

Job Burnout Among Hotel Employees: The Impact on OCB and Employee Performance

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ABSTRACT

The company's success is determined by employee performance. To ensure that the employees are able to deliver their best performance, the company must pay attention on various factors, for instance: job burnout. Job burnout often occurs among hotel employees. Hotels must operate resourcefully to deliver good quality service continuously. The tasks at the hotel are very demanding, and the work environment is stressful. Every employee is forced to be able to work multitasking rapidly and skillfully so that the hotel can operate effectively and efficiently. The research objective is to determine the impact of job burnout on employee performance by using organizational citizenship behavior as an intervening variable for hotel employees. In this quantitative research, a survey was conducted on 120 employees who worked in a number of two-star hotels in Surabaya. The sample was determined using a purposive sampling technique. The data obtained was processed using the Partial Least Square analysis technique. The research results show that job burnout can significantly disrupt employee performance and organizational citizenship behavior. Meanwhile, organizational citizenship behavior can significantly improve employee performance. Organizational citizenship behavior has also been proven to be able to act as a mediating variable in the relationship between job burnout and employee performance.

Introduction

The success of a company is highly dependent on the employee performance. Employee performance can be altered by various issues, one of which is job burnout [1]. Job burnout is a continuous stressful condition that can intrude employee performance. Job burnout often occurs in employees with jobs that require interaction with others, for example in the hotel industry [2]. Hotels, especially two-star hotels, must be able to operate efficiently and continuously. One way to achieve this efficiency is to recruit a limited number of employees. As a result, every hotel employee is required to be able to perform multiple tasks at once quickly and skillfully, to operate effectively and efficiently.

One example of a common occurrence in two-star hotels is the large number of guests who come and go in groups during peak hours. As soon as the first group of guests checked-out, the second group had already arrived at check-in. This requires

employees of housekeeping division quickly clean and tidy up the rooms of the first group of guests so that the second group of guests can use those hotel rooms. The obstacle that is often faced is the limited number of employees. Due to these limitations, cleaning and tidying up the rooms are not only carried out by the housekeeping division, but also by other divisions that are required to be able to help. The results of initial survey on several employees of two-star hotels show that some employees complained because they had to leave their jobs to help the housekeeping division clean and tidy up the rooms, even though the demands of their own work are also high. This phenomenon can cause employees to experience job burnout because they are required to help other employees and complete their own high work demands. This is related to organizational citizenship behavior, which in turn will affect the performance of the employee.

Job burnout is a psychological syndrome that appears when employees are working in a stressful circumstance with extreme job demands and minimal quantity of sources. Job burnout is especially dangerous for jobs in the service industry sector that have a high risk of burnout. Job burnout can have an impact on worsening performance, reducing productivity, increasing absenteeism, disrupting employee health, and having a negative impact on the work team [3,4]. Job burnout occurs when employees begin to question their personal values because of prolonged stress [5].

There are three dimensions of burnout [6]. First, emotional exhaustion, a condition characterized by depression, feeling helpless, and feeling confined to work. Emotional exhaustion usually occurs because of the high demands of the job. Second, depersonalization, marked by the emergence of fatigue in social relations with other people. The person usually shows negative attitudes such as cynicism, and apathy towards others. Third, reduction in personal accomplishment, is characterized by a reduction in self-esteem and the profession being undertaken. Usually characterized by dissatisfaction with themselves, considers unable to do work, and feels unable to achieve success in the future. It can be concluded that job burnout is a state of stress within a certain period which occurs due to physical, mental, and emotional exhaustion and low self-esteem.

Depersonalization is one of the dimensions of burnout that can result in a lack of cooperation between employees. If this happens, it will be difficult for the company to achieve company goals effectively and efficiently. Aslam, Ahmad, and Anwar show that depersonalization has a direct effect on organizational citizenship behavior (OCB) [7]. Organizational citizenship behavior (OCB) is a favored behavior that is not portion of an employee's official work obligations, but it sustains the effective operation of the organization [8]. Specifically, OCB is the behavior of an employee not because of the demands of his/her obligations but rather based on his/her volunteerism. Successful companies need employees who are willing to go beyond their primary duties. Employees with high OCB will tend to help their team, willing to go the extra mile, avoid unnecessary conflicts, respect each other, and tolerate differences. OCB is an employee's free behavior that is not directly recognized by the formal reward system (behavior that does not get rewarded), which is carried out because of self-awareness and a sense of voluntary, not because of the demands of an employee's duties and is not part of an employee's official work obligations.

