

The Impacts of Low Pay and Work Overload on Emotional Exhaustion among Hotel Food and Beverage Staff

Arnicyantie Abd Hadi^{1*}, Hasiful Fatah Talhah², Norfezah Md Nor³, and Nadia Liana Mohd Karim⁴

^{1,3,4} Department of Food service Management, Faculty of Hotel & Tourism Management, Universiti Teknologi MARA Cawangan Pulau Pinang, Malaysia

² Department of Culinary Arts, Faculty of Hotel & Tourism Management, Universiti Teknologi MARA Cawangan Pulau Pinang, Malaysia

*corresponding author: ²hasiful_fata@uitm.edu.my

ABSTRACT

ARTICLE HISTORY

Received:

14 May 2023

Accepted:

15 August 2023

Published:

20 October 2023

KEYWORDS

Food and Beverage
Human Resource
Emotional Exhaustion
Low Pay
Work Overload

Working in the hotel industry is an advantage, especially in career development. However, due to the nature of the industry, working in this sector is considered stressful because of the various factors involved, including poor pay and work overload. However, the impact of low pay and work overload on the emotional exhaustion among hotel F&B staff is still unknown and requires further research. Therefore, this study aims to ascertain how low pay and work overload affect hotel food and beverage staff's emotional exhaustion. The study involved 166 four and five-star Food and Beverage hotel staff and used a quantitative method via an online survey. The Statistical Package for the Social Sciences (SPSS) Version 21 was used to analyse the data. The emotional exhaustion of hotel food and beverage staff is significant at $p < 0.05$, impacted by low pay and work stress. Regression analysis found that work overload, as opposed to poor pay for hotel food and beverage workers, has a greater impact on emotional exhaustion. In conclusion, to reduce emotional exhaustion among hotel food and beverage staff, management should prioritise job distribution by emphasising work delegation based on the job description, work schedule, task standard operating procedure, and employee collaboration.

e-ISSN 2600-7274

© 2023 Universiti Teknologi MARA Cawangan Pulau Pinang

This open access article is distributed under a Creative Commons Attribution-Non-commercial 4.0 International (CC BY-NC 4.0) license.

(<https://creativecommons.org/licenses/by-nc/4.0/>)



1. INTRODUCTION

Globally, hospitality is one of the largest industries contributing to a country's economic success, including Malaysia (WTTC, 2017). In Malaysia, the development of the hospitality industry is very encouraging (Statistics Malaysia, 2020), contributing to 15.9 per cent of the GDP in 2019, or RM240.2 billion. With the increase in tourist arrivals, the number of hotels increased tremendously from 1,492 hotels in 2000 to 4750 hotels in 2018, with the number of rooms supplied up to 308,207 in 2018 (Tourism Malaysia, 2020). It was reported that 3.46 million persons worked in Malaysia's tourist sector, including hotels, in 2020 (Hirschmann, 2022). The development of the hospitality sector also witnessed an increase in job opportunities, where in 2019, as many as 196.4 thousand people were reported to be employed in the Malaysian hotel industry (Statista Research Department, 2022). This large number of employees in the hospitality industry, particularly in hotels, has exposed more people to the risk of work stress. Previous research has shown that the hospitality business experiences high turnover (Park & Min, 2020; AlBattat & Ahmad Puad, 2013) and high workplace stress (Asensio-Martinez et al., 2019; Zhao & Ghiselli, 2016). Since hotel employees are usually regarded as the organisation's heart, key issues such as workplace stress demand attention from managers and researchers.

It is undeniable that working in the hotel industry provides many advantages. Among the advantages of working in the hotel industry include the opportunities to venture into various roles and career paths within the industry, flexibility in working hours, having the opportunity to travel, especially in hotels that have a network, and improving new skills through training and development programs offered in most hotels (Jaworski et al., 2018). However, there are also drawbacks to the hotel industry. Since hotels are operated every day of the year, the staff must work long hours, shifts and during weekends (Sangaran & Selvanayagam, 2021) at minimal resources (Said & Tanova, 2021) to fulfil guest's demands. In addition, the requirement to have direct contact with guests and show appropriate emotion always exposed them to emotional labour. When they fake their emotions in front of clients, they could experience tension (Shi et al., 2022). The study by Lee and Madera (2019) discovered that emotional labor among workers in the hotel industry results in high levels of work-related stress and emotional exhaustion (Shi et al., 2022).

On the other hand, excessive task expectations also affect the hospitality sector (Grobelna, 2021). It was reported before that work overload is a common stressor in the hospitality industry due to excessive task demands (Haldorai, 2019). In a large organisation, most employees are given more than one task to be completed and are expected to multitask so that it can be completed in a short period (Liu et al., 2021), and this is reported to be common in the hotel industry (Baquero, 2023). Excessive workload is associated with increased stress, a desire to quit, and decreased job satisfaction (Farooq, 2015). Despite work overload, hotel employees face the problem of low pay, which leads to turnover intention (Haldorai, 2019). Hotel employees who bear work overload, long working hours, and receive low pay become the cause of stress and subsequently develop an intention to quit (Seow et al., 2022).

