
Socio-demographic Factors Associated with Job Burnout among Frontline Employees: A Cross-sectional Study of Classified Hotels in Nairobi City County, Kenya

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Abstract

In today's highly competitive business environment, providing exceptional customer service is the primary goal of any hospitality organisation. Hotel frontline employees play a vital part in the service delivery process to achieve this. However, job burnout is a persistent problem in the hotel sector due to the demanding nature of the work (for example, working long hours and rotating shifts). Hotel frontline employees have to deal with the challenging nature of their job. As a result, they are prone to job burnout, lowering their productivity. Therefore, it is essential to establish possible job burnout interventions among this important group of hotel staff. Nairobi City County has a well-established hospitality sector home to most of Kenya's classified hotels. As a beginning point in pursuit of job burnout interventions, this study sought to compare job burnout levels in different populations of frontline employees defined by socio-demographic characteristics in all (from 2-star to 5-star) classified hotels using a cross-sectional online survey approach to test the model on 309 frontline employees. Data were analysed using descriptive statistics and the one-way analysis of variance. The prevalence rate of job burnout among frontline employees was 30.7%. Female and unmarried frontline employees exhibited higher levels of job burnout. Frontline employees with lower education reported higher feelings of job burnout and its facets. Frontline employees working in highly rated hotels, with less work experience and tenure, were prone to job burnout and its aspects. Frontline employees working in the restaurant department were more susceptible to burnout and its elements. The current study recommends that owners, managers, and operators of classified hotels in Nairobi City County design interventions anchored on various socio-demographic characteristics to address job burnout among frontline employees.

Keywords: Age, classified hotel, department of operation, education level, frontline employee, gender, hotel classification, job tenure, marital status, monthly earnings, socio-demographic characteristic, work experience

1. Introduction

The hospitality and tourism sector is well-known for its significant contribution to the global Gross Domestic Product (GDP) and job creation in every country in the world ([World Travel](#)

and Tourism Council [WTTC], 2020). Moreover, the hotel industry is one of the fastest-growing sectors of the worldwide economy and one of the top job-creating sectors due to its labour-intensive nature (International Labour Organization [ILO], 2020). Nonetheless, the hospitality sector has been linked to high levels of employee job burnout (JBO). According to Mayo Clinic (2020), JBO refers to a unique sort of work-related stress—a state of physical or emotional weariness that includes a sense of diminished accomplishment and loss of personal identity. For Halbesleben et al. (2014), JBO is a mental weakness brought on by unmanaged and constant stress, particularly experienced by frontline employees (FLEs).

Moreover, Maslach and others (e.g., Maslach et al., 1997; Maslach et al., 2001) define JBO as a process in which individuals' emotional resources are exhausted at first, leading to complete disengagement from their job or assigned responsibilities over time. Maslach et al. (2001) argue that JBO is described by the three qualities of emotional exhaustion (EE), depersonalisation (DP), and reduced personal accomplishment (RPA). It is a long-term response to chronic emotional and interpersonal pressures at work.

Similarly, the World Health Organization (WHO), for the first time in 2019, recognised JBO as an occupational problem (WHO, 2019). It is a syndrome emerging from prolonged occupational stress that has not been adequately managed, even though it is not recognised as a medical illness (WHO, 2019). These definitions emphasise one crucial point: JBO is a work-related syndrome not caused by a physical condition, meaning solutions to alleviate the problem can be discovered in the workplace. Employee JBO is a severe problem in the hospitality sector around the world. The rate of JBO in the hospitality industry is among the highest of all other sectors; a study of 1,001 employees demonstrated that around 80% of all hospitality employees felt exhausted (Paychex, 2019). On the same note, Heenan (2016) notes that the hospitality sector has a high prevalence of employee JBO, with 1 in 7 employees experiencing stress-related illness, leading to many employees leaving the field entirely. JBO is frequent in many vocations, but FLEs in other industries, such as hospitality, have a higher rate due to the sheer volume of human interactions.

FLEs provide critical customer service (Martic, 2020). They are the individuals who will first meet and greet customers and have frequent interaction with them along the service cycle in the hotel industry. The global hotel industry's prosperity depends on how well FLEs perform. The roles played by FLEs are crucial in providing exceptional customer service and ensuring the smooth running of the service recovery process (Kang et al., 2015). While the hospitality industry relies on the performance of its FLEs to meet its objectives (Kang et al., 2015), these employees face unique challenges such as (1) long hours of work, (2) unbalanced strict work schedules, (3) working during odd hours shifts, and (4) unending customer demands (Karatepe, 2012). Although FLEs are critical to the hospitality sector, they are prone to JBO, considering their one-on-one interactions with guests (Karatepe, 2012).

The failure or success of the hospitality and tourism industry is, by and large, pegged on customer service (Freeman & Glazer, 2015), particularly the service provided by the FLEs who directly interact with customers (Dropulić Ružić, 2015). In the hotel industry, FLEs in the housekeeping, front office, and food and beverage departments are at the heart of customer satisfaction (Bhebhe, 2020). Their behaviours and attitudes impact service delivery and are good ingredients for customer satisfaction or dissatisfaction (Ismail et al., 2019).

Nonetheless, the hospitality industry is reportedly associated with employment characteristics predisposing this integral group of workers to JBO (Ismail et al., 2019).

Organisations worldwide, including those in the hospitality industry, are experiencing an employee JBO crisis (Wigert & Agrawal, 2018). According to a Gallup poll of 7,500 full-time employees from diverse firms, almost two-thirds were continuously or occasionally burned out (Gallup, 2018). Similarly, the rising JBO rate in the hospitality business has become a significant concern for management and employees (Harjanti & Todani, 2019). Moreover, the outcomes of JBO are costly. JBO leads to employee job disengagement, resulting in low job productivity and a higher rate of absenteeism (Gallup, 2018; Harjanti & Todani, 2019; Karatepe et al., 2013; Mansour & Tremblay, 2018). Moreover, disengaged employees are pessimistic about achieving work-related goals, which may cause them to become even more distressed (Harjanti & Todani, 2019). These costs emphasise the importance of developing effective strategies to alleviate JBO in the hospitality sector.

Many studies, such as Chiang and Bang-Zhi (2017), Koo et al. (2020), and Mansour and Tremblay (2018), have focused on JBO in the hospitality industry and its causes. Other studies (e.g., Karatepe et al., 2013; Koc & Bozkurt, 2017) have focused on the outcomes of JBO. In Africa, most JBO studies have been carried out in non-hospitality sectors, such as the health sector (Hailay et al., 2020; Naidoo et al., 2020). However, there is little published information on JBO among frontline workers in Kenya. Nonetheless, a significant number of studies in the health and education sectors have been conducted (e.g., Adeli & Mbutitia, 2020; Afulani et al., 2021; Kay & Jerobon, 2018; Muriithi et al., 2020; Muriithi & Kariuki, 2020; Wanyonyi & Poipoi, 2019). The question is not whether frontline staff in the hospitality sector are experiencing JBO but how the syndrome may be effectively addressed, resulting in improved service performance and increased customer satisfaction. Hence, this study sought to compare job burnout levels in different populations of frontline employees defined by socio-demographic characteristics in all (from 2-star to 5-star) classified hotels in Nairobi City County, Kenya.

1.1 Study Hypotheses

1.1.1 Global Hypothesis

H₀₁: There is no significant difference in JBO and its aspects in populations of FLEs defined by their socio-demographic characteristics.

1.1.2 Sub-hypotheses

H_{01-a}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by gender.

H_{01-b}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by age.

H_{01-c}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by marital status.

H_{01-d}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by education qualifications.

H_{01-e}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by monthly earnings.

H_{01-f}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by hotels' classification.

H_{01-g}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by work experience.

H_{01-h}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by job tenure.

H_{01-i}: There is no difference in levels of JBO and its aspects among groups of FLEs defined by the department.

2. Literature Review

2.1 The Concept of Job Burnout

JBO is not a new notion; it dates back to Herbert Freudenberger's (1974) work as a clinical psychologist. Christina Maslach's work is also crucial in explaining the concept of burnout (1976). JBO was widespread in caregiving and service occupations, according to Freudenberger and Maslach, because the essence of employment is the relationship between the caregiver and the recipient. Although there seems to be no consensus on the definition of JBO, "what is common to all definitions was that JBO occurs at an individual level, [...] and that is a negative experience for the individual, in that it concerns problems, distress, discomfort, dysfunction, and negative consequences" (Maslach et al., 2008, p. 89).