OCB is considered important because it also can directly affect employee performance, as Jena shows that satisfactory level of OCB among employee could improve their performance [9]. Organizational citizenship behavior (OCB) consists of five dimensions, namely: 1) Altruism, is a behavior that helps others face problems in their work, 2) Courtesy, shows good relationships between colleagues to avoid personal problems, 3) Sportsmanship, showing behavior that endures less-than-ideal circumstances in the company without raising objections, 4) Civic Virtue, is behavior that indicates responsibility for organizational life. This dimension implies the responsibility given by the organization to employees to advance the quality of the field of work they are engaged in, 5) Conscientiousness, refers to a person's attempt to go beyond the expectations of the company [10].

The purpose of this study is to determine the influence of job burnout on employee performance, using OCB as an intervening variable for two-star hotel employees. The current research is interesting to study because most research on burnout in the hospitality business studied employee burnout in relatively luxurious hotels. Whereas employees of two-stars hotels generally face tougher work challenges than employees in luxurious hotels, so they are more likely to experience burnout [11].

Burn Out and Organizational citizenship behavior (OCB)

One of job burnout signs is prolonged work stress. This stress can interfere with employees at work. It will affect employee work behavior, which in turn will also affect employee performance [12]. Colquitt, LePine, and Wesson describe employee performance as a series of employee behaviors that contribute to achieving company goals [13]. As stated by Miner, employee performance can be measured from several dimensions, namely: quality of work, quantity of work, working time, and cooperation with colleagues [14]. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks regarding employee skills and abilities. While work quantity is measured by the employee's perception of the number of activities assigned and the results. Quantity measurement involves calculating the output of a process or carrying out activities, this is related to the amount of output produced. Working time is the basis for an employee to complete his job responsibility. This indicator is measured from the employee's perception of an activity being completed from the start to the output within the specified time and maximizing the available time. Meanwhile, cooperation with co-workers is measured by the employee's ability to collaborate with colleagues and the environment. The capability to work together can generate cohesiveness so that it can increase the sense of cooperation between employees.

H₁: Burn out significantly influences organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) and Employee Performance

Organizational citizenship behavior (OCB) is a favored conduct that is not component of formal work requirements but sustains the effective functioning of the organization [8]. OCB means that employees behave not because of the demands of their duties but based on their willingness.

Successful companies need employees who are willing to go beyond their primary duties. Employees with high OCB will tend to help their team, willing to go the

extra mile, avoid unnecessary conflicts, respect each other, and tolerate differences. OCB is an employee's free behavior that is not directly recognized by the formal reward system (behavior that does not get rewarded), which is carried out because of self-awareness and a sense of voluntary, not because of the demands of an employee's duties. H₂: Organizational citizenship behavior (OCB) significantly influences employee performance

Burnout and Employee Performance

Physical and emotional fatigue which is a form of burnout can lead to decreased employee performance [1, 2, 6]. To prevent burnout, employees can help each other. The willingness of employees to help each other, even to the point of exceeding their job responsibilities, is a form of organizational citizenship behavior (OCB). With a sufficient OCB, employees can work together and produce better employee performance.

H₃: Burnout significantly influences employee performance.

