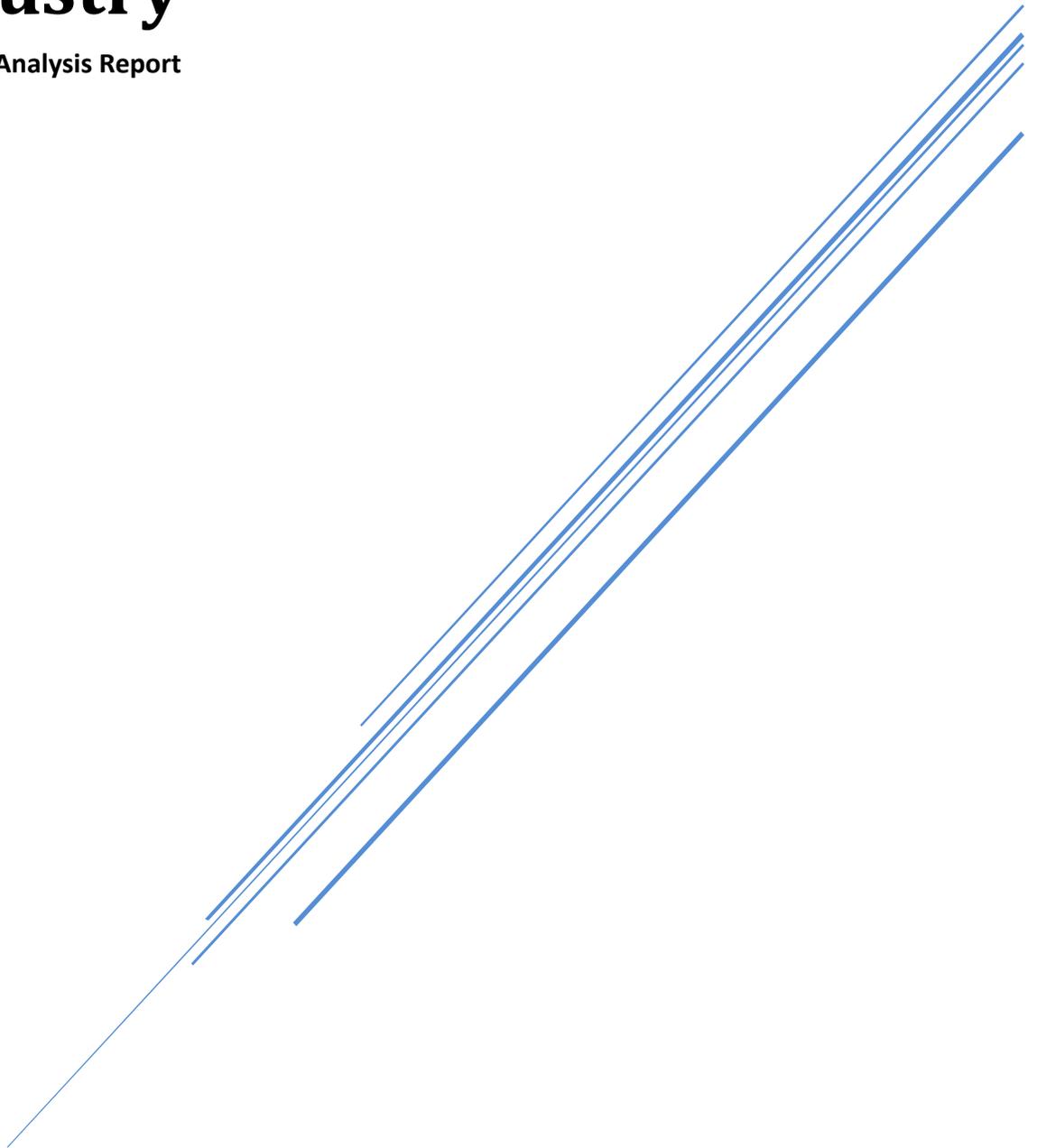# Impact of job burnout (or workplace burnout) on job satisfaction and turn over intention in the hospitality industry