Within hotel operations, Food and Beverage (F& B) is one of the crucial departments in providing the best quality service and fulfilling various customer demands. Knowing as the heart of the hotel operation, the F&B department is divided into the front of the house (FOH) and back of the house (BOH). While working in one of the busiest businesses, such as the hotel industry, FOD and BOH hotel staff may experience low pay and work overload. Reports from the Bureau of Labor Statistics stated that hotels in Malaysia pay minimum wages, with BOH staff making the country's lowest mean wages while having the second-most prevalent

occupation and FOH employees making the third-lowest mean wages (Muth, 2020). Lack of financial security is one of the factors that can encourage an individual to quit their job (Baquero, 2023). In addition, a person experiencing a financial burden will usually experience emotional exhaustion (Hamidi et al., 2018), while a company that ensures financial security through improved wages can reduce turnover intention and subsequently increase employee well-being (Baquero, 2023).

It was reported earlier that the hotel industry faces staff retention problems (Salama et al., 2022). In Malaysia, the standard hotel staff turnover rate has been reported to be as high as 66 per cent per annum (Halim et al., 2021). Previous studies have found that factors such as stress at work and work overload are among the contributors to hotel workers quitting (Wen et al., 2020) and subsequently increasing the turnover rate (Kosnin et al., 2021). However, the consequences of low pay and work overload among hotel food and beverage service staff's emotional exhaustion, particularly in Malaysia, are yet unclear and require further study. The previous studies mainly focused on work discontent (Shi et al., 2022) and workplace bullying (Said & Tanova, 2021), as well as depression among hotel staff (Moon et al., 2015). This study aims to assist hotel management in identifying the emotional health of the F&B staff due to variables like low pay and workload. Knowing how these elements affect F&B staff can help management develop effective methods to prevent these problems from arising, hence retaining skilled workers.

Additionally, the issue of job burnout prevalence in the hotel industry is more serious, resulting from chronic emotional exhaustion that needs to be controlled as the factor caused is somewhat related. The management's capacity to address these antecedents can also lower the turnover rate for the F&B workforce. In addition, the results of this study can be utilised as a reference for future researchers with the same interest because of the limitation of the study about emotional exhaustion involving Malaysia F&B hotel staff. Thus, using a portion of the Theory of Job Demand Resources (JD-R), this study explores the impact of low pay and work overload on emotional exhaustion among F&B staff. Thus, this study aims to i) determine the relationship between low pay and emotional exhaustion and (ii) determine the relationship between work overload and emotional exhaustion among F&B hotel staff.

2. LITERATURE REVIEW

2.1 The Overview of the Hotel Industry

In the service sector, including hotels known as the "hospitality industry," hosts and guests are connected by welcoming and providing wonderful experiences to clients, visitors, or strangers (Hollander, 2022). In a hotel, the operating system is divided into several departments that interact with each other to ensure the best service is provided to guests. Thus, to ensure the best service delivered, the ability of hotel staff to provide excellent service to visitors is a key factor in the establishment's performance (Castro-Casal et al., 2019). However, even though having highly competent and focused hotel staff members is crucial for success (Nain, 2018), these workers are particularly vulnerable to stress due to the demands of their jobs (Hwang et al., 2014), including the 24/7 nature of their work, anti-social and long working hours, unpredictable shifts, few breaks, an excessive workload, etc. Furthermore, the nature of this service-oriented industry requires polite behaviour and acceptable emotional expression from its employees, which could also create stressful situations due to the encounter's intensity (Chuang & Lei, 2011; Kim, 2008)—despite bearing a heavy workload due to the job demand and ensuring the best quality service, previous research findings also reported that hotel's employees are among the employees who receive a low wage payment rate compared to other sectors (Muth, 2020). Due to these facts, hotel employees experience particularly high levels of stress (Chan et al., 2019; Haldorai et al., 2019; Sampson & Akyeampong, 2014) likely decide

to leave, and this presents a big challenge for the hospitality industry, especially in retaining the talented staff.

2.2 Theory of Job-Demand Resources

Researchers Arnold Bakker and Evangelia Demerouti created the Theory of Job-Demand Resources (JD-R) model in 2006. The JD-R model is one of the most frequently used approaches to examine how the workplace influences employee performance and well-being (Tummers & Bakker, 2021) and are widely used to study job burnout in the workplace. Job demand and Job resources make up the JD-R model's fundamental elements. Job demands are jobs that require physical and mental effort or skills all the time and have certain physical and mental costs (Tummers & Bakker, 2021). Some examples include having a lot of work to complete, receiving conflicting instructions from clients and managers, and experiencing bullying. The elements of a job known as "job resources" enable you to accomplish your professional objectives, make your job easier, and advance your personal development (Tummers & Bakker, 2021). Getting social assistance from your co-workers, working from home or the office, and having opportunities to advance within the organisation are a few examples of job resources. A JD-R model predicts job burnout to occur when job resources are scarce but job demand is high.

Three dimensions of job burnout begin with emotional exhaustion and then progress to other dimensions, depersonalisation and personal accomplishment (Arnieyantie et al. 2018). The main characteristic of burnout is emotional exhaustion, which is the sensation of having had all of one's emotional reserves used up (Klusmann et al., 2020). Emotional exhaustion is the first aspect of job burnout that will be the focus of this study. Based on the JD-R model, Said (2021) claimed that chronic job pressures deplete an employee's mental and physical resources in his recent study. Work demands a social, physical, or institutional trait that requires ongoing mental and physical effort. By utilising their physiological, social, individual, and organisational resources, employees can lower the demands of their jobs. However, overtired workers cannot manage their workloads well, which harms their ability to do their jobs (Said, 2021). Overworked employees and low compensation are all indications of job expectations. The JD-R hypothesis was only partially considered in this study because the study aims to assess how low pay and work stress affect the emotional exhaustion of hotel food and beverage staff. The job demands-resources (JDR) model states that unfavourable working conditions might result in burnout. Consequently, job burnout leads to absenteeism, turnover, and productivity losses. Burnout employees are a significant expense to the company since they are likely to have lower productivity and quality at work and lower morale, psychological health, and physical health (Hadi et al., 2018).