JBO is a syndrome of EE and cynicism frequently occurring among individuals who do 'people-work' (Maslach & Jackson, 1981). EE, DP, and RPA are all symptoms of JBO (Maslach et al., 1997). According to Maslach et al. (1997), JBO is a state of EE that causes individuals to lose interest in their job and doubt their capacity to complete prescribed tasks. Burnout's core component is exhaustion, which has been defined as "[...] wearing out, loss of energy, depletion, debilitation, and fatigue" (Maslach et al., 2008, p. 89), making it an essential dimension of burnout syndrome. Depersonalisation, or emotions of detachment and nasty attitudes toward customers, is the second component of burnout. The third feature of burnout is an adverse reaction to accomplishments and decreased productivity (Maslach et al., 2008; Maslach et al., 1997). In line with the conceptualisation of JBO, studies such as Elbaz et al. (2020) and López-Cabarcos et al. (2019) have indicated that employees who experience JBO are disinterested in their work and misaligned with organisational goals.

Despite the commonalities of the outcomes of JBO, the main research contention on JBO is whether it is a multi-faceted or unitary model (Bianchi et al., 2019). Some studies have treated the concept as a unidimensional measure, such as Khaksar et al. (2019). However, the protagonists of JBO as a multi-faceted construct contend that its indicators are not evident successively. Bianchi et al. (2019) have indicated that treating JBO as a unitary measure would conceal latent relationships that can better inform JBO's research body of knowledge. Additionally, studies have discovered circumstances where people experience some indicators of JBO but not all of them. To this end, Franco et al. (2022) found that teachers were more likely to feel emotionally drained and use negative attitudes while teaching when

the management of schools overstretched them to work in some ways. [D'Amico et al. \(2020\)](#) found similar results. On this background, it is less likely that FLEs working in classified hotels in Nairobi City County experiencing feelings of JBO demonstrate all three symptoms of JBO. Nonetheless, scholarly work showing this assertion remains scant, particularly among the FLEs working in classified hotels in Nairobi City County. Consequently, to develop effective interventions to address the JBO among FLEs working in classified hotels in Nairobi City County, this study treated JBO as a multi-faceted construct.

2.2 Relationships between Socio-demographic Characteristics and Job Burnout

To develop effective JBO interventions, it is essential to identify the socio-demographic characteristics associated with its growth ([Albendín et al., 2016](#); [Zhang et al., 2014](#)). Previous studies have found significant and non-significant differences in burnout and its facets among groups of workers defined by socio-demographic characteristics. For example, [Cañadas-De la Fuente et al. \(2018\)](#) found significant differences in levels of DP among groups of nurses defined by their gender and marital status. Additionally, their study demonstrated that being male and single was associated with severe JBO and that age as a moderator could accentuate the differences.

Another study by [Josipović et al. \(2020\)](#) among housekeeping and front office workers in Serbia found non-significant relationships between their socio-demographic characteristics (i.e., age, gender, education qualifications, and marital status), contrary to earlier results by ([Cañadas-De la Fuente et al., 2018](#)). Furthermore, [Lu et al. \(2020\)](#) compared the JOB between public health care and clinical care workers in China. They found that being youthful, male, and with low formal education was associated with pronounced levels of JBO. A recent study by [Wang and Chen \(2022\)](#) focused on human resource managers and revealed that being female was related to higher JBO levels and RPA. Moreover, their study found that young human resource managers (aged between 21 and 30) were more prone to JBO than those aged between 31 and 40. Married human resource managers were also found to be less likely to suffer JBO than unmarried (viz., single). Regarding education qualifications, there were significant differences in JBO and RPA ($p < .001$), and the highest level of burnout was found among those with lower levels of education. There were also significant differences in burnout among different work experience groups, and the lowest level of JBO was found among human resource managers with more work experience. The study further indicated that the higher the income levels of human resource managers, the lower the JBO levels.

[Wen et al. \(2020\)](#) investigated the relationship between role stress and the intention of FLEs to quit their jobs. They factored in JBO as a moderator and revealed that income was inversely related to JBO. Nonetheless, gender, educational qualifications, work experience in the hospitality industry, job tenure, and department of operation were not significantly associated with JBO. Furthermore, [Ogungbamila et al. \(2019\)](#) examined the relationships between resilience, emotional intelligence, and JBO among hotel employees in 3-star hotels in Ibadan, Nigeria. Their study found that resilience was associated with higher levels of JBO in females than in males. They also found that emotional intelligence decreased JBO more in females than males.

Contradictory results have been found in non-hospitality sectors. For instance, [Ezenwaji et al. \(2019\)](#) study on the relationships among JBO, work-related stress, and associated socio-

demographic factors did not find significant associations. As demonstrated by the studies reviewed, the relationships between various socio-demographic characteristics and JBO, plus its facets, are unclear. Some studies find significant associations, while others find non-significant ones. The studies also indicate that results in one industry are not easily generalizable to other sectors. Consequently, a study examining these relationships among the FLEs in classified hotels in Kenya is essential. Furthermore, the results of the relationships would provide a credible guiding framework on the nature of JBO interventions and inform the design of JBO’s workplace well-being interventions for the classified hotels in this study. Hence, the proposed conceptual model and hypotheses are depicted in Figure 1.

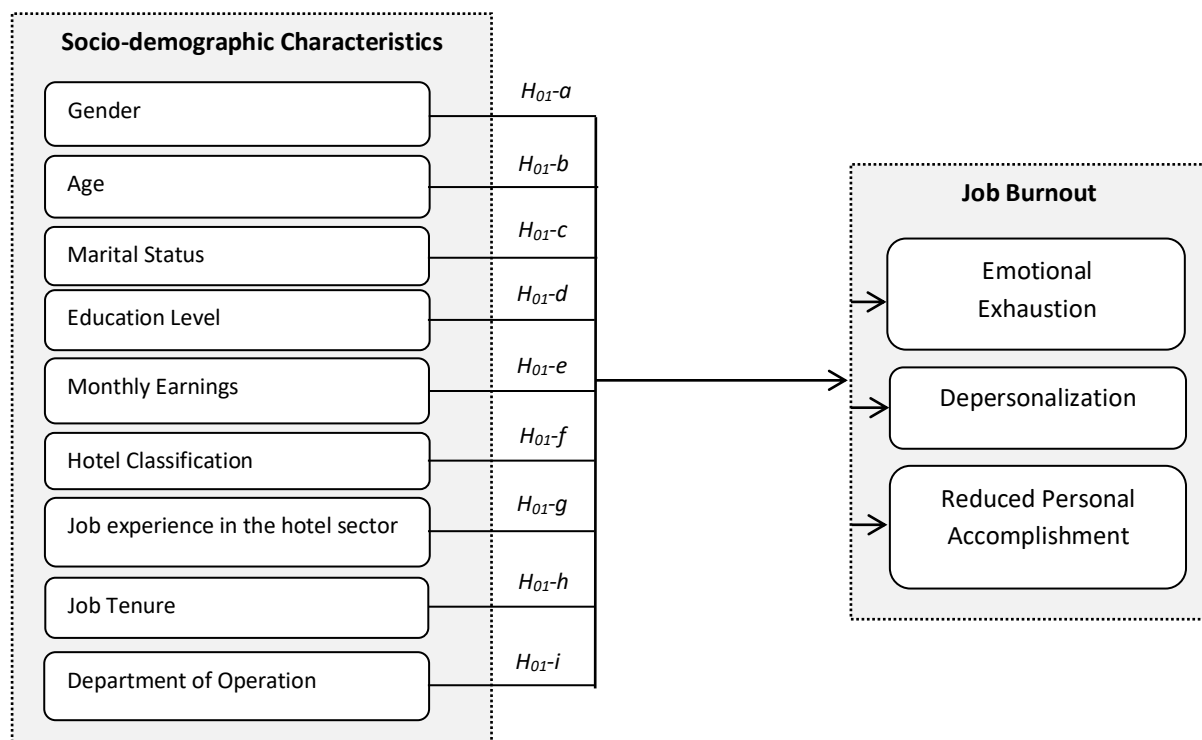


Figure 1. The conceptual model of the relationships between socio-demographic characteristics and job burnout

3. Method

3.1 Study Setting and Design

This study used a cross-sectional research design to collect data from the respondents. The study was conducted in classified hotels in Nairobi City County—a hub for tourism and home to 52 hotel establishments classified by the Tourism Regulatory Authority (TRA, 2022), representing over 50% of all hotel facilities in Kenya. Concerning different star-rating categories, 11 establishments are five-star hotels, 18 are four-star hotels, 15 are three-star hotels, and eight are two-star hotels.

3.2 Target Population

The target population for this study consisted of 2,055 FLEs. The sample of FLEs was estimated using the East African Community criteria for classifying hotel establishments in

terms of star rating adopted by the tourism regulatory authority of Kenya. This study primarily focused on FLEs working in the restaurant, front office, and housekeeping departments. The inclusion criteria observed in this study were as follows: FLEs working in the front office, housekeeping, and restaurant sections of the hotel, with one-year job tenure. The exclusion criteria were back-of-the-house hotel employees and FLEs with less than a year of job tenure.