Research Analysis Report

Table of Contents

Executive summary

The research analysis report chooses Chan, Wan and Kuok (2015) as the main source to explore academic contribution regarding the topic: Impact of job burnout (or workplace burnout) on job satisfaction and turn over intention in the hospitality industry. From Chan, Wan and Kuok (2015), ten references including five journal articles, two industry statistic reports, one news article, and one book are selected to further research insights revolving around the main article. Each of the ten references are annotated in terms of key data/findings and its contribution to the discussion of the topic. Then, the report analyses the ten references from different ways of grouping: by source, by regions, and by discussion years to examine how these characteristics influence the findings and contribution of the ten references. After that, the main chosen report Chan, Wan and Kuok (2015) are analysed regarding the details and quality of its main sections, namely introduction, literature review, research gaps, and conclusion. The analysis of Chan, Wan and Kuok's (2015) shows that burnout is associated with gender, age, marital status, profession length, shift work, and job position of the staff. Moreover, job satisfaction is negatively affected by burnout and turnover rate is significantly contributed by burnout. Specifically, emotional exhaustion, depersonalization, and job satisfaction are associated with turnover intention. The research analysis report reviews findings from different sources that contribute to researchers and practitioners' understanding of emotions and workers' stress' influence on employee influence. Studies highlighted in this report show consistent recommendations to tackle burnout's associations and consequences. Workload and scheduling should be improved with consideration to employee mental health, and employees should be provided with a challenge to express their emotions. Management should give their employees a sense of belonging by giving rooms for more frequent, clear, and open communication at the workplace.

Topic Selection & Planning

Research Topic Selection

The hospitality industry is infamous for its intense interpersonal interaction and labour-intensive characteristics (Harjanti, 2019). In the industry, the role of personal services is irreplaceable, and thus causing the workforce to become intense (Harjanti, 2019). There are a number of reasons why working in the industry can be tiresome. The work demands are high, the procedures are complex and interpersonal relationships at each stage of the working day are intense (Yirik, Oren & Ekici, 2015). In addition, employees must show high responsiveness to serve different needs of customers while maintaining the lowest rate of errors (Harjanti, 2019). These working characteristics cause the employees to quickly get burnout (Harjanti, 2019). Manpower's burnout refers to psychological syndrome including (1) chronic fatigue, sleeping disorders, and different physical signals; (2) negative inclination to co-workers and clients, feeling guilty or trapped, and dissatisfied with the job; and (3) feelings of inability and failure, loss of understanding and judgment, feeling exploited and pressured, and performance loss (Farzianpour et al., 2013).

Burnout is a vicious cycle. Employees' performance is undoubtedly declined due to burnout (Harjanti, 2019). They tend to be negative and passive about work complete, which again makes them become more depressed (Harjanti, 2019). Burnout employees are also susceptible to illness that might increase their rates of absences as well (Harjanti, 2019). On the other hand, previous studies (Boehm & Lyubomirsky, 2008; Zelenski, Murphy & Jenkins, 2008) have remarked that cooperative and happy employees perform better. Happy employers are more aware about job opportunities and more engaged, confident, positive, and tend to help others more (Zelenski, Murphy & Jenkins, 2008). Management of the hospitality industry is facing an increasing rate of burnout (Harjanti, 2019). Therefore, the analysis report seeks to examine the impacts of job burnout or workplace burnout on job satisfaction and turnover intentions in the hospitality industry.

Research Schedule

The research project is divided into smaller parts and time is set to finish each part. The Gantt chart is used as a schedule and management tool for the tasks. During the project, Gantt charts give an overview of what has been done, what needs to be done, and how long each task takes. During the project, necessary adjustments are made to the Gantt chart so

as to adjust with practicalities. The research schedule covers the timeframe between 18 August 2020 and 14 September 2020.

NO.	TASK NAME	START DATE (DD/MM)	DELIVERY DATE (DD/MM)	DURATION PER TASK (IN DAYS)	TASK STATUS
1	**Initial planning**	**18/08**	**20/09**	**3**	**Completed**
1.1	Understand the question requirements	18/08	18/08	1	Completed
1.2	Brainstorming	19/08	19/08	1	Completed
1.3	Topic Selection & Planning	20/08	20/08	1	Completed
2	**Researching**	**9/9**	**11/9**	**4**	**Completed**
2.1	Search for main report and associated references	21/08	21/08	1	Completed
2.2	Review and evaluate study materials, writing annotated bibliography	21/08	30/08	10	Completed
2.2.1.	*Reference discussion by source*	*21/08*	*26/08*	*5*	*Completed*