2.3 Emotional Exhaustion

One of the major issues in the hospitality sector is workplace stress. Shi (2022) claims that emotional instability and exhaustion are common among hotel staff. Emotional exhaustion is a long-term side effect of extended exposure to certain job demands and acute physical, affective, and cognitive strain (Tummers & Bakker, 2002). Prolonged exposure to emotional labor situations can lead to physical and mental exhaustion (Turek, 2020). Earlier, Cordes and Dougherty (1998, p.640) perceived emotional exhaustion as 'the key to the experience of burnout, and the first stage of the burnout process'. Later, The World Health Organization defines emotional exhaustion as persistent work-related stress that is not adequately managed; thus, long-term exposure to stress at work can lead to burnout or physical and emotional exhaustion (Silva, 2021). Emotional exhaustion has several negative effects, such as anxiety,

impatience, and hopelessness (Turek, 2020). Furthermore, findings from Prajogo (2019) reported that employees who experienced emotional exhaustion will not be able to work well. The findings were also supported by Anasori et al. (2019), who stated that emotional exhaustion affects individuals and organisations in many ways, including reducing work performance, decreasing commitment, and increasing turnover intentions.

2.4 Low Pay of the Hotel Food and Beverage Staff

It is commonly known that employees in the hotel business receive low salaries compared to those in other private sectors (Haldorai, 2019). The minimum wage policy impacts both the back and front ends of this profession, including housekeepers, wait staff, and bartenders who work in hotels and restaurants (Jean-Pierre, 2018). Low remuneration has been associated with demotivation in the hospitality industry, which promotes emotional exhaustion and subpar work (Ko, 2020). Low pay, a key contributor to burnout and turnover among British culinary workers, has been linked to poor productivity, low morale, and mental health problems (Hadi et al., 2018). Employee retention is a critical issue facing the hotel industry. It was reported by Dogru et al. (2023) that one of the primary factors that led to turnover in hospitality is low wages earned by employees.

On the other hand, Rimnacova and Hricová (2019) discovered that low pay also impacted employee mental health and noted in their study that workers' mental health improved as salaries increased. Low pay may not currently be a problem, but according to (Goh & Okumus, 2020), it may be an intermediate situation when an individual faces higher financial difficulties. Based on the material mentioned above, the following hypothesis is proposed:

H1 Low pay greatly affects emotional exhaustion among hotel food and beverage staff.

2.5 The Work Overload of the Hotel Food and Beverage Staff

It has been demonstrated that hotel workers who feel overworked are more likely to experience occupational stress, especially when the job demands exceed the workers' capacity to handle them (Sampson & Akyeampong, 2014). It was also in line with Haldorai (2019), who stated that increased work overload is a significant cause of stress due to the increased task demands in the hospitality industry. In addition, according to Shi (2022), the hotel industry's work overload causes mental and bodily stress. The term "load" refers to the amount of work an employee is required to perform, and it's frequently connected to deadlines (Ahmed et al., 2019). According to Grobelna (2021), heavy workloads may also cause stress at the office, particularly if the demands of the position exceed an employee's capacity. Some businesses, particularly those in cyclical economic environments like the hotel sector, ask their employees to absorb additional workloads without adding more people (Tan et al., 2020).

Consequently, there may be harm to the mental health of workers in the hotel industry (Zhang, 2019). Emotional exhaustion and employee work overload correlate well (Grobelna, 2021). As a result, the following hypothesis is put forth:

H2 There is a significant impact of work overload on the emotional exhaustion among food and beverage staff.

2.6 Research Framework

The proposed research framework for this study was adapted and adopted from (Demerouti & Verbeke, 2004), presented in Figure 1.

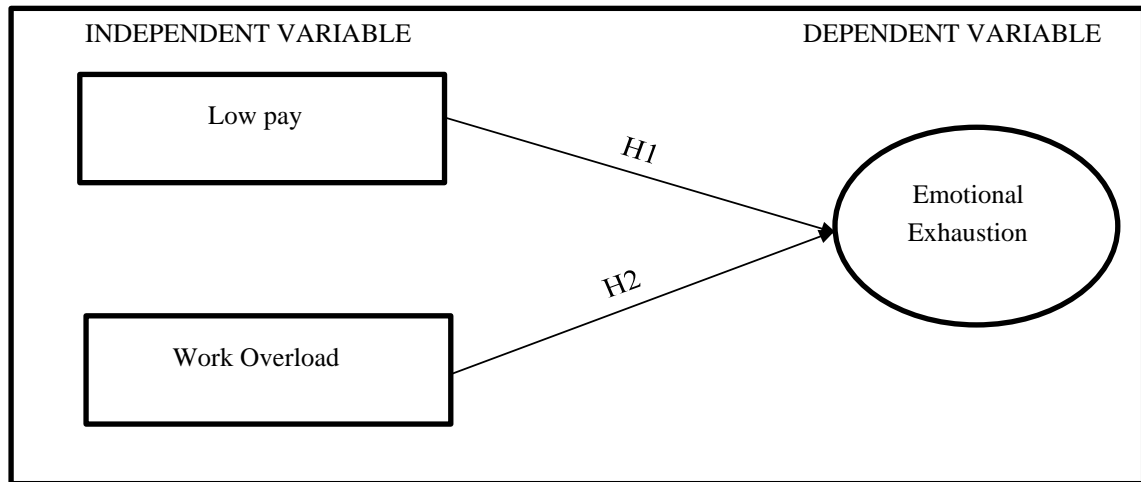


Figure 1: The research framework

Hypothesis:

H1: There is a significant impact of low pay on emotional exhaustion among food and beverage staff.