3.3 Sampling Technique and Sample Size

The sample size for this study was computed using Yamane's (1963) formula in line with the target population, yielding a sample size of 335 FLEs. A 10% sample size was added to cater for the non-response bias resulting in 369 FLEs, selected from classified hotels ranging from 2-stars to 5-stars. To choose the 369 FLEs, a snowball-convenience sampling technique was used.

3.4 Research Instrument and Measurement

This study used an online structured cross-sectional questionnaire created using Google Forms®.

3.4.1 Measurement of Socio-demographic Characteristics

A socio-demographic characteristics section was included in the questionnaire with questions on respondents' gender, age, marital status, education qualifications, monthly earnings, work experience in the hospitality industry, job tenure, and department of operation.

3.4.2 Measurement of Job Burnout

This study utilised the most commonly used burnout scale, the Maslach Burnout Inventory (MBI) (Maslach et al., 1997), to examine burnout among FLEs. Specifically, the MBI Human Services Survey (MBI-HSS) comprised 22 questions across three subscales: EE—9, DP—5, and the self-reported measure of RPA—8. The responses were scored on a seven-point Likert scale from *never* (0) to *every day* (6) for each subscale. Therefore, total scores for EE, DP, and RPA ranged from 0 – 54, 0 – 30, and 0 - 48, respectively.

EE and DP were scored so that a respondent with higher scores was considered to present JBO. However, as provided in the MBI-HSS tool, the questions measuring the RPA dimension were worded positively. High scores depicted high personal accomplishment, and lower scores indicated lower personal accomplishment, demonstrating a respondent presenting symptoms of JBO. Therefore, to compute the composite score of JBO, the positive accomplishment items were reverse-scored to align with EE and DP scales. Consequently, the reversed personal accomplishment scale was labelled as an RPA dimension. Thus, higher scores on the RPA scale indicated low personal accomplishment and vice-versa.

Based on MBI-HSS scoring, three levels of JBO were tabulated (Maslach et al., 1997): *low*, *moderate*, and *high*. For the EE sub-scale, low scores range from 0 to 16, moderate (17 to 26), and high (equal to 27 or higher); for the DP sub-scale, low scores range from 0 to 6, moderate (7 to 12), and high (equal to 13 or higher). Lastly, for the personal accomplishment sub-scale, low scores range from 0 to 31, moderate (32 to 38), and high (score equal to 39 or higher). The criteria recommended by Maslach of “high EE and DP” or “high EE and high

RPA” was used to establish the proportion of the respondents suffering JBO (Dyrbye et al., 2009). All scales returned adequate Cronbach’s alpha coefficients (Hair et al., 2010), that is, MBI-HSS ($\alpha = .976$), EE ($\alpha = .941$), DP ($\alpha = .939$), and RPA ($\alpha = .986$).

3.5 Data Collection Procedures

Data were collected through an online survey over three months, from February to May 2022. To distribute the survey links, human resource (HR) managers and supervisors (in low-star-rating hotels) were requested to permit FLEs in their hotels to participate in the study. Following approval, the HR managers were invited to share the online survey questionnaire link with the FLEs through their respective supervisors in the front office, restaurant, and housekeeping departments via WhatsApp®, Instagram®, and personal emails. In addition, to ensure the targeted sample size, FLEs were requested to share the link with their peers who were also FLEs in their respective departments. The first part of the questionnaire comprised informed consent informing the respondents of the purpose and aims of the study, rights to their participation and withdrawal, and assurance of anonymity and confidentiality of the information provided.

A mandatory eligibility dichotomous question of yes or no was included in the last section of the informed consent to allow respondents to progress with the survey and obtain informed consent. While answering the question in the affirmative (a Yes) meant the respondent voluntarily accepted to participate in the online survey, a negative answer (a No) demonstrated a respondent’s decline to participate. The online survey’s link was distributed to 384 FLEs in various classified hotels, of which 339 were received in GoogleForms® for a response rate of 88.3%. However, 309 questionnaires were helpful for data analysis after 30 were eliminated because of missing data, accounting for 80.5% of all completed surveys.

3.6 Data Analysis

The completed questionnaires were downloaded from Google Form® into a spreadsheet supported by Microsoft Excel version 21.0 and exported into the Statistical Package for Social Sciences, SPSS® version 27.0 for Windows (IBM SPSS for Windows, version 27.0. Armonk, NY: IBM Corp). Descriptive statistics were performed for categorical data, where frequencies and proportions were presented appropriately. The relationships among the variables were evaluated with a one-way analysis of variance (ANOVA).

All assumptions of one-way ANOVA were examined and met, comprising normality of the response variable and homogeneity of variances. The assumption of normality of the response variable was examined using the standardised skewness and kurtosis and Kolmogorov-Smirnoff (K-S) test. Values of skewness and kurtosis were within the acceptable limits of ± 2 and ± 7 , respectively. In this study, the skewness and kurtosis values on the measure of JBO (0.33, -0.80), EE (0.75, -0.62), DP (0.75, -1.20), and RPA (0.31, -1.17) were within the cut-off brackets of ± 2 and ± 7 respectively, indicating normality of the data (Gravetter & Wallnau, 2014; Hair et al., 2010). Furthermore, the results of K-S test for JBO (K-S = .78, $p = .11$) EE (K-S = .71, $p = .07$), DP (K-S = .86, $p = .10$), and RPA (K-S = .64, $p = .11$) were non-significant ($p > .05$), further demonstrating evidence of normality of the response variable (Hair et al., 2010).

In addition, the assumption of equal variances was examined with *Levene's* test with non-significant results ($p > .05$), demonstrating that this assumption was met. Otherwise, the assumption of equal variances was violated. Consequently, *classical* ANOVA F-test results were considered when the assumption of equal variances was met; otherwise, results of *Welch's* ANOVA robust test of equality of means were considered (Sauder & DeMars, 2019). If the explanatory categorical variable had more than two categories and yielded significant ANOVA results, post hoc pairwise comparison procedures were performed with *Tukey's SD* (Honestly Significant Difference) test (for significant *classical* ANOVA F-test) and *Games-Howell* test (for significant *Welch's* ANOVA F-test). Furthermore, ANOVA effect sizes were examined with eta-squared (η^2) and omega-squared (ω^2) for significant *classical* ANOVA F-test and *Welch's* ANOVA F-test results, respectively. Reporting effect sizes (substantive significance) of one-way ANOVA was essential because it extended the meaning of results beyond the statistical significance expressed in p values (Coe, 2002; Sullivan & Feinn, 2012).

4. Results

4.1 Socio-demographic Profile of Respondents

Table 1 presents the socio-demographic profiles of the respondents. Among the respondents, 55.66% identified as female, and 44.34% were male. The majority of the respondents were single. Most respondents (55.99%) were between 18 and 28 years old. Regarding the highest level of education attained, most respondents had an undergraduate degree or college diploma, and the proportions were 32.69% and 32.36%, respectively. Regarding hotel classification, most respondents (40.45%) worked in 4-star-rated hotels. Concerning work experience in the hospitality industry, most respondents (42.39%) had 1 – 2 years of working experience. In addition, most of the respondents (65.37%) had a job tenure ranging from 1 to 2 years. Concerning the department of operation, most respondents were attached to the restaurant or housekeeping; the proportions were 44.66% and 30.42%, respectively. Regarding monthly earnings, most respondents (69.26%) earned between \$125 and \$250 per month.

4.2 Prevalence of Job Burnout

Table 2 presents the results of the prevalence of job burnout among frontline employees. All FLEs ($n = 309$, 100%) in this study presented symptoms of JBO to varying degrees. The results indicated that 30.74% of FLEs were high in EE, 31.07% in DP, and 30.74% in RPA. In addition, FLEs who reported moderate levels of EE, DP, and RPA accounted for 43.69%, 44.66%, and 43.04%, respectively. Consequently, this study's prevalence of JBO among the FLEs was 30.74%. This study sought to examine the influence of socio-demographic characteristics on JBO and its aspects among the FLEs working in classified hotels in Nairobi City County. Before computing one-way ANOVA analyses, normality was examined using the standardised skewness, kurtosis and *Kolmogorov-Smirnov* (K-S) test. In this study, the assumption for normality was met, indicating that neither the standardised skewness scores were reported outside the range of ± 3.00 , nor were any of the probability values less than (or equal to) the .001 alpha level set for the *K-S* test.