2.2.2.	*Reference Discussion by Region*	*26/08*	*28/08*	*3*	*Completed*
2.2.3.	*Reference Discussion by Year*	*28/08*	*30/08*	*2*	*Completed*
2.3.	Revisit plan and thesis statement	01/09	01/09	1	Completed
2.4.	Arrange notes to reflect a possible argument	04/09	04/09	1	Completed
3	**Writing**	**04/09**	**08/09**	**4**	**Completed**
3.1	First draft	06/09	06/09	1	Completed
3.2.	Conduct additional research as necessary	07/09	07/09	1	Completed
3.3.	Revise and rewrite	08/09	08/09	1	Completed
3.4.	Format the assignment	08/09	08/09	1	Completed
4	**Reviewing and revising**	**11/09**	**11/09**	**1**	**Completed**

4.1.	Writing Consultant review	12/09	12/09	1	
4.2.	Revise and rewrite if necessary	12/09	12/09	1	
5.	**Submission**			**1**	

Report Reference Analysis

The chosen report is Chan, Wan and Kuok (2015).

Chan, S. H., Wan, Y. K. P., & Kuok, O. M. (2015). Relationships among burnout, job satisfaction, and turnover of casino employees in Macau. *Journal of Hospitality Marketing & Management*, *24*(4), 345-374. https://doi.org/10.1080/19368623.2014.911712

Annotated Bibliography

Annotation 1

> Dormann, C., & Zapf, D. (2004). Customer-related social stressors and burnout. *Journal of Occupational Health Psychology*, *9*(1), 61–82. https://doi.org/10.1037/1076-8998.9.1.61

Dormann and Zapf (2004) conduct a principal-components analysis of a newly developed instrument evaluating a great number of customer-related social stressor (CSS) forms in three different service professions. Dormann and Zapf's (2004) study shows that there are four themes of CSS, namely disproportionate customer expectations, customer verbal aggression, disliked customers, and ambiguous customer expectations. These four CSS predict burnout beyond a wide range of control variables (Dormann & Zapf, 2004). Dormann and Zapf (2004) show contradict findings with what have been found in previous studies regarding the predictors of burnout. In Dormann and Zapf's (2004), the four CSS explain 23% of depersonalisation, 14% variance of exhaustions, and 14% of personal

accomplishment. Dormann and Zapf (2004) links with the primary article in the sense that it helps explain the relationship between job burnout and job satisfaction. Dormann and Zapf (2004) shows that customer challenging expectations and the associated psychological consequences lead to low level of job satisfaction among workers.

Annotation 2

Humborstad, S. I. W., Humborstad, B., & Whitfield, R. (2008). Burnout and service employees' willingness to deliver quality service. *Journal of Human Resources in Hospitality and Tourism*, *7*(1), 45–64. https://doi.org/10.1300/J171v07n01_03

In Humborstad, Humborstad and Whitfield's (2008), the well-known Maslach Burnout Inventory is used to examine the relationship between service staff's burnout and their willingness to deliver quality services. Humborstad, Humborstad and Whitfield (2008) conduct self-administered questionnaires among 110 operational employees in three hotels based in Macau. The findings show that employees' willingness to deliver quality services is reduced by job burnout and individual employee's level of affective organisational commitments and perceptions about the level of support from organisations and supervisors moderate this effect (Humborstad & Whitfield, 2008). Humborstad and Whitfield (2008) suggest practical managerial strategies for improving service performance, based on these findings. There are a number of commonalities between Humborstad, Humborstad and Whitfield (2008) and the primary article. First of all, both article carry out their empirical researches in the context of hospitality sector in Macau. Secondly, findings from Humborstad, Humborstad and Whitfield's (2008) study implies that worker burnout can lead to lower job satisfaction and higher level of turnover intentions, due to the lower quality of service they deliver.