H2: There is a significant impact of work overload on emotional exhaustion among food and beverage staff.

3. RESEARCH METHODOLOGY

A quantitative cross-sectional design was used for this investigation. To fulfil the requirements of the research setting, an online questionnaire was created by modifying and adapting the items. The study's target respondents are the four- and five-star hotel's food and beverage staff. Since Kuala Lumpur is the capital of Malaysia and the biggest city for business and visitors, the number of respondents was expected to be abundant in the region. In addition, four- and five-star hotels offer different types of lodging and can accommodate large-scale events. As a result, more work is anticipated in hotels with higher star ratings.

This study will employ a survey design application. The front- and back-of-house staff at four- and five-star hotels were given questionnaires and instructed to complete them independently. The respondent requirements listed, such as working in the hotel sector with at least one year of experience, working on FOH or BOH, and being over twenty years old, are best addressed using "purposive sampling." Due to the unknown number of F&B staff in Kuala Lumpur, the sample size was calculated using G-Power software with an alpha of 0.05, yielding 74 responses. Nevertheless, 166 people were able to complete the survey. Purposive sampling is used to acquire samples based on the criteria set by the researcher. However, due to the nature of the hotel's employment, obtaining a list of every member of the F&B staff proved impossible.

Furthermore, the F&B staff was bonded with time limitations, making it difficult for the researcher to approach them. Therefore, the researcher sought help from personnel at the hotels concerned to disseminate the Google form using the snowball technique. This online survey form was distributed to ten four- and five-star hotels in and around Kuala Lumpur, with 17 responders each.

The surveys were created using a 5-point Likert scale, with the following options: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The online survey's self-administered electronic questionnaire was divided into four sections: Section B, Low Pay (Kronenberg et al., 2017); Section C, Work Overload (Deeb et al., 2020); and Section D, Emotional Exhaustion (9 items); Section A, Demographic (5 questions); (Hadi et al., 2018). The Cronbach's Alpha value for each variable in the study ranges from 0.888 to 0.93, according to the pilot test, showing that it is reliable and appropriate for use (Hinton et al., 2014).

3. FINDINGS

3.1 Reliability Analysis.

According to the analysis, Cronbach Alpha values for low pay are 0.93, work overload is 0.928, and emotional exhaustion is 0.888. Thus, this portion is outstanding, good, and extremely trustworthy (Hinton et al., 2014). As a result, it was determined that the question in each area was valid.

3.2 Respondent's Demographic Profile

Table 1 indicates the demographic profile of the respondents. The demographic profile has been analysed descriptively. Among the five demographic segments in the questionnaire are gender, age, education level, race, and department in Food and Beverages.

Table 1: Demographic profile (N=166)

| Demographic Characteristic | Frequency (n) | Percent (%) |
|---|------------------------|-------------|
| Gender | Male | 31 |
| | Female | 69 |
| Age | 20-25 years old | 76 |
| | 26-30 years old | 14 |
| | 31-35 years old | 10 |
| | 36 years old and above | 0 |
| Education level | SPM | 13 |
| | Certificate | 16 |
| | Degree | 60 |
| | Others | 12 |
| Races | Malay | 96 |
| | Chinese | 2 |
| | Indian | 1 |
| Department in Food and Beverages | Front of the house | 25 |
| | Back of the house | 75 |

Based on Table 1, it was reported that 114 respondents were women and 52 men, or 31% of the total (69 percent). Sixty-six per cent, or 126 responders, are between 20 and 25. Sixty per cent of responders are educated. Furthermore, 160 of the 166 responders (96%) were Malay. Most responders (75%) are employed in the food and beverage division in the back of the home. Most respondents hold degrees, accounting for 66 % of the total respondents.

3.3 Linear Regression

Multiple linear regression analyses described the association between two or more independent variables and one dependent variable. Low pay and work overload are the independent variables that will be analysed to ascertain their effects on the dependent variable (emotional exhaustion). According to this study, R Square is worth 0.680. Low pay and work overload account for 68 per cent of the variance of the dependent variable, emotional exhaustion, according to the R Square value, which is statistically significant at a p-value of 0.05.

Table 2: ANOVA results

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|---------|-------------------|
| Regression | 91.957 | 2 | 45.978 | 173.352 | .000 ^b |
| Residual | 43.233 | 163 | .265 | | |
| Total | 135.189 | 165 | | | |

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Low Pay, Work Overload

Table 2 displays the results of the ANOVA test to assess whether the regression model under investigation is significant. The p-value is 0.000, which means that it is significant by a factor of 0.05. The null hypothesis has been disproved as a result. The regression model in this study is significant to the topic under consideration, as evidenced by the substantial p-value.

