

RESILIENCE, EMOTIONAL INTELLIGENCE AND BURNOUT IN HOTEL EMPLOYEES

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Abstract *Hotel business could create economic opportunities and development for the ailing Nigerian economy. However, employees in hotels may be prone to occupational burnout due to high workload, long work hours, and the pressure of balancing quantitative and qualitative customer services, which may adversely affect their productivity. Previous studies on occupational burnout among hotel employees in Nigeria suggested that personal resources such as emotional intelligence and resilience may enhance employees' ability to cope with work pressure and reduce their vulnerability to burnout. This study, therefore, tested the level at which emotional intelligence and resilience predict occupational burnout and whether gender moderated the relationships. Participants were 431 hotel employees (females 202; males 229) selected from 47 three-star hotels in Ibadan, Nigeria. As shown in the results of the 4-step hierarchical multiple regression, increased levels of resilience and emotional intelligence were related to the reduced level of occupational burnout. Results of moderation test showed that resilience was connected with reduced level of occupational burnout more in males than females. However, emotional intelligence significantly led to a reduction in the level of occupational burnout more in females than males. The practical and theoretical implications of the findings are discussed.*

Keywords: *Resilience, Emotional Intelligence, Occupational Burnout, Gender, Hotel*

INTRODUCTION

Tourism and hotel business are important aspects of the hospitality industry that create economic opportunities and facilitate an increased number of trips, which may help develop the economy of the country of destination (Santos, Ferreira & Costa, 2014) and enhance the recovery of ailing economies (Borralha, Jesus, Pinto & Viseu, 2016) such as Nigeria. This, according to the United Nations World Tourism Organization (UNWTO), may be because the increasing demands for stimulation, facilitated travel, and accommodation opportunities embedded in the hotel business would create millions of jobs and earnings for the recipient country (UNWTO, 2016).

The earnings emanating from hotel business may have positive contributions to the Nigerian Gross Domestic Product (GDP) through its direct, indirect, and induced impacts (Oyibo, 2013). These impacts are likely to increase in the next couple of years and would help enhance the Nigerian economy based on its positive indicators (Metilelu,

2016; National Bureau of Statistics, NBS, 2016). In order for the hotel sector of the hospitality industry to make meaningful contributions to the Nigerian economy, it must be driven by an efficient and healthy workforce (Metilelu, 2016; Ofobruku, 2012) because the sector is labor intensive (Aksu & Temeloglu, 2015; O'Fallon & Rutherford, 2010). However, most hotels in Nigeria may not be able to attract and retain adequate number and quality of employees (Ofobruku, 2012), which may put a lot of job pressure on the few available staff, thereby making them vulnerable to occupational burnout. For example, studies have shown that hotel employees in Nigeria tended to be highly vulnerable to occupational burnout (Karatepe & Aleshinloye, 2009; Karatepe & Olugbade, 2009; Ojedokun, Idemudia & Omotoso, 2013). Occupational burnout among hotel employees has been linked with high job stress (Jung & Yoon, 2013; O'Neill & Davis, 2011), low job satisfaction and high turnover intention (Aksu & Temeloglu, 2015; Kang, Twigg & Hertzman, 2010). Therefore, occupational burnout may impair the well-being of hotel employees and the overall performance of the hotel (Borralha et al., 2016).

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Ojedokun et al. (2013) suggested that apart from job resources, enhancing personal resources may help hotel employees cope with job demands and effectively manage occupational burnout. For example, hotel employees who are resilient and are emotionally intelligent may be less vulnerable to occupational burnout, despite the job demands. Previous studies suggested that resilience (McCain, McKinley, Dempster, Campbell & Kirk, 2017; Rushton, Batcheller, Schroeder & Donohue, 2015) and emotional intelligence (Năstasă & Fărcas, 2015; Vlachou, Damigos, Lyrakos, Chanopoulos, Kosmidis & Karavis, 2016) may help protect employees from and reduce their vulnerability to occupational burnout.

However, it appears that there is no adequate research focus on the extent to which resilience and emotional intelligence may be related to the reduced level of occupational burnout, especially among female hotel employees in Nigeria who may, because of socio-cultural expectations, be burdened by the need to balance job and family responsibilities (Ogungbamila & Fajemirokun, 2016). It may, therefore, be beneficial to investigate the level at which resilience and emotional intelligence are connected with occupational burnout, especially in female hotel employees. This was the main focus of this study.