Annotation 3

Kahill, S. (1988). Symptoms of professional burnout: A review of the empirical evidence. *Canadian Psychology/Psychologie Canadienne*, *29*, 284–297. https://doi.org/10.1037/h0079772

Kahill (1988) reviews empirical research published, between 1974 and 1984, regarding the burnout systems among human service jobs. Kahill (1988) groups these symptoms into five types, namely physical, emotional, behavioural, interpersonal, and attitudinal. Kahill (1988) points out that there is an association between burnout and low level of physical health, depression, job turnover and work underperformance, troublesome interpersonal relations, and negative attitudes, particularly related to job satisfaction. It is also pointed out that studies regarding burnout symptoms do not have operational definition, have faults in instruments, and subjective results (Kahill, 1988). Kahill (1988) calls for further content exploration, more attrition to interactive effects, and alternative methodologies. Kahill's (1988) links well with the primary article by pointing out that there is an association between burnout and job turnover. Kahill (1988) also implies why burnout can explain job dissatisfaction because of burnout's association with negative attitudes particular towards the jobs.

Annotation 4

> Kim, B.P., Murrmann, S.K., & Lee, G. (2009). Moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees. *International Journal of Hospitality Management*, *28*(4), 612-619. https://doi.org/10.1016/j.ijhm.2009.04.001

In Kim, Murrmann and Lee's (2009), the moderating effects of organisation level and gender are investigated regarding the relationship between job stress and job satisfaction among hotel staff. Kim, Murrmann and Lee (2009) conducted a survey to measure job satisfaction, job stress (including ambiguity and conflict), and demographic information from hotel staff in Republic of Korea. The study manages to collect and analyse data from more than three hundred people with a yield of 64% response rate. It is revealed that female staff and supervisory staff's job satisfaction are more significantly affected by role stress than male staff and non-supervisory staff. Kim, Murrmann and Lee (2009) add more nuanced understanding about job satisfaction towards the main article's topic. Specifically, Kim, Murrmann and Lee (2009) show that job satisfaction varies across different types of employees, which implying that the risk of experiencing burnout varies across different types of workers.

Annotation 5

> Kim, H.J. (2008). Hotel service providers' emotional labor: The antecedents
> and effects on burnout. *International Journal of Hospitality*
> *Management*, *27*(2), 151-161.
> https://doi.org/10.1016/j.ijhm.2007.07.019

Kim's (2008) research seeks to investigate the antecedents and consequences of two emotional labor strategies, namely surface and deep acting, in the rental/hotel industry. The study shows that hotel service providers' deep acting is significantly predicted by variety, duration, and positive display rules while their surface acting is related with negative display riles. Staff with high levels of neuroticism tend to employ surface acting, meaning faking their emotional expressions, when dealing with guests while staff with high levels of extraversions tend to attempt to employ deep acting, meaning promoting appropriate emotions (Kim, 2008). Moreover, it is found out that surface actors are more cynical and exhausted than deep actors, and emotional labor plays a weak mediating role in the relationships among burnout, job, and personalities (Kim, 2008). Kim (2008) link with the main article by further explaining why certain employees are more prone to job burnout than the others. This is because different employees make use of different emotional work techniques, which in turn affect their actual emotions and their risk of being burnout (Kim, 2008).

Annotation 6

> Lu, A.C.C., & Gursoy, D. (2016). Impact of job burnout on satisfaction and
> turnover intention: do generational differences matter? *Journal of*
> *Hospitality & Tourism Research*, *40*(2), 210-235.
> https://doi.org/10.1177/1096348013495696

Possible moderating role of differences in generations, including Baby Boomers, Generation X, and Millennials, on the relationship between job burnout with symptoms such as emotional exhaustion, being cynical, and decreased professional effectiveness, and staff satisfaction and turnover intention are investigated in (Lu & Gursoy, 2016). Moreover, the same moderating effects are examined on the relationship between staff relations and turnover intention (Lu & Gursoy, 2016). Lu and Gursoy (2016) collect data from staff of a mid-scaled chain hotel. It is revealed that generational differences between Baby Boomers and Millennials significantly moderate the relationships among emotional exhaustion, job satisfaction, and turnover intention, and also on the relationship between job satisfaction and

turnover intention (Lu & Gursoy, 2016). Lu and Gursoy (2016) contribute further knowledge on the relationship between burnout and turnover intention discussed in the main article. Lu and Gursoy (2016) point out that workers of different generations, when being emotionally exhausted, show different likelihood of quitting the jobs.

