burnout (Gajewski et al., 2017). However, it is worth highlighting that the statistical significance lies in the influence between beliefs in life as a zero-sum game and social support on job burnout in the vibrant hospitality sector of Kuala Lumpur.

6   Conclusion

This research endeavors to delve comprehensively into the intricate relationships between the JD-R theoretical model and job burnout, with a particular focus on a sample of employees within the 4 and 5-star hotel industry. The study systematically examines the myriad factors that wield substantial influence on hotel employees concerning job burnout. Factors of critical significance encompassing workload, time pressure, beliefs associated with the zero-sum game (BZSG), feedback, social support, and job burnout have been meticulously evaluated through a survey conducted among hotel employees. The overarching objective of this analysis is to discern the variables influencing hotel workers, elucidating the underpinnings behind their reluctance to persist within the vibrant yet challenging hospitality industry.

The modern hotel industry confronts an intricate web of issues revolving around employee motivation and retention. A multitude of hotel employees are grappling with work-related challenges that have detrimental implications for their mental well-being, leading them to question their long-term commitment to this demanding profession. The findings of this study hold pivotal significance, not merely within the realm of the hospitality industry, but also in the broader context of various industries wrestling with analogous work-related challenges and mental exhaustion issues. Therefore, elucidating the multifaceted dynamics between the JD-R Theory, workload, time pressure, BZSG, feedback, social support, and job burnout is of paramount relevance, for it equips us with the knowledge essential to motivate and retain employees across diverse sectors.

Based on recent surveys, it is evident that an overwhelming majority of hotel employees cite an excessive workload and inadequate support from colleagues or superiors as the principal factors that diminish their interest in the hospitality industry. Consequently, there exists an urgent and pressing need to devise strategies that will inspire and incentivize hotel employees to continue their tenure in the sector over a more extended period. While this research may not be fully representative of the entire population of Malaysian hotel employees, it lays the foundation for future researchers to explore, adapt, and apply these findings across various industries grappling with similar workplace challenges and issues of mental exhaustion.

6.1 Recommendations for Hotel Managers

Based on the significant predictors of job burnout identified in the study on hotel employees in Kuala Lumpur, hotel managers could consider the followings to address and mitigate burnout among their staff:

6.1.1 Address Workload

Recognize the impact of workload on job burnout and take steps to manage it effectively. Consider implementing workload distribution strategies, setting realistic expectations, and providing support to employees facing heavy workloads. Encourage a healthy work-life balance to prevent employees from feeling overwhelmed.

6.1.2 Provide Social Support

Foster a supportive work environment by encouraging teamwork, open communication, and collaboration among employees. Establish support systems within the workplace to help employees navigate challenges and seek assistance when needed. Social support can act as a buffer against burnout and enhance employee well-being.

6.1.3 Offer Training and Development Opportunities

Invest in employee training and development programs to enhance skills, knowledge, and job satisfaction. Providing opportunities for growth and advancement can increase employee engagement and motivation, reducing the risk of burnout. Encourage continuous learning and skill-building to empower employees in their roles.

6.1.4 Promote Self-Care Practices

Educate employees on the importance of self-care and well-being. Encourage them to prioritize self-care activities such as mindfulness, physical exercise, and stress management techniques. Create a culture that values and supports employee well-being, emphasizing the importance of mental and physical health.

6.1.5 Enhance Feedback Mechanisms

Establish clear and constructive feedback mechanisms to provide employees with guidance, recognition, and opportunities for improvement. Regular feedback sessions can help employees feel valued, motivated, and engaged in their work.

Addressing feedback gaps can prevent feelings of uncertainty and dissatisfaction that contribute to burnout.

6.1.6 Monitor Work-Life Balance

Keep track of employees' workloads, working hours, and stress levels to ensure a healthy work-life balance. Encourage employees to take breaks, use their vacation time, and disconnect from work outside of office hours. Implement policies that promote work-life balance and prevent burnout from prolonged overwork.

By implementing these recommendations, hotel managers can create a supportive and conducive work environment that addresses the significant predictors of job burnout identified in the study. Proactive measures to manage workload, provide support, offer development opportunities, promote self-care, enhance feedback, and monitor work-life balance can help prevent burnout and improve overall employee well-being in the hospitality industry.