Occupational burnout, which has three dimensions (emotional exhaustion, depersonalization, and reduced personal accomplishment), refers to a condition in which employees, especially in service occupations, feel emotionally drained (emotional exhaustion), become callous toward co-workers and recipients of their services (depersonalization), and feel underachieving (reduced personal accomplishment) as a result of intense and prolonged job stress (Maslach, Schaufeli & Leiter, 2001). Therefore, occupational burnout may not only constitute a health challenge for employees in hotel business but may also affect the quality of service they render to customers.

Aksu & Temeloglu (2015) linked occupational burnout among hotel employees with long and irregular work hours, job and family stress. In a study involving hotel employees in Kumasi, Ghana, Sampson & Akyeampong (2014) reported that job stress in hotel workers was associated with low support, high job pressure, inadequate and non-regular salary, low job control, strained interpersonal relationship at work, need to ensure qualitative customers service, and ambiguous job roles.

Maslach & Leiter's (1997) model of job-person fit, which is a modified version of the person-environment fit model (French, Rodgers & Cobb, 1974), explains occupational burnout as an outcome resulting from chronic mismatches between employees and important areas of their work setting such as workload, control, reward, community, fairness, and values. For example, a mismatch in workload among hotel

employees may be reflected in excessive workload or long and irregular work hours, which may sap the employees' energy and result in emotional exhaustion (Aksu & Temeloglu, 2015; Maslach et al., 2001). In the case of mismatch in control, which is associated with reduced personal accomplishment or inefficiency dimension of occupational burnout, hotel employees feel incapacitated to pursue their work in most effective manner because of insufficient authority and control over work-related resources and work procedure (Maslach et al., 2001). Also associated with feelings of reduced personal accomplishment, according to Maslach et al. (2001), is mismatch in reward. That is, perceived negative imbalance in reward-work achievement ratio as reflected in insufficient economic and social rewards in relation to hotel employees' level of work-related achievements.

As posited by Maslach et al. (2001), employees, including those working in hotel, experience mismatch in the area of community when they are unable to resolve interpersonal conflict and connect positively with others at work, which may lead to low emotional exchange, inadequate social support, and high occupational burnout. A mismatch in fairness creates a huge gap between the employee and the workplace, which may come in form of perceived injustice in the distribution, procedure of distributing work-related resources and outcomes as well as the quality of interpersonal relationship enjoyed at work (Maslach et al., 2001). In the submission of Maslach et al. (2001), mismatch between hotel employees and the workplace may lead to occupational burnout because the perceived injustice could be "...emotionally upsetting and exhausting..." (p. 415). This may make the employee cynical about the workplace, other employees, and recipients of their services. A mismatch in values can also lead to occupational burnout in hotel employees when they perceive huge discrepancies between their personal values and the values of the organization in terms of policies and practice. The perceived discrepancies in personal and organizational values may ignite emotional labor, emotional exhaustion, and reduced personal accomplishment (Lee, Moon, Lee & Kim, 2014; Maslach et al., 2001).

Apart from the perceived mismatch between employees and the important aspects of their job, occupational burnout among hotel employees can also be explained using the job demands-resources model (Bakker, Demerouti & Euwema, 2005; Demerouti, Bakker, Nachreiner & Schaufeli, 2001), which submits that hotel employees are prone to occupational burnout when job demands outweigh job resources. Job demands refer to the aspects of the hotel job, such as poor job condition, high work pressure, and long work hours (Aksu & Temeloglu, 2015; Ojedokun et al., 2013; Sampson & Akyeampong, 2014) that require sustained physical and psychological efforts, which may

lead to depletion of physical and emotional resources and culminate in occupational burnout (Demerouti et al., 2001). Job resources, on the other hand, refer to the physical, social and organizational resources that employees enjoy on the job, such as perceived social and organizational support that enhance personal growth and development (Bakker et al., 2005; Ojedokun et al., 2013), which may help to balance out the demands of the job and reduce occupational burnout in hotel employees.

A major lacuna in the person-job fit and the job demands-resources models is that they lay less emphasis on the importance of personal resources in reducing occupational burnout. Ojedokun et al. (2013) reported that personal resources, such as self-efficacy, were related to the reduced level of occupational burnout among hotel employees in Nigeria. Personal resources such as resilience and emotional intelligence, may underscore the way hotel employees react to the demands emanating from their job and the perceived mismatch in important areas of their work. Therefore, resilience and emotional intelligence may strongly determine the level of occupational burnout in hotel employees. The outcome of this study may help fill the identified gap in the person-job fit and the job demands-resources models of occupational burnout, especially among hotel employees in Nigeria. The outcome of this study would not only help in building and expanding the existing theories of occupational burnout but may also help in managing occupational burnout among hotel employees, thereby enhancing national, organizational, and employees development. This is because an efficient management of occupational burnout among hotel employees would enhance their functionality and customer satisfaction, which may help grow the hotel business and the country's GDP.