The results of the coefficients are shown in Table 3, where the values of the unstandardised coefficients for low pay and work overload are 0.167 and 0.567, respectively. The emotional exhaustion of hotel food and beverage staff is significantly impacted by low compensation, as indicated by the p-value of 0.05 (low pay). The p-value for work overload was reported as being less than 0.05, indicating that there is also a substantial effect on food and beverage staff emotional exhaustion. According to the results, work overload has a greater impact on the emotional exhaustion of hotel food and beverage staff because its value is higher than that of low pay regarding the unstandardised coefficient of work overload.

Table 3: Coefficient Model

| Model | | Coefficients | | | t | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|-------|------|
| | | Unstandardised Coefficients | | Standardised Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .918 | .156 | | 5.873 | .000 |
| | Low Pay | .167 | .053 | .212 | 3.175 | .002 |
| | Work Overload | .567 | .058 | .654 | 9.807 | .000 |

a. Dependent Variable: Emotional Exhaustion

3.4 Hypothesis testing

Table 4: Summary of significance results

| Hypothesis | Result | Achieved |
|--|----------------------|----------|
| H1: There is a significant impact of low pay on emotional exhaustion Among food and beverages staff. | P=0.002 (P<0.005) | Achieved |
| H2: There is a significant impact of work overload on emotional exhaustion Among food and beverages staff. | P=0.000 (P<0.005) | Achieved |

Table 4 shows a significant impact of low pay and work overload on the emotional exhaustion among food and beverage staff. Based on the result stated, both hypotheses were accepted.

4. DISCUSSION

The results show that emotional exhaustion among hotel food and beverage staff is greatly impacted by low payment. It may be inferred from the multiple regression data that there is a significant relationship between low pay and emotional exhaustion among food and beverage staff (p-value (0.002) < 0.05). The results were supported by previous findings by Haldorai (2019), who stated that hotel employees had been observed to earn significantly low compensation compared to other private industries. Hotel staff's emotional exhaustion and demotivation due to low compensation have been related to subpar performance (Ko, 2020). It's crucial to remember that when staff isn't driven to execute their jobs, the same goes for their emotions. Despite being overworked and underpaid, they are expected to deliver effective performance. According to research among British chefs, low pay is a significant factor in burnout and turnover (Hadi et al., 2018).

The second null hypothesis has likewise been eliminated because the p-value (0.00) is less than 0.05. The results show a significant relationship between work overload and emotional exhaustion among employees in the food and beverage industry. An attempt by Grobelna (2021) finds that emotional exhaustion strongly correlates with employee workload, which is consistent with these findings. Employee emotional exhaustion is badly impacted by the various tasks that staff with excessive workloads are expected to perform and the strict deadlines typically linked with them (Ahmed, 2019). The hotel's labor scarcity, which increases each employee's task, provides stronger support for these conclusions (Ma et al., 2021). Employees are consequently required to execute tasks above their ability (Grobelna, 2021). Work overload will impact employees' psychological well-being because it can lead to stress, a bad relationship with their jobs, and tiredness (Ahmed, 2019). Tan's prior research (2020) also noted that increased pressure from departmental human resources shortages would undoubtedly lead to high stress levels among workers quitting the hospitality business. Based on the findings, management is advised to set shift and break times that are fair to each employee to ensure that the emotional exhaustion of the hotel food and beverage staff is minimised.

5. CONCLUSION

Overall, the low pay and excessive workload of hotel F&B staff led to their emotional exhaustion. As a result of the nature of the industry, low pay and work overload are ongoing problems in the hospitality sector. However, management needs to take precautions to lessen the causes of emotional exhaustion by implementing a few strategies. Besides career growth, a program targeting work-life balance, employee awards, and recognition should be emphasised by management. These programs could serve as a model for businesses looking to improve employee retention, lower the hotel industry's turnover rate, and reduce bloated personnel expenses. In addition, employees should be prepared to handle the pressure that leads to emotional exhaustion in the workplace by emphasising stress management programs that incorporate coping mechanisms.

On the other hand, management must establish a work schedule and task delegation to prevent work overload from adversely affecting the staff's physical and emotional exhaustion. The department head should distribute the job properly according to the job description during a busy day because stress can lead to emotional exhaustion among department members. According to an earlier study by Gamor et al. (2018), employers should split duties in a way that doesn't burden workers: allocating tasks following job descriptions and schedules. The head of the department needs to highlight the element of teamwork and effective communication among staff to build a good relationship that reduces staff stress while working (Patwary et al., 2019). However, other studies need to be done to prove the effect of teamwork and communication on emotional exhaustion among hotel F&B staff in Malaysia.

This discovery enhances human resources understanding to safeguard staff and lower the number of hotel staff members planning to depart the hospitality sector. This work considerably enhances the theory by presenting novel viewpoints on the Theory of Job-Demand Resources in the literature. This hypothesis offers a fresh perspective on how low pay and an excessive workload influence hotel employees. This finding is an important contribution based on a review of the literature on the Theory of Job Demand-Resources and the application of this theory to exploring the stressful working conditions within the hospitality industry. It could serve as a guide on dealing with it in the future. This study suggests that emotional exhaustion is bad for hotel food and beverage staff because it interferes with their ability to do their jobs, lowering production for the department and the entire organisation.

Due to the limitation of the geographic scope, the findings of this study are only relevant to the region that was the focus of the investigation. The limitations of theory also place restrictions on the factors under investigation. It is recommended that the future should apply the qualitative approach to develop the factors contributing to emotional exhaustion in Malaysia's hotel industry. Furthermore, future studies must be expanded to hotels other than 4- and 5-star ratings as variables such as the number of rooms, the number of staff, and the volume of events handled are expected to change, influencing the findings.