6.2 Limitation of the Study and Future Research Opportunities

While the study on job burnout among hotel employees in Kuala Lumpur presents some challenges, it also opens doors for future opportunities in research and practice. While the convenient sampling method utilized may not fully capture the diverse spectrum of hotel workers in the region, it prompts the exploration of alternative sampling techniques that could enhance the inclusivity and representativeness of future studies. Furthermore, while the focus on 4 and 5-star hotels may limit the scope of findings, it also highlights the potential for comparative analyses between different tiers of establishments, offering valuable insights into industry-specific dynamics.

Additionally, while reliance on self-reported data introduces biases, it underscores the importance of incorporating mixed method approaches in future research endeavors. Integrating qualitative methods alongside quantitative analyses could yield a more comprehensive understanding of the nuanced factors influencing burnout among hotel employees, enriching both the depth and breadth of findings. Moreover, while the cross-sectional design may constrain causal inferences, it sets the stage for longitudinal studies that could elucidate the dynamic nature of job demands, resources, and burnout over time.

Overall, while acknowledging these limitations, the study provides a solid foundation for future investigations in the field of occupational well-being in the hospitality industry. By addressing these challenges and embracing innovative methodologies, researchers can unlock new avenues for understanding and addressing burnout among hotel employees, ultimately fostering healthier and more sustainable work environments.

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9 Appendix

<u>**Section A: Demographic: Please indicate your level of characteristics in this section.**</u> **Definition:** The demographic characteristics of the respondent will be recorded in this section. There are 6 items in total that were adapted (Adil, and Baig, 2018).

Directions: Please fill in the blanks " ● "   for one of the answers you choose. For each question choose from the following alternatives.

Age	20-24 ○	25-30 ○	30 0r above ○
Gender	Male ○	Female ○	Others ○
Education	Diploma ○	Bachelors ○	Others ○
Department	Lower Management ○	Middle Management ○	Top Management ○
Marital Status	Single ○	Married ○	Others ○
Monthly Income	< 2,690 ○	2,691 to 8,110 ○	More than 12,300 ○

<u>**Section B: Influences of Job Demand-Resources theory (JD-R) towards Job Burnout.**</u>

<u>**Please indicate your level of this influence.**</u>

Definition: This has physical and psychological consequences, such as weariness and frustration. Employees may feel more motivated when they take breaks, switch jobs, or engage in less demanding activities (Bauer, Hämmig, Schaufeli, and Taris, 2014).

Directions: Please fill in the blanks " ● " for one of the answers you choose. For each question choose from the following alternatives.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6

Section B(1): Job Demand: Workload	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
Having to complete a lot of hard work	○	○	○	○	○	○
Having to perform complex tasks.	○	○	○	○	○	○
Having to multitask your assigned projects.	○	○	○	○	○	○
Having to work very hard.	○	○	○	○	○	○
Section B(2): Job Demand: Time Pressure	**Strongly Disagree**	**Disagree**	**Slightly Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
I have to remember many things at work.	○	○	○	○	○	○
I have to be attentive to many things at the same time.	○	○	○	○	○	○
I have to complete the work on time.	○	○	○	○	○	○
I often get work assignments that give me little time to complete them.	○	○	○	○	○	○
Section B(3): Job Demand: BZSG	**Strongly Disagree**	**Disagree**	**Slightly Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
Working with people all day is really a strain for me.	○	○	○	○	○	○
I feel emotionally drained from my work.	○	○	○	○	○	○
I feel fatigued when I get up in the morning and have to face another day on the job.	○	○	○	○	○	○
Section C(1): Job Resources: Feedback	**Strongly Disagree**	**Disagree**	**Slightly Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**

	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
The unit I supervise meets or exceeds expectations.	○	○	○	○	○	○
The unit I supervise does superb work.	○	○	○	○	○	○
Critical quality errors rarely occur in the work done by the unit I supervise.	○	○	○	○	○	○
Section C(2): Job Resources: Social Support	**Strongly Disagree**	**Disagree**	**Slightly Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
I will ask my colleagues to help me if necessary.	○	○	○	○	○	○
If problems arise at work, my friends will support me.	○	○	○	○	○	○
I feel appreciated by my colleagues.	○	○	○	○	○	○
Section D: Job Burnout	**Strongly Disagree**	**Disagree**	**Slightly Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
I feel emotionally drained from my work.	○	○	○	○	○	○
I have become less enthusiastic about my work.	○	○	○	○	○	○
I feel I treat some of my employees or colleague as if there were impersonal objects.	○	○	○	○	○	○