Resilience and Occupational Burnout in Hotel Employees

Resilience has been defined as a dynamic combination of positive attitudes and effective proactive mechanisms employed in handling life and work stressors (Cooke, Doust & Steele, 2013; Graber, Pichon & Carabine, 2015). In spite of prolonged exposure to job stress, some employees, including hotel employees, who "...demonstrate resilience and persevere in a relatively unwavering manner" (Treglown, Palaïou, Zarola & Furnham, 2016, p. 2), may report low level of occupational burnout because of their ability to effectively handle the work-related stressors. The connection between resilience and occupational burnout has been investigated more among employees in the health sector (e.g. Cooke et al., 2013; Jackson, Firtko & Edenborough, 2007; Rushton et al., 2015), but less among hotel employees. Therefore, most of the studies reviewed in the current study were conducted among employees in the health sector. In a study involving 114 nurses in high-intensity units, Rushton et al. (2015)

reported that resilience helped prevent occupational burnout in nurses.

However, in a study of 221 general practitioner physicians in Australia, Evans (2015) found that resilience did not adequately reduce occupational burnout. Based on the results of the semi-structured interview, he discovered that job resources were important buffer against occupational burnout. This implies that job resources and personal resources, such as resilience, are important buffers that may effectively balance out the adverse effects of, and prevent, job demands from leading to occupational burnout.

The mixed results on the connections between resilience and occupational burnout point to the fact that more researches should be conducted to further ascertain the level and direction of relationship between resilience and occupational burnout. Such an investigation may be beneficial in order to better understand and manage occupational burnout, especially among hotel employees in Nigeria. Due to the potential benefits of resilience in reducing occupational burnout, as highlighted in previous studies (e.g. Cooke et al., 2013; Rushton et al., 2015), it was expected that:

Hypothesis 1: Resilience significantly predicts occupational burnout in such a way that increased level of resilience will be related to the reduced level of occupational burnout among hotel employees.

Emotional Intelligence and Occupational Burnout in Hotel Employees

Recent studies have linked emotional intelligence with reduced occupational burnout among employees working in hotels (Lee & Ok, 2012). This may be because emotional intelligence, which refers to employees' ability to adequately assess the emotional state of self and others and use the emotional information to easily adapt to situations and challenges in personal, interpersonal, and professional life (Mayer, Caruso & Salovey, 1999; Năstasă & Fărcas, 2015), might have helped the hotel employees to cope with emotionally demanding work situation and reduce the risk of occupational burnout (Lee & Ok, 2012). Huang & Wu (2015) opined that emotional intelligence may affect how hotel employees evaluate and react to occupational burnout, compensation and organizational support, which may reduce their intention to terminate their employment with the hotel. This may be because emotional intelligence increased task coping among employees in banks (Anand, 2019), hotels and restaurants (Kim & Agrusa, 2010) and has been associated with mental and psychological well-being (Brackett, Rivers & Salovey, 2011). In essence, emotional intelligence may be an important personal resource that blends with job resources and make hotel employees less vulnerable to occupational burnout in spite of high job demands. Against this background, it was hypothesized that:

Hypothesis 2: Emotional intelligence significantly predicts occupational burnout in such a way that increased level of emotional intelligence is related to the reduced level of occupational burnout among hotel employees.

Moderating Roles of Gender

Due to dearth of studies on the moderating roles of gender on the relationships of resilience and emotional intelligence with occupational burnout in hotel employees, this section of the literature review would focus more on the gender differences in resilience, emotional intelligence, and occupational burnout. Studies on gender differences in occupational burnout among hotel employees yielded mixed results. Civilidag (2014) showed that significant gender differences existed in occupational burnout among hotel employees with males experiencing higher level of occupational burnout than females. However, Aksu & Temeloglu (2015) reported that male hotel employees were as occupationally burned out as their female counterparts. The mixed results may be attributed to gender differences in personal resources, such as resilience and emotional intelligence, which might have determined how hotel employees process emotional information and react to the perceived mismatch between personal resources and job environment.