Table 1 Socio-demographic Profile of Respondents

Item	Category	Frequency	Proportion (%)
Gender	Male	137	44.34
	Female	172	55.66
Marital Status	Single	165	53.40
	Married	144	46.60
Age	18 – 28 years	173	55.99
	29 – 39 years	125	40.45
	40 – 50 years	11	3.56
Education Qualifications	Secondary	21	6.79
	Certificate	100	32.36
	Diploma	87	28.16
	Undergraduate degree	101	32.69
Hotel classification	2-star	40	12.94
	3-star	99	32.04
	4-star	125	40.45
	5-star	45	14.56
Industry work experience (years)	1 – 2	131	42.39
	3 – 4	128	41.42
	≥5	50	16.18
Job tenure	1 – 2	202	65.37
	3 – 4	107	34.63
Department of operation	Front Office	77	24.92
	Housekeeping	94	30.42
	Restaurant	138	44.66
Monthly income (\$)	<\$125	50	16.18
	\$125 – \$250	214	69.26
	\$250 – \$375	26	8.41
	\$375 and above	19	6.15

Note: n = 309.

Table 2 Prevalence Rate of Job Burnout Among Frontline Employees

Sub-scales	MBI-HSS JBO Risk by Scores	n	(%)
EE	High: ≥27	95	30.74
	Moderate: 17 – 26	135	43.69
	Low: 0 – 16	79	25.57
DP	High: ≥13	95	30.74
	Moderate: 7 – 12	139	44.99
	Low: 0 – 6	75	24.27
RPA	High: 0 – 31	95	30.74
	Moderate: 32 – 38	133	43.04
	Low: ≥39	81	26.21

Notes: n = 309. MBI-HSS criteria for JBO: ‘High-risk EE Scores + High-risk DP Scores’ or ‘High-risk EE Scores + High-risk RPA Scores’. JBO detected: 30.74% (95/309)

4.3 Influence of Socio-demographic Characteristics on Job Burnout

4.3.1 Gender Distribution and Its Influence on Job Burnout

A one-way ANOVA was performed to compare the effect of gender on the measure of JBO and its facets (Table 3).

Table 3 Mean Differences in Burnout by Gender

Group	n	JBO (M ± SD.)	EE (M ± SD.)	DP (M ± SD.)	RPA (M ± SD.)
Gender: Male	137	2.19 ± 1.05	2.07 ± 0.67	1.56 ± 0.69	2.71 ± 1.88
Female	172	3.17 ± 1.23	2.89 ± 0.98	2.56 ± 1.25	3.86 ± 1.67
Levene		0.84 ^{N.s}	28.79 ^{***}	113.88 ^{***}	33.45 ^{***}
F		57.15 ^{***}	76.18 ^{***}	80.07 ^{***}	31.51 ^{***}
η ² (ω ²)		.157	(.183)	(.184)	(.092)

Notes: n = 309. η² = eta-squared. ω² = Omega-squared. *p < .05. **p < .01. ***p < .001. N.s = non-significant.

As shown, the results of Levene’s F tests revealed that the homogeneity of variances assumption for JBO aspects (p < .001) was unmet but was met for the total score of JBO (p < .05). In addition, the one-way ANOVA revealed a statistically significant difference in the average JBO scores between male and female FLEs [F(1, 307) = 57.15, p < .001], with an η² of .157. Moreover, significant differences were found in the average EE scores [Welch’s F(1, 301.28) = 76.18, p < .001], DP scores [Welch F(1, 275.31) = 80.07, p < .001], and RPA scores [Welch’s F(1, 273.89) = 31.51, p < .001] across the categories of gender. The estimated effect sizes on EE (ω² = .183), DP (ω² = .184), and RPA (ω² = .092) were statistically significant (p < .001).

4.3.2 Age Distribution and Its Role in Burnout and Burnout Facets

A one-way ANOVA was conducted to compare the effect of age on JBO. Table 4 shows that the assumption of homogeneity of variances was met (Levene’s test p > .05).

Table 4 Mean Differences in Job Burnout by Age Distribution

Group	n	JBO(M ± SD)	EE(M ± SD)	DP(M ± SD)	RPA(M ± SD)
18 to 28	173	2.75 ± 1.24	2.53 ± 0.94	2.15 ± 1.16	3.36 ± 1.86
29 to 39	125	2.72 ± 1.22	2.51 ± 0.95	2.08 ± 1.15	3.36 ± 1.83
40 to 50	11	2.67 ± 1.41	2.56 ± 1.08	2.09 ± 1.21	3.15 ± 2.11
Levene		0.49 ^{N.s}	0.26 ^{N.s}	0.17 ^{N.s}	0.61 ^{N.s}
F		0.03 ^{N.s}	0.02 ^{N.s}	0.13 ^{N.s}	0.07 ^{N.s}

Notes: n = 309. N.s = non-significant.

4.3.3 Influence of Marital Status on Burnout and Its Dimensions

Table 5 summarises the results of a one-way ANOVA to examine significant differences in the average JBO, EE, DP, and RPA across marital status categories. As shown, a statistically significant difference in JBO scores by marital status was found [Welch’s F(1, 279.68) = 47.73, p < .001]. In addition, significant differences were found in the average EE [Classical F(1, 307) = 43.48, p < .001], DP = [Welch’s F(1, 304.83) = 31.72, p < .001], and RPA [Welch’s F(1, 263.01) = 36.86, p < .001]. The estimated effect sizes of marital status on JBO (ω² = .122), EE (η² = .115), DP (ω² = .090), and RPA (ω² = .122) were significant.

Table 5 Mean Differences in Job Burnout by Marital Status

Group	<i>n</i>	JBO (<i>M</i> ± <i>SD.</i>)	EE (<i>M</i> ± <i>SD.</i>)	DP (<i>M</i> ± <i>SD.</i>)	RPA (<i>M</i> ± <i>SD.</i>)
Single	165	3.14 ± 1.05	2.82 ± 0.87	2.45 ± 1.12	3.93 ± 1.50
Married	144	2.27 ± 1.26	2.18 ± 0.91	1.74 ± 1.07	2.69 ± 1.99
<i>Levene</i>		33.51***	0.32 ^{N.s}	4.41**	93.66***
<i>F</i>		47.73***	40.07***	31.72***	36.86***
$\eta^2(\omega^2)$		(.122)	.115	(.090)	(.108)

Notes: *n* = 309. η^2 = eta-squared. ω^2 = Omega-squared. **p* < .05. ***p* < .01. ****p* < .001. N.s = non-significant.

4.3.4 Role of Education Qualifications on Burnout and Its Facets

A one-way ANOVA was conducted to test for the significant differences in the average JBO and its facets across categories of education qualifications. The results of the analysis are summarised in Table 6. The homogeneity of variances assumption on the measure of JBO was met (*Levene's* test *p* > .05). However, the assumption was unmet on the measure of EE, DP, and RPA (*Levene's* test *p* < .001).

Table 6 Mean Differences in Job Burnout by Education Qualifications

Group	<i>n</i>	JBO (<i>M</i> ± <i>SD.</i>)	EE (<i>M</i> ± <i>SD.</i>)	DP (<i>M</i> ± <i>SD.</i>)	RPA (<i>M</i> ± <i>SD.</i>)
Secondary	21	3.42 ± 1.22	3.31 ± 1.08	3.22 ± 1.37	3.66 ± 1.59
Certificate	100	3.18 ± 1.10	2.83 ± 0.91	2.53 ± 1.19	3.98 ± 1.49
Diploma	87	2.94 ± 1.15	2.66 ± 0.90	2.21 ± 1.04	3.72 ± 1.71
Undergraduate	101	1.96 ± 1.05	1.93 ± 0.65	1.39 ± 0.63	2.34 ± 1.95
<i>Levene</i>		2.07 ^{N.s}	4.41**	19.62**	17.69***
<i>F</i>		25.49***	31.69***	38.00***	15.57***
$\eta^2(\omega^2)$.200	(.206)	(.227)	(.138)

Notes: *n* = 309. η^2 = eta-squared. ω^2 = Omega-squared. **p* < .05. ***p* < .01. ****p* < .001. N.s = non-significant.

As Table 6 shows, significant differences in the average JBO scores [*F*(3, 305) = 25.49, *p* < .001], EE [*Welch's F*(3, 81.03) = 31.69, *p* < .001], DP [*Welch's F*(3, 78.79) = 38.00, *p* < .001], and RPA [*Welch's F*(3, 85.97) = 15.57, *p* < .001] were reported. In addition, the estimated ANOVA effect sizes of education qualifications on JBO (η^2 = .200), EE (ω^2 = .206), DP (ω^2 = .227), and RPA (ω^2 = .138) were statistically significant (*p* < .001). Consequently, post-hoc pairwise comparisons using *Tukey's HSD* (for JBO) and *Games-Howell* (for JBO facets) pairwise comparison procedures were performed to establish the pair of groups across education qualifications with significantly different means (Table 7). As shown, statistically significant mean differences in JBO and its facets were reported between FLEs with undergraduate degrees and those with other qualifications (secondary, certificate, and diploma). In addition, the mean difference in average DP between FLEs with secondary and diploma qualifications was statistically significant (*p* < .05). However, the mean differences in JBO and its facets between FLEs with secondary and certificate and between secondary and secondary and diploma qualifications were statistically non-significant (*p* > .05), exempting the mean difference in average DP between FLEs with secondary and diploma qualifications.