Annotation 7

> Macau Statistics and Census Service. (2012). Survey on job changing of the employed 2008. Retrieved from http://www.dsec.gov.mo/Statistic.aspx?NodeGuid=3432824f-dbc6-4809-a776-17a88cd351e0

Macau Statistics and Census Service's (2012) survey on job changing of the employed in 2008 shows that there are a total of 39,200 employees changing their jobs in the year. This number accounts for 12.1% of the employed population, which is higher than the figures in 2006 (9.5%) and 2007 (10.0%) (Macau Statistics and Census Service, 2012). Moreover, between 2006 and 2008, females account for the majority of job-changers and these population segments show an inclination to increase from 58.1% in 2006 to 60.8% in 2008 (Macau Statistics and Census Service, 2012). Regarding age groups, 28.3% employees who are between 14 and 24 years switch their jobs, accounting for 10.6% over 2007 (Macau Statistics and Census Service, 2012). This shows that it is more common for young people to change their jobs (Macau Statistics and Census Service, 2012). Most notably, the most popular industry of the job-switchers is recreational, cultural, gaming and other services (Macau Statistics and Census Service, 2012). In 2008, there were a total of 16,200 job-switchers turned to work in this industry, with 8,200 (50.6%) are from other industries and 8,000 (49.4%) are within the same industry (Macau Statistics and Census Service, 2012). Hotel, restaurants & similar activities take the second stance in popularity for job-switchers, with a total of 8,000 people, including 4,400 (55.0%) are from the same industry (Macau Statistics and Census Service, 2012). Macau Statistics and Census Service's (2012) report links well with the main article by presenting data about the employment and job changing landscape in Macau, particularly in the hospitality sector. Statistics have shown that the hospitality industry is prone to high risk of workers' turnover.

Annotation 8

> The Statistics and Census Service. (2009). Employment survey. Retrieved from

http://www.dsec.gov.mo/Statistic/LabourAndEmployment/Employment
Survey.aspx

The Statistics and Census Service's (2009) employment survey in the hotel industry shows that the global finance has affected the employee projects and expenditures, although more new hotels are opened. At the end of 2009, the hotel industry in Macau had a total of 26,337 employees. This number is slightly reduced by 0.6%, compared with 2008 (The Statistics and Census Service, 2009). More specifically, five-star hotels have a total of 19,758 staff, which is resulted from 3.7% decrease from 2008 while apartment lines have 154 employees – an increase of 2.0% (The Statistics and Census Service, 2009). The expenditure in the industry, of which the five-star hotel employee expenditure accounts for 81.2%, is 3.73 billion yuan, which is 2.7% lower than in 2008 (The Statistics and Census Service, 2009). The Statistics and Census Service's (2009) links well with the main article by providing a landscape of hotel employment. It can be seen from the data that the hotel industry's staff quantity is susceptible to the economy. More specifically, poor economy can cause high staff turnover in the industry. This implies that when hotel staffs experience job burnout, they are more likely to turnover than employee from other industries, since employee quitting job is already the nature of the industry.

Annotation 9

Barcebal et al. (2010). Emotional labor and burnout among Filipino service
workers. https://www.pressreader.com/philippines/philippine-daily-
inquirer 1109/20100621/283631051282797

The quality of service is really determined by the extent to which employees relate to their customers (Barcebal et al., 2010). Customers' demands are not easy to deal with and extra effort is needed from service staff to control their emotions and show appropriate facial expressions (Barcebal et al., 2010). This needed effort is called emotional labor (Barcebal et al., 2010). There are two types of emotional labor, namely deep acting – when staffs attempt to actually experience the emotions they need, and surface acting – when staffs show the emotions that they not actually experience (Barcebal et al. 2010). Over a long period of time, service staffs, which are under stress and require to perform emotional labor, are prone to burnout (Barcebal et al. 2010). The article aims to investigate whether the burnout level is affected by emotional labor (Barcebal et al. 2010). The study collects data from more than 150 front-line staffs of different service originations (Barcebal et al. 2010). Surface acting is shown to be related to exhaustion and burnout (Barcebal et al. 2010). The possible reason

is because when engaging in surface acting, staffs need to manage two emotions: the one that is shown and the actually feelings that they hide, which could take its toll and make they more tired (Barcebal et al. 2010). Particularly, Filipino service staffs are found to do more deep acting than surface acting (Barcebal et al. 2010). Empathy is a well-known Filipinos' characters (Barcebal et al. 2010). Empathy should be included in training emotional labor, as an efficient to avoid burnout and better service staffs' performance (Barcebal et al. 2010). Barcebal et al. (2010) add value to the main article's theme by suggesting employee's technique to avoid job burnout.