ACKNOWLEDGEMENTS

The authors want to express their gratitude to everyone who helped write this research, especially the F&B staff at the four- and five-star hotels around Kuala Lumpur, who have been a huge help with the completion of this study.

AUTHORS' CONTRIBUTION

AAH completed the introduction part of the manuscript. and MFAW helped with the abstract and data collection. NLMK, NMN and AAH ran and interpreted the data analysis. NLMK, NMN, AAB, HFT and MFAW prepared the conclusion and discussion. The final manuscript was read and verified by all of the authors.

CONFLICT OF INTEREST

None declared.

REFERENCES

- Ahmed, U., Khalid, N., Islam, D. M. Z., & Abro, Z. (2019). Abuse, emotions, and workload in the distribution business: Implications for employees' engagement. *International Journal of Advanced and Applied Sciences*, 6(8).
- Aksoy, L., Choi, S., Dogru, T., Keiningham, T., Lorenz, M., Rubin, D., & Tracey, J. B. (2022). Global trends in hospitality. *Journal of Business Research*, 142, 957-973.
- Anasori, E., Bayighomog, S. W., & Tanova, C. (2019). Workplace bullying, psychological distress, resilience, mindfulness, and emotional exhaustion. *The Service Industries Journal*, 40, 1-25. <https://doi.org/10.1080/02642069.2019.1589456>
- Asensio-Martínez, Á., Leiter, M.P., Gascón, S., Gumuchian, S., Masluk, B., Herrera Mercadal, P., Albesa, A. and García-Campayo, J. (2019), "Value congruence, control, sense of community and demands as determinants of burnout syndrome among hospitality workers,". *International Journal of Occupational Safety and Ergonomics*, 25(2), 287-295
- AlBattat, A. R. S., & Som, A. P. M. (2013). Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 8(5), 62.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the Job Demands-Resources Model To Predict Burnout and Performance. *Human Resource Management*, 43(1), 83–104.
- Baquero, A. (2023). Hotel employees' burnout and intention to quit: the role of psychological distress and financial well-being in a moderation mediation model. *Behavioral Sciences*, 13(2), 84.
- Castro-Casal, C., Vila-Vázquez, G., & Pardo-Gayoso, Á. (2019). Sustaining affective commitment and extra-role service among hospitality employees: Interactive effect of empowerment and service training. *Sustainability*, 11(4092), 1–16. <https://doi.org/10.3390/su11154092>
- Chan, W. L., Ho, J. A., Sambasivan, M., & Ng, S. I. (2019). Antecedents and outcome of job embeddedness: Evidence from four and five-star hotels. *International Journal of Hospitality Management*, 83, 37–45. <https://doi.org/10.1016/j.ijhm.2019.04.011>
- Chuang, N-K. and Lei, S.A. (2011). Job stress among casino hotel chefs in a top-tier tourism city. *Journal of Hospitality Marketing & Management*, 20, 551-574.
- Deeb, A., Alananzeh, O., Tarhini, A., & Masa'deh, R. E. (2020). Factors Affecting Job Performance: The Case of Jordanian Hotels Kitchen Staff. *International Journal of Public Sector Performance Management*, 6, 340-360. <https://doi.org/10.1504/IJSPM.2019.10021730>
- Demerouti, E., & Verbeke, W. (2004). Using the Job Demands–Resources Model to Predict Burnout and Performance. *Human Resource Management*, 43, 83-104. <https://doi.org/10.1002/hrm.20004>

- Dogru, T., McGinley, S., Sharma, A., Isik, C., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 99, 104783.
- Farooq Abbasi, T. (2015). Impact of work overload on stress, job satisfaction, and turnover intentions with the moderating role of Islamic work ethics. *Management Studies and Economic Systems*, 2(1), 27-37.
- Gamor, E., Amissah, E. F., Amissah, A., & Nartey, E. (2018). Factors of work-family conflict in the hospitality industry in Ghana. *Journal of Human Resources in Hospitality & Tourism*, 17(4), 482-501. <https://doi.org/10.1080/15332845.2017.1328263>
- Goh, D. E., & Okumus, F. (2020). Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the hospitality workforce. *Tourism Management Perspectives*, 33, 100603. <https://doi.org/10.1016/j.tmp.2019.100603>
- Grobelna, A. (2021). Emotional exhaustion and its consequences for hotel service quality: the critical role of workload and supervisor support. *Journal of Hospitality Marketing & Management*, 30(4), 395-418.
- Hadi, A. A., Abidin, U. F. U. Z., Othman, M., & Nor, N. M. (2018). Factors of Job Burnout among Chefs in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 8(17), 1–14.
- Haldorai, K. (2019). Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework. *International Journal of Hospitality Management*, 83, 46-55. <https://doi.org/10.1016/j.ijhm.2019.04.003>
- Halim, H., Tengku Radin, T.M.A., Azizan, F.L. and Nazri, N.S. (2021). Workplace Environment, Leader Communication and Hotel Employee. *Jurnal Komunikasi: Malaysian Journal of Communication*, 37(4), 384-404
- Hamidi, MS; Bohman, B.; Sandborg, C.; Smith-Coggins, R.; De Vries, P.; Albert, M.S.; Murphy, M.L.; Welle, D.; Trockel, M.T. Estimating institutional physician turnover attributable to self-reported burnout and associated financial burden: A case study. *BMC Health Serv. Res.* **2018**, 18, 851.
- Hwang, J., Lee, J., Park, S., Chang, H., & Kim, S. S. (2014). The impact of occupational stress on employee turnover intention in the luxury hotel segment. *International Journal of Hospitality and Tourism Administration*, 15(1), 60–77. <https://doi.org/10.1080/15256480.2014.872898>
- Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, S. (2018). The effects of training satisfaction, employee benefits, and incentives on part-time employees' commitment. *International Journal of Hospitality Management*, 74, 1-12.
- Jean-Pierre, C. R. (2018). Minimum Wages and Employment: Their Impact on the Hospitality Industry. Master Thesis. California State Polytechnic University, Pomona, 150-160.
- 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>
- Klusmann, U., Aldrup, K., Schmidt, J. and Lüdtke, O. (2020). Is emotional exhaustion only the result of work experiences? A diary study on daily hassles and uplifts in different life domains. *Anxiety, Stress & Coping*, 34(4), 173-190
- Ko, C.-H. (2020). Exploring Hotel Employee's Work Stress by Individual Characteristics. *OALib*, 07, 1-15. <https://doi.org/10.4236/oalib.1106023>
- Kosnin, R., Saidin, S.S., Mohd Ali, A.F., Sumardi, N. A. and Hassan, S. (2021). Stressors and Integrative Coping Approach to Maintain Mental Well-being among Hotel Employees in Malaysia During COVID-19 Pandemic. Proceeding: 1st International Conference on Entrepreneurship, Business, Tourism and Hospitality (ICEBTH 2021) Kuala Lumpur, Malaysia, 171-178.