Table 7 Post Hoc Results for Job Burnout by Education Qualifications

Education level(I)	Education Level (J)	JBO (I – J)	EE (I - J)	DP (I - J)	RPA (I - J)
Secondary	Certificate	0.23 ^{N.s}	0.48 ^{N.s}	0.69 ^{N.s}	-0.32 ^{N.s}
	Diploma	0.47 ^{N.s}	0.66 ^{N.s}	1.00*	-0.06 ^{N.s}
	Undergraduate	1.46***	1.38***	1.82***	1.31*
Certificate	Secondary	-0.23 ^{N.s}	-0.48 ^{N.s}	-0.69 ^{N.s}	0.32 ^{N.s}
	Diploma	0.24 ^{N.s}	0.18 ^{N.s}	0.32 ^{N.s}	0.26 ^{N.s}
	Undergraduate	1.22***	0.90***	1.14***	1.63***
Diploma	Secondary	-0.47 ^{N.s}	-0.66 ^{N.s}	-1.00*	0.06 ^{N.s}
	Certificate	-0.24 ^{N.s}	-0.18 ^{N.s}	-0.32 ^{N.s}	-0.26 ^{N.s}
	Undergraduate	0.98***	0.72***	0.88***	1.37***
Undergraduate	Secondary	-1.46***	-1.38***	-1.82***	-1.31*
	Certificate	-1.22***	-0.90***	-1.14***	-1.63***
	Diploma	-0.98***	-0.72***	-0.88***	-1.37***

Notes: (I – J) = MD = Mean Difference. **p* < .05. ***p* < .01. ****p* < .001. N.s = non-significant.

4.3.5 Distribution of the Respondents’ Monthly Earning and Job Burnout

A one-way ANOVA was performed to compare the effect of monthly earnings on the measure of JBO and its facets (Table 8). As shown in Table 8, statistically significant differences in JBO, [*F*(3, 305) = 8.07, *p* < .001], EE [*Welch’s F*(3, 62.42) = 21.08, *p* < .001], DP [*Welch’s F*(3, 68.97) = 26.36, *p* < .001], and RPA [*F*(3, 305) = 6.28, *p* < .001] were reported between at least two pair of groups defined by monthly earnings.

Table 8 Mean Differences of Job Burnout by Monthly Earnings

Group	<i>n</i>	JBO(<i>M</i> ± <i>SD</i>)	EE(<i>M</i> ± <i>SD</i>)	DP(<i>M</i> ± <i>SD</i>)	RPA(<i>M</i> ± <i>SD</i>)
<\$125	50	2.80 ± 1.20	2.66 ± 0.94	2.27 ± 1.27	3.28 ± 1.78
\$125 to \$250	214	2.88 ± 1.23	2.62 ± 0.91	2.24 ± 1.16	3.56 ± 1.80
\$250 to \$375	26	2.25 ± 0.99	2.08 ± 0.57	1.53 ± 0.53	2.89 ± 1.91
\$375 and above	19	1.61 ± 0.89	1.70 ± 0.47	1.18 ± 0.45	1.80 ± 1.80
<i>Levene</i>		0.36 ^{N.s}	5.50 ^{***}	10.33 ^{***}	0.85 ^{N.s}
<i>F</i> Test		8.07 ^{***}	21.08 ^{***}	26.36 ^{***}	6.28 ^{***}
$\eta^2(\omega^2)$.074	.067	.064	.058

Notes: *n* = 309. η^2 = eta-squared. ω^2 = Omega-squared. **p* < .05. ***p* < .01. ****p* < .001. N.s = non-significant.

Moreover, the estimated ANOVA effect sizes of monthly earnings on JBO ($\eta^2 = .074$), EE ($\omega^2 = .067$), DP ($\omega^2 = .064$), and RPA ($\eta^2 = .058$) were statistically significant. Therefore, post-hoc pairwise comparisons using *Tukey’s HSD* (for JBO and RPA) and *Games-Howell* (for EE and DP) were conducted to establish pair of groups with significantly different means (Table 9). Post-hoc comparison results revealed a significant mean difference in average JBO for groups with monthly earnings less than \$125 and \$375 and above and between the groups earning a monthly income ranging from \$125 to \$250 and \$375 and higher. Furthermore, post-hoc comparisons revealed significant mean differences in EE between the groups whose monthly earnings were less than \$125 and from \$250 to \$375 and between the groups with

monthly earnings of less than \$125 and from \$375 and above. Likewise, significant mean differences were reported between the groups whose monthly earnings ranged from \$125 to \$250 and \$250 to \$375. Moreover, the mean difference between the groups with monthly earnings from \$125 to \$250 and \$375 and higher was statistically significant.

Table 9 Post Hoc Results for Job Burnout and its Facets by Monthly Earnings

Monthly Income (I)	Monthly Income (J)	JBO (I – J)	EE (I – J)	DP (I – J)	RPA (I – J)
<\$125	\$125 – \$250	-0.08 ^{N.s}	0.04 ^{N.s}	0.03 ^{N.s}	-0.28 ^{N.s}
	\$250 – \$375	0.55 ^{N.s}	0.58**	0.74**	0.39 ^{N.s}
	\$375 and above	1.18**	0.96***	1.09***	1.49*
\$125– \$250	<\$125	0.08 ^{N.s}	-0.04 ^{N.s}	-0.03 ^{N.s}	0.28 ^{N.s}
	\$250 – \$375	0.63 ^{N.s}	0.54***	0.71***	0.68 ^{N.s}
	\$375 and above	1.26***	0.92***	1.06***	1.77***
\$250 – \$375	<\$125	-0.55 ^{N.s}	-0.58**	-0.74**	-0.39 ^{N.s}
	\$125 – \$250	-0.63 ^{N.s}	-0.54***	-0.71***	-0.68 ^{N.s}
	\$375 and above	0.63 ^{N.s}	0.38 ^{N.s}	0.35 ^{N.s}	1.09 ^{N.s}
\$375 and above	<\$125	-1.18**	-0.96***	-1.09***	-1.49*
	\$125 – \$250	-1.26***	-0.92***	-1.06***	-1.77***
	\$250 – \$375	-0.63 ^{N.s}	-0.38 ^{N.s}	-0.35 ^{N.s}	-1.09 ^{N.s}

Notes: (I – J) = MD = Mean Difference. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

Concerning the DP facet of JBO, post-hoc pairwise comparisons indicated statistically significant mean differences between the groups whose earnings were less than \$125 and from \$250 to \$375 and between those whose earnings were less than \$125 and \$375 and higher. In addition, significant mean differences were detected between groups whose monthly earnings ranged from \$125 to \$250 and \$250 to \$375 and between those with monthly earnings ranging from \$250 to \$375 and \$375 and higher. Moreover, pairwise comparisons indicated significant mean differences in RPA between the groups with monthly earnings less than \$125 and from \$375 and above and between the groups whose monthly earnings ranged from \$125 to \$250 and \$375 and higher.

4.3.6 Hotel Classification and Its Role in Job Burnout and Its Facets

A one-way ANOVA was conducted to determine whether the means in the average JBO, EE, DP, and RPA were the same across categories of hotel classification. The results are shown in Table 10.