Annotation 10

> Schaufeli, W. B., & Enzmann, D. (1998). *The burnout companion to study and practice: A critical analysis.* Boca Raton, Florida: CRC Press.

Schaufeli and Enzmann's (1998) book presents an overview of burnout syndrome from its earliest recorded happenings to empirical studies. Burnout is perceived to be particularly common in specific job types and is related to other factors such as workload, interpersonal, organisational, social and cultural factors (Schaufeli and Enzmann, 1998). Service professions are prone to a very high risk of developing burnout since the employees face with a great deal of emotional demand on a daily basis (Schaufeli and Enzmann, 1998). At the organisational levels, burnout is concomitated with and cause impaired performance, absenteeism, and job turnover (Schaufeli and Enzmann, 1998). One way for organisations to reduce turnover rate is to prepare realistic job preview when applicants are presented with the reality of the workplace during recruitment (Schaufeli and Enzmann, 1998). Realistic job previews are estimated to reduce employee turnover by about one third (Schaufeli and Enzmann, 1998). These insights and implications are helpful for practioners around the world to manage burnout and its consequences (Schaufeli and Enzmann, 1998). Schaufeli and Enzmann (1998) share with the main article's proposition that burnout is a common phenomenon among employee. Moreover, Schaufeli and Enzmann (1998) contribute to the main article's call for solution to reduce employee turnover from job burnout, by providing realistic information at the very beginning of the recruitment.

2.2. Reference Discussion by Source

The sources of the references consist of six academic journal articles, two statistics reports, one news article, and one book. Journal articles provide relevant theories and insights from empirical researches, which ensure a high level of academic quality. On

the other hand, statistics reports give overviews of concrete measurements in actual happenings, both supporting and challenging the claims in journal articles. Journal articles that are relevant to the topic are from different journals, ranging from psychology, occupational health psychology to hospitality that is particularly related to the industry in question. The chosen news article is considered to provide a certain level of academic quality as the news article also presents findings from academic researches and is written in comprehensible way for laypeople to understand. The book covers extensively related theories and empirical researchers due to its volume. Moreover, the book covers the phenomena of burnout in different types of professions, not strictly hospitality but provide applicable insights for the industry in question. The book ensures a well balance between academic insights statistics, which is helpful for both researchers and practioners to read and apply.

2.3. Reference Discussion by Region

The references are published from a wide range of regions. Three common regions identified from the references are Asia, North American and Europe. Among all, 5 references (Kim, Murrmann, & Lee, 2009; Kim, 2008; Macau Statistics and Census Service, 2012; The Statistics and Census Service, 2009; Barcebal et al., 2010) come from Asia, making the region the most popular source. This is understandable since the chosen report conducts their empirical research in the context of casinos in Macau. North America stands second with 3 references. The last two references belong to Europe. References from Asia includes more cultural factors into their analysis, for example, discussing how the Filipino' characters can lower their risk of being burnout. On the other hand, literature from North America and Europe tend to focus more on formulating theories and factors that are applicable irrespective of cultural and regional factors. Irrespective of which regions the literature come from, all literatures focus on similar themes such as explaining the phenomenon of burnout, explaining the factors that cause burnout, investing burnout's associations and risks, and recommending solutions.

2.4. Reference Discussion by Year

Publication years for the annotations are of a wide range: there are one reference that are recently (2016); two are moderately old (2010; 2012), and seven references are old (1988; 1998; 2004; 2008; 2009). Most references are published in 2008 and 2009. There are no differences between references published in moderately old and old periods, as topics are about phenomenon of burnout, explaining the factors that cause burnout, investing burnout's associations and risks, and recommending solutions. However, reference published in 2016 shows a particular different approach, which examining the generational difference in affecting burnout. This shows that the phenomenon of burnout somewhat changes through time, with employee's generational differences coming into play. Yet, overall, it can be seen that publication time does not affect the usefulness of literature on this topic, as findings from 1988 are found to still show certain commonalities with findings in 2016. Overall, there is a wide range of publication dates on the topic of burnout. This is not surprising because burnout in the workplace has been identified as management issue for a long time.