- Kronenberg, C., Jacobs, R., & Zucchelli, E. (2017). The impact of the UK National Minimum Wage on mental health. *SSM-population health*, 3, 749-755.
- Lee, L., & Madera, J. M. (2019). A systematic literature review of emotional labor research from the hospitality and tourism literature. *International Journal of Contemporary Hospitality Management*, 31(7), 2808-2826.
- Liu, J., Cho, S., Yang, S., & Xue, C. (2021). How and when does multitasking affect the customer orientation of hotel employees? *Journal of Hospitality and Tourism Management*, 47, 335-342.
- Lu, A.C.C. and Gursoy, D. (2013). Impact of job burnout on satisfaction and turnover intention: Do generational differences matter? *Journal of Hospitality and Tourism Research*, 1-26.
- Ma, C., Ren, L., & Zhao, J. (2021). Coping with Stress: How Hotel Employees Fight to Work. *Sustainability*, 13(19), 10887.
- Mohd Akhir, I., Rozekhi, N. A., Rani, Z., Zakaria, N. A., Abd Hakim, F., & Johari, N. R. (2020). Turnover intention; predicting age role on perceived work exhaustion in the hospitality industry. *ESTEEM Journal of Social Sciences and Humanities*, 4, 230-243.
- Moon, H., Lee, S., Lee, H., Lee, K.-J., & Kim, J. (2015). The association between shift work and depression in hotel workers. *Annals of Occupational and Environmental Medicine*, 27. <https://doi.org/10.1186/s40557-015-0081-0>
- Muth, A. (2020). Understanding the Mental Health Needs of Restaurant Employees (Doctoral dissertation).
- Nain, A. (2018). A study on major challenges faced by the hotel industry globally. *International Journal of Creative Research Thoughts*, 6(1), 561–571. <https://www.ijcrt.org/papers/IJCRT1801501.pdf>
- Park, J. and Min, H.K. (2020). The turnover intention in the hospitality industry: A meta-analysis. *International Journal of Hospitality Management*, 90, 124-136
- Patwary, A.K., Roy., B., Hoque, R. and Khandakar, M.S.A. (2019). Process of developing community-based tourism and identifying its economic and inputs: an empirical study on Cox's Bazar Bangladesh. *Pakistan Journal of Humanities and Social Science*. 7(1),177-214.
- Rao, E., & Goel, A. (2017). Factors causing work-related stress in the Hospitality Sector: A study of employees in three-star hotels in Dehradun Region. *IARS' International Research Journal*, 7(1). <https://doi.org/10.51611/iars.irj.v7i1.2017.65>
- Rimnacova, Z., & Hricová, A. (2019). Stress and the working poor. *Human Affairs*, 29, 87-94. <https://doi.org/10.1515/humaff-2019-0008>
- Sampson, W.-G., & Akyeampong, O. (2014). Work-related stress in hotels: An analysis of the causes and effects among frontline hotel employees in the Kumasi Metropolis, Ghana. *Journal of Tourism & Hospitality*, 3(2), 1–9. <https://doi.org/10.4172/2167-0269.1000127>
- Said, H., & Tanova, C. (2021). Workplace bullying in the hospitality industry: A hindrance to the employee mindfulness state and a source of emotional exhaustion. *International Journal of Hospitality Management*, 96, 102961. <https://doi.org/10.1016/j.ijhm.2021.102961>
- Sakolnakorn, T. P. N. (2020). Important Factors and Policies Contributed to Tourism in Malaysia Between 1991 and 2018. *International Journal of Innovation, Creativity, and Change*, 14(12), 969-980.
- Salama, W., Abdou, A.H., Mohamed, S.A.K. and Shehata, H. S. (2022). Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees. *Int. J. Environ. Res. Public Health* 2, 19(15), 9724; <https://doi.org/10.3390/ijerph19159724>
- Sangaran, G., & Selvanayagam, G. (2021). A review of Malaysia's current hotel industry situation. 13, 9-20.