Table 10 Mean Differences in Job Burnout and Its Facets by Hotel Classification

Group	N	JBO($M \pm SD$)	EE($M \pm SD$)	DP($M \pm SD$)	RPA($M \pm SD$)
2-star	40	2.04 ± 1.07	1.97 ± 0.75	1.47 ± 0.57	2.47 ± 1.81
3-star	99	2.46 ± 1.14	2.28 ± 0.75	1.79 ± 0.94	3.10 ± 1.91
4-star	125	2.83 ± 1.17	2.59 ± 0.94	2.23 ± 1.17	3.48 ± 1.75
5-star	45	3.65 ± 1.16	3.34 ± 0.96	3.11 ± 1.16	4.34 ± 1.57
Levene		0.85 ^{N.s}	2.32 ^{N.s}	5.74 ^{**}	9.18 ^{***}
F		16.54 ^{***}	21.66 ^{***}	27.47 ^{***}	9.68 ^{***}
η^2 (ω^2)		.140	.176	.173	.070

Notes: $n = 309$. $\eta^2 =$ eta-squared. $\omega^2 =$ Omega-squared. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

As shown in Table 10, the assumption of homogeneity of variances was met on the measure of JBO and EE as depicted by the insignificant *Levene's* tests ($p > .05$). However, this assumption was violated on the measure of DP and RPA, as signalled by the significant *Levene's* tests ($p < .001$). The results revealed significant differences in the measure of JBO [$F(3, 305) = 16.54, p < .001$], EE [$F(3, 305) = 21.66, p < .001$], DP [*Welch's* $F(3, 128.34) = 27.47, p < .001$], and RPA [*Welch's* $F(3, 116.64) = 9.68, p < .001$] across the categories of hotel classification. Additionally, the results revealed significant ANOVA effect sizes of hotel classification on JBO ($\eta^2 = .140$), EE ($\eta^2 = .176$), DP ($\omega^2 = .173$), and RPA ($\omega^2 = .070$).

Consequently, post-hoc pairwise comparisons using the *Tukey HSD* (for JBO and EE) and *Games-Howell* (for DP and RPA) pairwise comparison procedures were performed to establish the pair of groups with significant mean differences (Table 11). Concerning JBO, significant mean differences were found between FLEs in 2-star and 4-star hotels and 2-star and 5-star hotels. Furthermore, significant mean differences in JBO were reported between FLEs in 3-star and 5-star hotels and 4-star and 5-star hotels. Regarding the EE and DP facets of JBO, significant mean differences were found between FLEs in 2-star and 4-star hotels and 2-star and 5-star hotels. Likewise, the mean differences in EE and DP between FLEs working in 3-star and 4-star hotels and between 3-star and 4-star hotels were statistically significant. The results also revealed significant mean differences in EE and DP between FLEs in 4-star and 5-star hotels. Regarding the average RPA facet of JBO, significant mean differences were reported between FLEs in 2-star and 4-star hotels and 2-star and 5-star hotels. Moreover, significant mean differences were detected between FLEs in 3-star and 5-star hotels and between FLEs in 4-star and 5-star hotels.

Table 11 Post Hoc Results of Job Burnout and Its Facets by Hotel Classification

(I) Hotel Classification	(J) Hotel Classification	JBO (I-J)	EE (I-J)	DP (I-J)	RPA (I-J)
2 Star	3 Star	-0.43 ^{N.s}	-0.31 ^{N.s}	-0.32 ^{N.s}	-0.63 ^{N.s}
	4 Star	-0.80^{***}	-0.63^{***}	-0.76^{***}	-1.01[*]
	5 Star	-1.61^{***}	-1.37^{***}	-1.65^{***}	-1.87^{***}
3 Star	2 Star	0.43 ^{N.s}	0.31 ^{N.s}	0.32 ^{N.s}	0.63 ^{N.s}
	4 Star	-0.37 ^{N.s}	-0.31[*]	-0.44[*]	-0.38 ^{N.s}
	5 Star	-1.18^{***}	-1.01^{***}	-1.33^{***}	-1.24^{***}
4 Star	2 Star	0.80^{***}	0.63^{***}	0.76^{***}	1.01[*]
	3 Star	0.37 ^{N.s}	0.31[*]	0.44[*]	0.38 ^{N.s}
	5 Star	-0.82^{***}	-0.74^{***}	-0.89^{***}	-0.86[*]
5 Star	2 Star	1.61^{***}	1.37^{***}	1.65^{***}	1.87^{***}
	3 Star	1.18^{***}	1.06^{***}	1.33^{***}	1.24^{***}
	4 Star	0.82^{***}	0.74^{***}	0.89^{***}	0.86^{***}

Notes: (I – J) = MD = Mean Difference. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

4.3.7 Work Experience in the Hospitality Industry and Job Burnout

A one-way ANOVA was performed to compare the influence of work experience in the hospitality industry on FLEs' JBO and its facets. The results are shown in Table 12. As shown, a statistically significant difference in JBO [$F(2, 306) = 57.33, p < .001$], EE [*Welch's* $F(2, 152.89) = 80.65, p < .001$], DP [*Welch's* $F(2, 167.02) = 95.12, p < .001$], and RPA [*Welch's* $F(2, 129.48) = 26.67, p < .001$] across the categories of work experience in the hospitality industry was found. In addition, the ANOVA effect sizes of work experience on

JBO ($\eta^2 = .273$), EE ($\omega^2 = .329$), DP ($\omega^2 = .360$), and RPA ($\omega^2 = .155$) were significant ($P < .001$).

Table 12 Mean Differences in Job Burnout by Hotel Classification

Group	N	JBO(M ± SD)	EE(M ± SD)	DP(M ± SD)	PA(M ± SD)
1 to 2	131	3.41 ± 1.17	3.12 ± 0.97	2.90 ± 1.26	4.05 ± 1.58
3 to 4	128	2.46 ± 0.97	2.24 ± 0.62	1.69 ± 0.59	3.20 ± 1.73
5 and above	50	1.65 ± 0.94	1.68 ± 0.53	1.17 ± 0.43	1.92 ± 1.92
<i>Levene</i>		1.07 ^{N.s}	37.24 ^{***}	135.09 ^{***}	11.25 ^{***}
<i>F</i>		57.33 ^{***}	80.65 ^{***}	95.12 ^{***}	26.67 ^{***}
η^2 (ω^2)		.273	(.329)	(.360)	(.155)

Notes: $n = 309$. $\eta^2 =$ eta-squared. $\omega^2 =$ Omega-squared. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

Post-hoc comparisons using the *Tukey HSD*(for JBO) and *Games-Howell*(for EE, DP, and RPA facets of JBO) pairwise comparison procedures were carried out, and the results are presented in Table 13. Pairwise comparison results revealed significant mean differences in JBO, EE, DP, and RPA between FLEs with 1 to 2 years and 3 to 4 years and between FLEs with 1 to 2 years and 5 years higher of work experience in the hospitality industry. Moreover, significant mean differences in the measure of JBO and its facets were detected between FLEs with 3 to 4 years and 5 years or higher of work experience in the hospitality industry.

Table 13 Post Hoc Results of Job Burnout by Hotel Industry Tenure

Industry Tenure(I)	Industry Tenure(J)	JBO (I-J)	EE (I-J)	DP (I-J)	RPA (I-J)
1 to 2	3 to 4	0.95 ^{***}	0.88 ^{***}	1.22 ^{***}	0.86 ^{***}
	5 and higher	1.76 ^{***}	1.44 ^{***}	1.73 ^{***}	2.13 ^{***}
3 to 4	1 to 2	-0.95 ^{***}	-0.88 ^{***}	-1.22 ^{***}	-0.86 ^{***}
	5 and higher	0.81 ^{***}	0.55 ^{***}	0.51 ^{***}	1.28 ^{***}
5 and higher	1 to 2	-1.76 ^{***}	-1.44 ^{***}	-1.73 ^{***}	-2.13 ^{***}
	3 to 4	-0.81 ^{***}	-0.55 ^{***}	-0.51 ^{***}	-1.28 ^{***}

Notes: (I – J) = MD = Mean Difference. * $p < .05$. ** $p < .01$. *** $p < .001$. n.s = non-significant.

4.3.8 Role of Job Tenure on Job Burnout and Its Facets

A one-way ANOVA was conducted to determine the effect of job tenure on the average JBO and its facets. A synopsis of the one-way ANOVA results is presented in Table 14.

Table 14 Mean Differences in Job Burnout by Job Tenure

Group	N	JBO(M ± SD)	EE(M ± SD)	DP(M ± SD)	RPA(M ± SD)
1 to 2	202	2.98 ± 1.26	2.75 ± 0.99	2.40 ± 1.27	3.59 ± 1.82
3 to 4	105	2.27 ± 1.03	2.10 ± 0.67	1.58 ± 0.60	2.91 ± 1.84
<i>Levene</i>		0.22 ^{N.s}	25.57 ^{***}	99.49 ^{***}	5.12 ^{N.s}
<i>F</i>		24.41 ^{***}	46.47 ^{***}	59.99 ^{***}	9.81 ^{**}
η^2 (ω^2)		.074	(.104)	(.113)	(.031)

Notes: $n = 309$. $\eta^2 =$ eta-squared. $\omega^2 =$ Omega-squared. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

As shown, the results of the one-way ANOVA revealed significant mean differences in the average JBO [$F(1, 307) = 24.41, p < .001$], RPA [$F(1, 307) = 9.81, p < .05$], EE [*Welch's* $F(1, 289.14) = 46.47, p < .001$], and DP [*Welch's* $F(1, 304.16) = 59.99, p < .001$] across the categories of job tenure. In addition, the ANOVA effect sizes of job tenure in JBO ($\eta^2 = .074$), RPA ($\eta^2 = .031$), EE ($\omega^2 = .104$), and DP ($\omega^2 = .113$) facets of JBO were significant ($p < .001$).