3. Report Analysis

In this section, the chosen report Chan, Wan and Kuok (2015) is analysed in terms of details and quality.

3.1. Introduction

Chan, Wan and Kuok's (2015) introduction presents an overview of antecedents related to work environment for burnout and burnout consequences such as low level of job satisfaction, absenteeism, turnover, and decreased job efficiency and performance. In the introduction, Chan, Wan and Kuok (2015) already draw on relevant literature to present their points. Chan, Wan and Kuok (2015) also point out the gap in extant literature to justify their research purpose. In Chan, Wan and Kuok's (2015) introduction, it is pointed out that there have been detailed studies examine stressors related to work, and burnout's association and effects on a variety of

industries like teaching, nursing, medical profession and social work. Moreover, Chan, Wan and Kuok (2015) remark that different industries have different work stressors due to the difference in work environments and working conditions, for example, one industry would ask for accuracy while the other demands emotions. Chan, Wan and Kuok (2015) goes on to present typical demand in the industry of their study. The causes of burnout among casino dealers are from stressful conditions and emotional restraints. Chan, Wan and Kuok (2015) justify their choice of case study by pointing out about the lack of previous researches on burnout in the gaming industry although there have been a great number of reports from casino employee's burnout and turnover. Moreover, Chan, Wan and Kuok (2015) remark to add more insights into the extent researches by confirming the demographics and work typicality' influence on burnout. Overall, Chan, Wan and Kuok's (2015) introduction is considered to be effective by clearly justifying their choice of study and presenting their add insights into the extant literature.

3.2. Literature Review

Three identified sub-topics from Chan, Wan and Kuok's (2015) literature review are (1) job burnout, (2) burnout and job satisfaction, and (3) burnout and turnover intention. In the job burnout sub-topic, Chan, Wan and Kuok (2015) starts with presenting a definition of burnout drawing from another literature. In Chan, Wan and Kuok's (2015), burnout definition is defined with relation to work environment: a prolonged response, including emotional exhaustion, depersonalization, and reduce performance, to long-term stressors during interpersonal interaction on the job, mostly happening to employee working in overwhelming and underappreciated professions. Chan, Wan and Kuok (2015) also present in details in definitions of burnout symptoms, based on previous literature. Emotional exhaustion shows excessive stress due to workload. Depersonalization refers to impersonal reactions or feelings towards customers. Reduced performance is unsuccessful and inadequate accomplishment. Chan, Wan and Kuok (2015) then point out that burnout is common in human service fields as the instructor requires a great deal of direct contact with involved individuals. Chan, Wan and Kuok (2015) review how working conditions affect the burnout likelihood. Employees working on shifts are found to have higher levels of depression compared to those working at normal hours (Chan, Wan and Kuok, 2015). White collar staff are

shown to be more inclined to express depression than blue-collar workers (Chan, Wan and Kuok, 2015).

Chan, Wan and Kuok (2015) also present the typicality of job burnout related to their case study while highlighting the commonalities of case employees with other human service jobs. Four characteristics of a casino dealer job are analysis, based on literature. Firstly, the job is routine with a high demand for accurate performance and job stress never cease to emerge. Secondly, there is little prospect for job dealers to promote and the relationship between casino dealers and their superiors is mistrustful. This is because there is a lack of clear line of responsibility and poor internal communication. Thirdly, casino dealers are required to restraint their emotions when interacting with customers, which might cause casino dealers to perceive themselves as subjects for their customers to release their emotional strain. Fourthly, the casino environment is characterized with 24-hour high noise levels and second-hand smoke (Chan, Wan and Kuok, 2015). The working shifts are long and working hours are antisocial (Chan, Wan and Kuok, 2015).

In the sub-topic burnout and job satisfaction. Chan, Wan and Kuok (2015) presents numerous research findings about the link between burnout and job satisfaction in the hospitality industry. Chan, Wan and Kuok (2015) remark that the in the hospitality industry, the link between burnout and job satisfaction is less clear despite a high levels of job stress experienced by the staffs in the industry. However, in other general studies, it is shown that higher level of tension at work predict lower job satisfaction. Emotional labor is also found to be associated with lower level of job satisfaction. Studies have shown the correlation and even negative link between burnout and job satisfaction. Based on these previous studies, Chan, Wan and Kuok (2015) propose that burnout is negatively correlated with job satisfaction among casino employees.