- Seow, R. (2023). RESPONSE TO MINIMUM WAGE SHOCK IN MALAYSIA: SMES' CHANNEL OF ADJUSTMENT. *Journal of Economics and Sustainability*, 5(1), 1-19.
- Shi, X. C., Gordon, S., & Adler, H. (2022). Challenging or hindering? Understanding the daily effects of work stressors on hotel employees' work engagement and job satisfaction. *International Journal of Hospitality Management*, 103. <https://doi.org/10.1016/j.ijhm.2022.103211>
- Silva, C. T., Hakim, M. P., Zanetta, L. D. A., Pinheiro, G. S. D. D., Gemma, S. F. B., & da Cunha, D. T. (2021). Burnout and food safety: Understanding the role of job satisfaction and menu complexity in food service. *International Journal of Hospitality Management*, 92, 102705. <https://doi.org/https://doi.org/10.1016/j.ijhm.2020.102705>
- Statista Research Department (2022). Number of people employed in the accommodation industry in Malaysia 2012-2021. Published on Oct 20, 2022 <https://www.statista.com/statistics/809724/annual-employment-in-theaccommodation-industry-Malaysia/>
- Tan, K., Sim, P. L., Goh, F.-Q., Ting, H., & Leong, C. M. (2020). Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter? *Journal of Hospitality and Tourism Insights*, ahead-of-print. <https://doi.org/10.1108/JHTI-09-2019-0104>
- Thommandru, A., Espinoza-Maguiña, M., Ramirez-Asis, E., Ray, S., Naved, M., & Guzman-Avalos, M. (2021). Role of tourism and hospitality business in economic development. *Materials Today: Proceedings*. <https://doi.org/https://doi.org/10.1016/j.matpr.2021.07.059>
- Tourism Malaysia. (2020). Tourism Malaysia Corporate Site. Tourism.gov.my. Retrieved April 22, 2020, from <https://www.tourism.gov.my/statistics>
- Tummers, L. G., & Bakker, A. B. (2021). Leadership and Job Demands-Resources Theory: A Systematic Review. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.722080>
- Turek, D. (2020). When does job burnout not hurt employee behaviours? *Journal of Organizational Effectiveness: People and Performance*, ahead-of-print. <https://doi.org/10.1108/JOEPP-04-2020-0055>
- Wen, B., Zhou, X., Hu, Y., & Zhang, X. (2020). Role stress and turnover intention of frontline hotel employees: the roles of burnout and service climate. *Frontiers in Psychology*, 11, 36.
- World Travel and Tourism Council (2017.) Travel and Tourism Economic Impact 2017: Malaysia. [online] Available at: [Accessed Mar 11 2018]. <https://www.wttc.org/-/media/files/reports/economic-impactresearch/countries-2017/malaysia2017.pdf>.
- Xu, S. T., Martinez, L., Van Hoof, H., Estrella, M., Maldonado, G., & Gavilanes, J. (2017). Emotional Exhaustion Among Hotel Employees: The Interactive Effects of Affective Dispositions and Positive Work Reflection. *Cornell Hospitality Quarterly*, 59. <https://doi.org/10.1177/1938965517748774>
- Zhao, X. and Ghiselli, R. (2016), "Why do you feel stressed in a 'smile factory'? Hospitality job characteristics influence work-family conflict and job stress", *International Journal of Contemporary Hospitality Management*, 28(2), 305-326.

AUTHOR'S BIOGRAPHY

Arnieyantie Abdul Hadi is a lecturer at the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA, Cawangan Pulau Pinang. She graduated with a PhD in Foodservice Management from Universiti Putra Malaysia. Her research interests are Food Safety and Occupational Safety and Health in the hospitality industry. She has published several papers about the area of interest.

Hasiful Fata Talhah is a senior lecturer of culinary arts management at the Faculty of Hotel and Tourism Management, Universiti Teknologi MARA Cawangan Pulau Pinang. His research interests include culinary arts and gastronomy, food consumer behaviour and food retailing. He has published articles on destination's food image, traditional and local foods, organic foods and food consumer purchase behaviour.

Norfezah Md Nor has completed her PhD at Massey University, New Zealand. She is an Associate Professor at the Foodservice Department, Faculty of Hotel and Tourism Management, Universiti Teknologi MARA (UiTM), Cawangan Pulau Pinang, Malaysia. Her research interests are Hospitality Education, Food Safety & Hygiene, Food Quality & Consumer Behaviour and Occupational Safety & Health.

Nadia Liana Mohd Karim is a lecturer in the Department of Foodservice Management at Universiti Teknologi MARA Cawangan Pulau Pinang. She has a record of publications in Foodservice, Food Safety, Foodservice F&B Service, and Food Innovation. She acquired one intellectual property copyright under MyIPO. Her current research interests are Institutional Foodservice and Foodservice Operation.

Mohd Faisal Abdul Wahab is a Senior Lecturer at Universiti Teknologi MARA Cawangan Pulau Pinang's Department of Tourism Management. He has published works in Destination Image, Border Shopping Experience, and Responsible Tourism. He won four (4) Gold Awards in various Invention and Innovation Competitions. His research interests include Geography & Culture in Tourism, Tourism History, and Tourism Heritage.