4.3.9 Department of Operation and Job Burnout

A one-way ANOVA was conducted to determine whether the means of JBO and its facets were the same across categories of operation departments. The classical and *Welch's* ANOVA analyses were performed based on the significance of *Levene's* tests (Table 15).

Table 15 Mean Differences in Job Burnout by Department of Operation

Group	<i>n</i>	JBO(M ± SD)	EE(M ± SD)	DP(M ± SD)	RPA(M ± SD)
Front Office	77	2.22 ± 1.08	2.11 ± 0.66	1.56 ± 0.73	2.76 ± 1.94
Housekeeping	94	2.33 ± 1.00	2.13 ± 0.61	1.60 ± 0.61	3.02 ± 1.84
Restaurant	138	3.29 ± 1.23	3.02 ± 1.04	2.78 ± 1.27	3.91 ± 1.65
<i>Levene</i>		.873 ^{N.s}	33.61 ^{***}	83.114 ^{***}	16.80 ^{***}
<i>F</i>		30.48 ^{***}	39.10 ^{***}	50.23 ^{***}	12.78 ^{***}
$\eta^2(\omega^2)$.166	(.215)	(.265)	(.070)

Notes. *n* = 309. η^2 = eta-squared. ω^2 = Omega-squared. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

As Table 15 shows, the results revealed significant mean differences in JBO scores [$F(2, 306) = 30.48, p < .001$], EE [*Welch's* $F(2, 194.81) = 39.10, p < .001$], DP [*Welch's* $F(2, 192.26) = 50.23, p < .001$], and RPA [*Welch's* $F(2, 171.07) = 12.78, p < .001$] across categories defined by the departments of operations. Consequently, the ANOVA effect sizes of departments of operation on JBO ($\eta^2 = .166$), EE ($\omega^2 = .215$), DP ($\omega^2 = .265$), and RPA ($\omega^2 = .070$) were significant ($p < .001$). Thus, post-hoc pairwise comparison procedures were performed using *Tukey's HSD* (for JBO) and *Games-Howell* (for EE, DP, and RPA facets of JBO), and the results are reported in Table 16.

Table 16 Mean Difference in JBO and Its Facets by the Department of Operation

(I) Department	(J) Department	JBO (I – J)	EE (I – J)	DP (I – J)	RPA (I – J)
Front Office	Housekeeping	-0.11 ^{N.s}	-0.02 ^{N.s}	-0.04 ^{N.s}	-0.26 ^{N.s}
	Restaurant	-1.07^{***}	-0.90^{***}	-1.22^{***}	-1.15^{***}
Housekeeping	Front Office	0.11 ^{N.s}	0.02 ^{N.s}	0.04 ^{N.s}	0.26 ^{N.s}
	Restaurant	-0.96^{***}	-0.88^{***}	-1.19^{***}	-0.90^{***}
Restaurant	Front Office	1.07^{***}	0.90^{***}	1.22^{***}	1.15^{***}
	Housekeeping	0.96^{***}	0.88^{***}	1.19^{***}	0.90^{***}

Notes: (I – J) = MD = Mean Difference. * $p < .05$. ** $p < .01$. *** $p < .001$. N.s = non-significant.

4. Discussions

4.1 Gender and Job Burnout

The current study found significant mean differences in JBO and its facets among groups of FLEs defined by gender. Specifically, results of one-way ANOVA revealed that gender explained 15.7% of the variance in JBO, 18.3% in EE, 18.4% in DP, and 9.2% in RPA. Consulting the conventions proposed by [Cohen \(1992\)](#) for interpreting effect sizes associated with eta-squared (η^2) or omega-squared (ω^2), a minimal effect size is associated with an η^2 or ω^2 of < 0.02 ; a small one with an η^2 or ω^2 ranging from 0.02 to 0.13; a medium one with an η^2 or ω^2 ranging from 0.13 to 0.26; and a large one, with an η^2 or ω^2 of ≥ 0.26 . Referring to [Cohen's \(1992\)](#) benchmarks, the effect of gender on FLEs' feelings of JBO, EE, and DP was moderate and small on their feelings of RPA. Consequently, H_{01-a} was rejected.

In addition, female FLEs presented higher feelings of JBO, EE, DP, and RPA. Consistent with the results of [Ogungbamila et al. \(2019\)](#) study investigating JBO of hotel employees based on their resilience and emotional intelligence, the results of this study indicated that female FLEs were more likely to experience JBO and its facets, including EE, DP, and RPA than their male equals. Moreover, the results of this study are consistent with [Wang and Chen's \(2022\)](#) study in China investigating whether human resource managers with commendable listening capability were more likely to circumvent JBO and found that female HR managers exhibited more JBO than male managers and exuded a lower sense of personal accomplishment. However, this situation is not always consistent across sectors. For example, a meta-analytic study found that being a male nurse was associated with higher levels of JBO ([Cañadas-De la Fuente et al., 2018](#)).

4.2 Age and Job Burnout

The results suggested that the mean differences in JBO, EE, DP, and RPA across FLEs aged between 18 and 28 years, 29 and 39 years, and 40 and 50 years were not significantly different. Therefore, the results failed to provide enough empirical evidence to reject H_{01-b} , which suggested equal means in JBO, EE, DP, and RPA across the categories of FLEs defined by age. The assumed reason for these findings is that nearly all FLEs in this study were 40 years and below, falling in the same category defined as millennials (individuals born in the 1980s or 1990s). Thus, the reported mean differences regarding JBO, EE, DP, and RPA were nearly equal across age groups. The results of this study are inconsistent with those of [Wang and Chen's \(2022\)](#) study, which found that HR managers aged 21 to 30 years were prone to JBO more than those aged between 31 and 40 years.

4.3 Marital Status and Job Burnout

The effect of marital status on JBO and its facets was statistically significant. Significant mean differences in average JBO, EE, DP, and RPA were found between cohorts defined by marital status as either single or married. Specifically, marital status explained 12.2% of the variance in the JBO, 11.5% in EE, 9.0% in DP, and 10.8% in RPA. These effect sizes were either small or medium ([Cohen, 1992](#)). Therefore, H_{01-c} was rejected. In general, an inspection of the means showed that FLEs who reported their marital status as single had a slightly higher JBO, EE, DP, and RPA than the married ones. These results are similar to the findings obtained by [Cañadas-De la Fuente et al. \(2018\)](#) and [Wang and Chen \(2022\)](#) and suggested that married FLEs presented low JBO, EE, DP, and RPA than unmarried ones or were more likely to deal with the challenges of JBO better than their counterparts.

4.4 Education Qualifications and Job Burnout

The current study found significant mean differences in levels of JBO and its facets among groups of FLEs defined by education qualifications. Specifically, education qualifications explained 20.0% of the variance in JBO, 20.6% in EE, 22.7% in DP, and 13.8% in RPA. These effect sizes were medium (Cohen, 1992). Consequently, these results provided strong statistical evidence to reject H_{01-d} , meaning that at least one group had an unequal mean to the rest. In addition, *Tukey HSD* pairwise comparisons revealed significant differences in JBO between FLEs with undergraduate and secondary qualifications, undergraduate and certificate qualifications, and undergraduate and diploma qualifications. These results are per Wang and Chen's (2022) study, which found that HR managers with lower levels of education were more likely to experience JBO. The inspection of means indicated that FLEs with higher education qualifications exhibited low JBO, which could be due to their capability to deal with JBO syndrome, given their management skills gained while studying hospitality courses at undergraduate levels.

Furthermore, post-hoc pairwise comparisons revealed significant mean differences in EE between undergraduate and secondary groups, undergraduate and certificate, and undergraduate and diploma. The average JBO, EE, DP, and RPA between secondary and either certificate or diploma groups were not statistically significantly different. An inspection of the means indicated that FLEs with higher levels of education (i.e., undergraduate) had lower EE than those with lower educational qualifications. However, research indicates that it is not always the case that a higher level of education is associated with lower levels of EE. For example, Lu et al. (2020) found that having an undergraduate degree was associated with a higher EE among hotel service employees.

Moreover, a similar pattern was observed with the mean differences in the DP facet of JBO. Significant mean differences were found between undergraduate and secondary school groups, undergraduate and certificate groups, and undergraduate and diploma groups. Inconsistent with the results of Lu et al.'s (2020) study, which revealed that a high educational degree was connected to a higher level of DP, this study indicated that FLEs with higher education qualifications are less likely to experience feelings of DP. Additionally, the mean difference between secondary and diploma groups was significant, further supporting earlier results that FLEs with low formal education are likelier to experience higher DP levels. Similarly, the results of this study indicated that FLEs with higher levels of formal education were likelier to experience feelings of RPA than their counterparts.