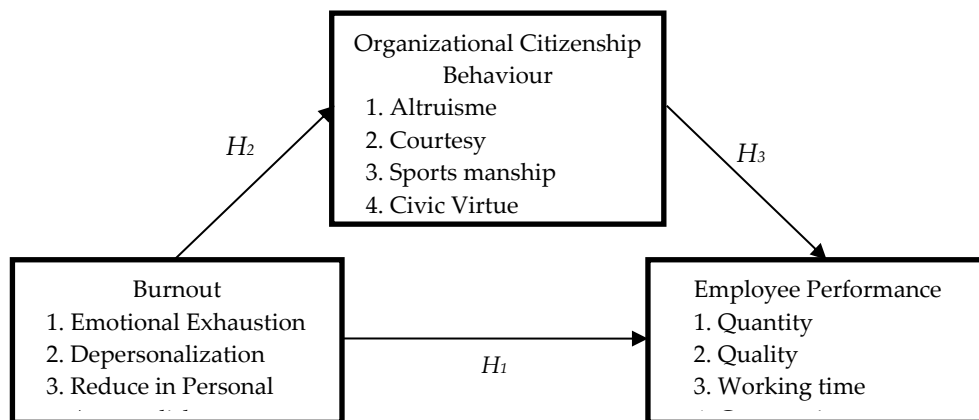


Figure 1. Research Framework

Research Methods

This quantitative study conducted a survey by distributing questionnaires to the employees of several two-star hotels in Surabaya. The sample selection in this study used a purposive sampling technique, with the criteria that the respondents had worked more than one year as employees of a two-star hotel. The number of questionnaires distributed was 145. The number of returned and processed questionnaires was 120 (response rate = 82.76%). Most respondents in this study are men aged 17-35 years with a high school education, and work in accounting division or in front office division.

The measurement of research variables uses a Likert scale (scale 1-5) to measure the level of respondents' approval of a series of statements related to the measured variables. This primary data is then processed using SmartPLS software. The evaluation of the PLS model is carried out by evaluating the outer model and inner model. The outer model or measurement model shows the specification of the relationship between variables and their indicators, while the inner model or structural model tests the proposed hypotheses and shows the specification of the relationship between exogenous variables and endogenous variables [15].

Result and Discussion

The initial step of data processing using the SmartPLS application is to test the outer model, which aims to test the reflective measurement model [16]. The measurement of the reflective model is done by testing the validity and reliability. Initial measurements were carried out to see the loading of each indicator which must be above 0.70 to be declared valid [16]. The results of data processing show that all values of the loading factor are above 0.70, so the reflective measurement model is declared convergently valid, and all indicators can be used for further analysis.

The next stage is to test the discriminant validity through the cross-loading value which shows the ability of each indicator or construct to explain the variable [15]. The results of data processing show that the cross-loading value for each of the intended constructs has a greater value than the cross-loading value of other constructs, which means that the data are valid. Each indicator has the largest cross loading value on the variables it forms compared to the cross-loading value on other variables. The validity of the measuring instrument is strengthened by the results of the Average Variance Extracted (AVE) which can be seen in Table 2. Table 2. shows that all the variables have AVE values above 0.5, thus they are declared valid.

Table 2. AVE

Variable	AVE	Conclusion
Burnout	0.613	Valid
Employee Performance	0.613	Valid
OCB	0.614	Valid

The value of composite reliability > 0.7 means that the variable is reliable. The test result in Table 3. shows that all variables are declared reliable because they have a composite reliability value above 0.7.

Table 3. Composite Reliability

Variable	Composite Reliability	Conclusion
Burnout	0.950	Reliable
Employee Performance	0.934	Reliable
OCB	0.957	Reliable

Cronbach's alpha value > 0.7 means that the variable is reliable. The test results in Table 4 above show that all variables are reliable because they have Cronbach's alpha values above 0.7.

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Conclusion
Burnout	0.942	Reliable
Employee Performance	0.921	Reliable
OCB	0.952	Reliable

Testing the inner model is done by considering coefficient of determination (R²). Based on Figure 1, the value of R² is shown from the numbers in the circle of employee performance and OCB. The value of R² shows that the employee performance variable is

influenced by job burnout by 0.384. Employee performance variables are also influenced by OCB and job burnout with a variance value of 0.590.