In the sub-topic burnout and turnover intention, Chan, Wan and Kuok (2015) present previous finings that show a strong correlation between burnout and turnover intentions in all organizational levels. High levels of burnout can cause the staff to leave, particularly during tight labor market when employees can easily seek new job opportunities within the industry or in different industries (Chan, Wan and Kuok, 2015). Moreover, the relationship between burnout and turnover intention is even found to be

significant positive (Chan, Wan and Kuok, 2015). This is particular applies to chefs and private club managers (Chan, Wan and Kuok, 2015). Emotional labours who face with a higher level of perceived stress and report a higher rate of turnover (Chan, Wan and Kuok, 2015). As Chan, Wan and Kuok (2015) explain that casino employees also have to control their feelings when stressfully communicating with customers, the researchers expect that there is also a positive relationship between burnout and turnover intention among casino workers. However, Chan, Wan and Kuok (2015) remark that few researches have investigated on this matter and knowledge about the burnout's consequence among casino employees are still limited.

3.3. Research Gaps

Despite providing more insights into the relationships among burnout, job satisfaction, and turnover intention, Chan, Wan and Kuok (2015) still have research gaps, which are acknowledged by the researchers themselves. Firstly, Chan, Wan and Kuok (2015) remark that their cross-sectional questionnaire survey is conducted in one specific setting based on Asia. Their choice of studied setting may limit the extent to which their study findings can be generalized to other geographic regions which are different culture and work values than the Asia Pacific region. Secondly, the sample used in Chan, Wan and Kuok's (2015) comprises more Chinese staffs than employees of other nationalities, which leads to limited comparisons between local staffs and expat staffs, and among expat staffs themselves. Thirdly, it is possible that respondents underestimate or overestimate the level of burnout they perceive (Chan, Wan and Kuok, 2015). Fourthly, the measurement instruments may have some validity issues since the burnout subscales do not measure continuous data. By non-continuous, it means that there are no equal intervals of time between 'never' and 'everyday' (Chan, Wan and Kuok, 2015).

Regarding practical limitations, Chan, Wan and Kuok (2015) remark that the turnover rate among casino workers do not response well to the turnover rate because of the biased population in their sample. Local casino workers with limited qualifications cannot easily quit their jobs due to the dazzling differences between casino floor workers' median salary with that of lower-skilled jobs in other industries (Chan, Wan and Kuok, 2015). At the same time, local employees can change their jobs easily since Macau is in need of human resources to fill many available positions. Expat employees

working in Macau have to deal with a variety of hindrances to change their jobs, such as having to return to their home country before being able to start working for another local employer in Macau (Chan, Wan and Kuok, 2015). The difference between local and non-local casino employees might affect the findings of Chan, Wan and Kuok's (2015), which is based on a sample contains mostly local staffs.

3.4. Conclusion

Chan, Wan and Kuok (2015) start their conclusion by restating the lack of previous studies focusing on burnout in the gaming industry and the contribution of their study on the linking between burnout and turnover in the context of Macau's gaming industry. Furthermore, Chan, Wan and Kuok's (2015) findings provide further support to the burnout model and the association among burnout dimensions with job satisfaction and turnover intention in the gaming industry. Specifically, Chan, Wan and Kuok (2015) find the mean scores for age are significantly different on all subscales of burnout, namely emotional exhaustion, depersonalization, and personal accomplishment whereas demographics characteristics and work-related factors like education level, family status, nationality, employment status , length in the position and company, and administrative responsibility are not significant different for the three burnout subscales. 11.8% of variance in job satisfaction and 19.2% of variance in turnover rate are explained by turnover factors, demographic and work-related characteristics (Chan, Wan and Kuok, 2015). Work environment and personal issues are speculated by Chan, Wan and Kuok (2015) to explain the remaining percentage. Overall, Chan, Wan and Kuok (2015) conclude that all casino staffs are susceptible to burnout. Based on these findings, Chan, Wan and Kuok (2015) suggest recommendations to reduce burnout. All casino employees are be given measures to alleviate burnout instead of staff of particular job types. Chan, Wan and Kuok (2015) also call for further studies to explore other factors that explain the remaining percentage of variance in job satisfaction and turnover intention.

Reference

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