4.5 Monthly Earnings and Job Burnout

The current study found significant mean differences in levels of JBO and its facets among groups of FLEs defined by monthly earnings. Specifically, monthly earnings explained 7.4% of the variance in JBO, 6.7% in EE, 6.4% in DP, and 5.8% in RPA. Consequently, H_{01-e} was rejected. Regarding JBO and its facets, post-hoc results indicated significant mean differences between groups of FLEs earning less than \$125 and \$375 and above. Additionally, mean scores for groups with monthly earnings ranging from \$125 to \$250 and \$375 and higher were significantly different. These results suggested that FLEs with higher earnings are less likely to experience JBO, EE, DP, and RPA than those with lower monthly earnings. These variations could be because FLEs are expected to deliver at the same level

regardless of their monthly earnings. Thus, those earning less would be affected more by the challenges emanating from their work than their counterparts.

4.6 Hotel Classification and Job Burnout

The results of the hotel classification on JBO revealed significant variations in JBO, EE, DP, and RPA. Hotel classification explained 14.0% of the variance in JBO, 17.6% in EE, 17.3% in DP, and 7.0% in RPA. These ANOVA effect sizes ranged from small to large (Cohen, 1992). Consequently, H_{01-f} was rejected, indicating that the mean of at least one group across the categories of hotel classification was significantly different. Specifically, post-hoc results not only indicated that FLEs working in hotels with the highest star rating (5 and 4-star-rated hotels) were more likely to experience JBO than those working in hotels with the lowest star rating (3 and 2-star-rated hotels) but also lent credence to more recent findings by Ciapponi (2022) who indicated that guests in deluxe hotels have become ever more challenging and demanding to serve. In addition, results indicated that FLEs in 5 and 4-star-rated hotels were more likely to experience feelings of EE, DP, and RPA than those in 3-star and 2-star-rated hotels. The rationale behind these results could be attributed to the high guest expectations and high-guest contact nature of work in 4-star and 5-star hotels.

4.7 Hotel Industry Work Experience and Job Burnout

The current study found significant mean differences in levels of JBO and its facets among groups of FLEs defined by work experience. Work experience in the hospitality industry accounted for 27.3% of the variance in JBO, 32.9% in EE, 36.0% in DP, and 15.5% in RPA. According to Cohen's (1992) benchmarks associated with one-way ANOVA effect sizes, the effect sizes of influence of work experience in the hospitality industry on JBO, EE, DP, and RPA were categorised as medium and large, underlining the importance of work experience when dealing with issues of JBO of hotel FLEs. Consequently, the results provided sufficient evidence to reject H_{01-g} . It was likely that FLEs with less work experience in the hospitality industry (1 to 2 years) would suffer JBO more than those with higher work experience (3 years and above). Similar results were found in the mean differences of EE, DP, and RPA. The results are similar to those obtained by Molina-Hernández et al. (2021), who indicated that years of professional experience were associated with lower stress levels.

4.8 Job Tenure and Burnout

The one-way ANOVA results revealed that job tenure explained 7.4% of the variance in JBO, 10.4% in EE, 11.3% in DP, and 3.1% in RPA. These effect sizes were classified as small to medium (Cohen, 1992). Additionally, results in this study indicated that FLEs with less work experience (1 to 2 years) were more likely to suffer JBO, EE, DP, and RPA than those with substantial work experience (3 to 4 years) in the current hotel. Consequently, H_{01-h} was rejected. Similar results were found by Molina-Hernández et al. (2021). Nevertheless, work experience is not always associated with lower levels of JBO, as Ezenwaji et al. (2019) suggest that job tenure may yield varying results concerning JBO and its facets. This finding was supported by Molina-Hernández et al. (2021), who found that work experience is associated with lower levels of JBO only when other factors in the job environment are enhanced—job tenure alone may not effectively address issues of JBO.

4.9 Department of Operation and Job Burnout

The one-way ANOVA results revealed that the operation department explained 16.6% of the variance in JBO, 21.5% in EE, 26.5% in DP, and 7.0% in RPA. These effect sizes ranged from small to medium (Cohen, 1992). Moreover, post-hoc results indicated that FLEs working in the restaurant were more likely to experience JBO than those working in the front office and housekeeping departments. Similarly, FLEs working in the front office and housekeeping departments were less likely to experience EE, DP, and RPA than those working in the restaurant department. Consequently, H_{01-i} was rejected. Even though FLEs experience guest contact more than others in the hotels, these results indicated that restaurant FLEs were more susceptible to JBO, EE, DP, and RPA than those working in the housekeeping and front office departments. One underlying reason for this finding is that restaurant FLEs are more exposed to high-guest contact than those in the housekeeping and front office departments. Another credible reason could be the new stressors introduced by the COVID-19 pandemic, where most hotel restaurants are understaffed with few employees overworked, long and demanding shifts, and ever-shifting job schedules (King, 2021).

5. Conclusions

All FLEs working in classified hotels in NCC presented symptoms of JBO at varying levels. However, 30.74% reported serious JBO issues, which showed that the JBO among FLEs in classified hotels in NCC could not be overlooked. In addition, female FLEs are more prone to JBO, EE, DP, and RPA than their male counterparts. Moreover, most FLEs in this study were millennials (individuals born in either 1980s or the 1990s. As such, they were likely to experience feelings of JBO more similarly. Concerning marital status, married FLEs can cope with the JBO syndrome better than their single counterparts. Additionally, FLEs with high education qualifications are less likely to experience feelings of JBO, EE, DP, and RPA. Besides, FLEs with higher monthly earnings are less likely to experience feelings of JBO, EE, DP, and RPA. Furthermore, FLEs working in high-star hotels are more likely to experience feelings of JBO, EE, DP, and RPA than those in low-star hotels. Likewise, FLEs with a considerable work experience in the hospitality industry are likelier to exhibit lower levels of JBO, EE, DP, and RPA than those with less work experience. Equally, FLEs with a considerable job tenure are less likely to feel JBO, EE, DP, and RPA. Finally, FLEs working in the restaurant sections of the classified hotels are more likely to suffer JBO, EE, DP, and RPA than those in the housekeeping and reception departments.

6. Implications for Practice

As depicted by the results of this study, socio-demographic characteristics such as gender, marital status, formal education qualifications, monthly earnings, work experience in the hotel sector, job tenure, and department of operation are associated with FLEs' JBO. Regarding the implications of the results, owners and managers of classified hotels in Nairobi City County across all the categories of star rating need to pay attention to these socio-demographic dimensions when developing JBO strategies and intervention programs. Results of this study have indicated that females and single FLEs are more susceptible to JBO than their male counterparts. To this end, managers and operators of classified hotels should consider this group as a target population for JBO intervention programs to boost workplace well-being. In addition, results have indicated that highly educated FLEs are less prone to JBO. Consequently, managers and operators of classified hotels to consider hiring FLEs with requisite educational qualifications. Moreover, this study recommends that managers and

operators of classified hotels in Nairobi City County consider FLEs' substantial work experience and tenure when developing JBO interventions. Lastly, the results of this study demonstrated that FLEs working in the restaurant sections of classified hotels are more susceptible to JBO than those in the housekeeping and front office sections. Thus, managers of classified hotels need to prioritise this group of FLEs when developing JBO interventions.

7. Recommendations for Further Research

Despite the significant contributions made by this study, several limitations need to be addressed. First, this study was conducted among only 309 FLEs working in all classified hotels in Nairobi City County, restraining the generalizability of the findings to other hospitality industry sectors in this location and other counties in Kenya. Therefore, replications of this study in other counties in Kenya and other countries are probable avenues future researchers may wish to take. In addition, future researchers can further address this limitation by collecting data from different hospitality sectors, such as restaurants, Airbnb, and lodges, to compare and validate the results. Second, this study used a single set of cross-sectional data. Consequently, further research could address this limitation by utilising different data collection strategies to generalise the findings. Third, the respondents in this study were FLEs working in classified hotels' housekeeping, front office, and restaurant departments, limiting the findings' generalizability to other hotel employees, such as those working in back-of-the-house sections like the kitchen. However, future researchers who may wish to consider back-of-the-house employees such as chefs to compare the results can replicate this study, thereby boosting the generalisation of the findings. Lastly, the focus of this study was intentionally limited to analysing the relationships between socio-demographic characteristics and JBO. Therefore, future studies could expand the model by including other explanatory variables such as emotional intelligence, positive emotions, and personality traits to develop holistic JBO interventions.

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