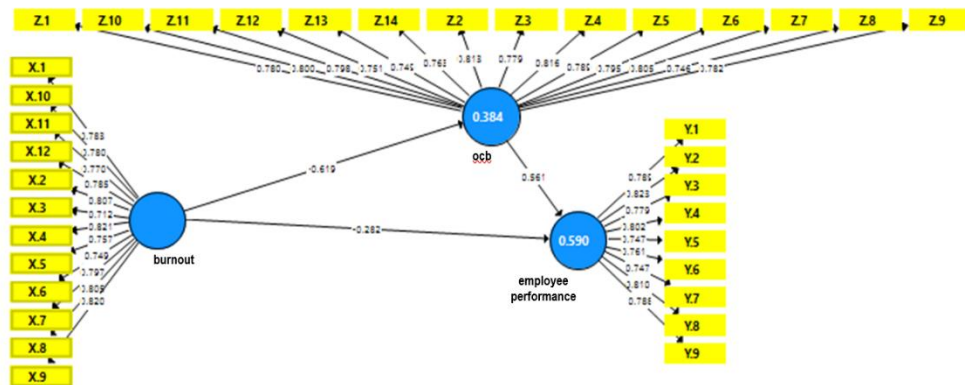


Figure 2. Inner Model

Table 5. T-Statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (10/STERR)
Burnout → Employee performance	-0.282	-0.283	0.085	0.085	3.306
Burnout → OCB	-0.619	-0.621	0.057	0.057	10.937
OCB → Employee performance	0.561	0.561	0.086	0.086	6.537

Hypothesis testing used a significance value of 5% and the T-Statistic value used of 1.96. Table 5. shows the following results: H1 is accepted, meaning that job burnout is proven to influence employee performance, indicated by the T-statistic value of 3.306 > 1.96. Burnout has a negative effect on employee performance with a path coefficient of -0.282. This result means that the higher the job burnout, the lower the employee performance, and vice versa. The significant and negative influence of burnout on employee performance shows that high burnout can reduce employee performance. Companies can improve employee performance by minimizing burnout. One of the causes of burnout is a workload that is higher than the employee's abilities. Therefore, companies need to pay attention to the suitability of task load with employee abilities. Companies can also train employees to improve their abilities so that employees do not feel burdened or difficult when working.

H2 is accepted, meaning that burnout is proven to influence organizational citizenship behavior, which is indicated by the T-statistic value of 10.937 > 1.96. Job burnout has an effect on organizational citizenship behavior with a path coefficient of -0.619. This result means that the higher the burnout, the lower the organizational citizenship behavior, and vice versa.

H3 is accepted, meaning that OCB is proven to have a positive effect on employee performance, as indicated by the T-statistic value of 6.537 > 1.96 and the path coefficient of 0.561. This result means that the higher the organizational citizenship behavior, the higher the employee performance, and vice versa. It is important for hotels to further

increase their organizational support for their employees by paying more attention to meeting employee needs, especially by providing rewards to employees who excel and creating a teamwork climate so that employees can help each other in their work.

Direct Effect dan Indirect Effect

Table 6. Total Effect

	Total	Intervening	Endogenous Variable
		OCB	Employee performance
Exogenous variable	Burnout	-0.619	-0.629
	OCB		0.561

Table 6. shows that the total effect on the variable on organizational citizenship behavior is -0.629. The magnitude of the indirect effect on performance is greater than the direct effect. This shows that the intervening organizational citizenship behavior variable affects the relationship between burnout and employee performance.

Conclusion

The results showed that job burnout can reduce OCB and employee performance. Therefore, job burnout must be prevented and reduced. This can be done by improving the skills and professionalism of employees through providing training to employees so that employees can improve their competence at work. The training undertaken together also allows employees to establish good relationships with their colleagues. The improvement of competence and work relations is expected to prevent or reduce burnout.

The results also show that OCB is able to improve employee performance. Therefore, companies should increase OCB, especially in terms of the desire to help colleagues in completing work without expecting anything in return. Hotels need to increase their organizational support for their employees by paying more attention to meeting employee needs, for example by giving rewards to employees who excel. Hotels also need to create a work climate that is teamwork, so that employees can help each other and work together.

The limitation of this research is that it was only conducted on employees of two-star hotels in Surabaya. Further research is recommended to expand the analysis to hotels with higher star levels. The higher the star, the greater the pressure faced by employees.

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