Petrović, Jovanović, Marković, Armenski & Marković (2014), in a study involving 112 hotel employees in Novi Sad, Serbia, reported that significant gender differences existed in employees' service orientation (service procedure and customer satisfaction). According to them, men valued service procedure more than women while women were more concerned with satisfaction of and maintaining good relationship with guests than men. These results might have been associated with the way employees' gender directs how he/she harnessed job and personal resources to deal with stimuli in the work environment. Female hotel employees were more motivated by the needs to satisfy and maintain good relationship with customers than males probably because they were more able to manage emotions than males. Pooja & Kumar (2016) investigated gender differences in emotional intelligence among 424 service sector employees, including hotel and restaurant employees, in India. They reported that females showed a significantly higher level of emotional intelligence than males. In order to minimize the errors associated with self-report measures of emotional intelligence and work effectiveness, Chipumuro (2015) used others-rating method and found that males and females fared equally in emotional intelligence and work effectiveness. Going by the results of the reviewed studies and the submission of Suan & Nasurdin (2011), it is expected that gender would direct the relationship between emotional intelligence and occupational burnout of hotel employees.

Gender differences in resilience in response to stressful situations have been investigated. Masood, Masud & Mazahir (2016), in a study of 50 burn patients in Lahore, Pakistan, reported that male showed significantly higher level of resilience than females. Among 100 coronary artery disease patients, Yasmeen & Khan (2017) found that males were more resilient than females. However, gender difference in resilience was absent among survivors of trauma (Morano, 2010). This may point to the fact that, apart from gender, resilience may be a function of other variables such as genetic underpinning. Gender-related genetic underpinning of resilience has been investigated. In a study involving 998 monozygotic and same-sex dizygotic paired twins in the USA, Boardman, Blalock & Button (2008) reported that males showed higher level of heritability of resilience than females. This implies that resilience, a transferable genetic and psychological disposition, which may explain why females may be more susceptible to anxiety (Hu, Feng, Zhu, Wang, Xie & Zheng, 2017) and occupational burnout.

Studies on gender differences in resilience, emotional intelligence, and occupational burnout have pointed to the possibility of gender moderating the relationships of resilience and emotional intelligence with occupational burnout in hotel employees. It was, therefore, hypothesized that:

Hypothesis 3: Gender moderates the relationship between resilience and occupational burnout in such a way that resilience leads to reduced level of occupational burnout more in males than in females.

Hypothesis 4: Gender moderates the relationship between emotional intelligence and occupational burnout in such a way that emotional intelligence leads to reduced level of occupational burnout more in females than in males.

METHOD

Participants

This cross-sectional study comprised 431 employees (202 females; 229 males) selected from 47 three-star hotels in Ibadan, Nigeria. Their ages averaged 31.09 years (SD = 7.58) with a range of 20 and 57 years. In terms of job level, 215 of the participants were at the junior level and 216 of them were at the senior level. The participants also varied in terms of marital status. Two hundred and twenty-five of them were single and 206 of them were married. In the case of academic qualification, more than half of the participants (258 or 60.4%) had less than first degree and 173 or 31.6% had, at least, first degree. The participants had spent, at least, 1 year on the job. The job tenure of the participants ranged between 1 and 30 years (M = 4.81; SD = 3.18).

Measures

Occupational burnout was measured using Maslach Burnout Inventory (MBI). MBI was developed by Maslach & Jackson (1986) to assess the level at which employees of service occupations, including hotel employees, felt emotionally drained, underachieving, and callous on the job. MBI had 22 items, which measured the three dimensions (emotional exhaustion, depersonalization, and reduced personal accomplishment) of occupational burnout. The items were rated on a 6-point scale (1 = A few times a year, 2 = Many times a year, 3 = A few times every month, 4 = Many times every month, 5 = A few times every week, and 6 = Everyday). Sample items are: "I feel emotionally drained from my work" (emotional exhaustion); "I worry that this job is hardening me emotionally" (depersonalization); and "I have accomplished many worthwhile things in this job" (reverse scored) (reduced personal accomplishment). The summated score of MBI was used in the study because occupational burnout was studied as a syndrome. In a study among hotel employees in Nigeria, Ojedokun et al. (2013) obtained a Cronbach's alpha of .80 for the overall scale. In the present study, the overall scale had a Cronbach's alpha of .83. Scores that were on or higher than the mean on the measure of occupational burnout indicated that the hotel employees felt emotionally drained, callous, and underachieving on the job and vice versa.

Emotional intelligence was assessed with Wong & Law's (2002) Emotional Intelligence Scale (WLEIS). It was a 16-item instrument designed to measure the level at which individuals, including hotel employees, assess the emotion of self (self-emotion appraisal), the emotion of others (others' emotion appraisal), how the individuals put the emotional information to use (use of emotion), and how the individuals manage the emotions of self and others (regulation of emotion). The participants indicated their level of agreement with each of the items of WLEIS on a 5-point scale (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree). Sample items include: "I really understand what I feel" (self-emotion appraisal); "I have a good understanding of emotions people around me" (others' emotion appraisal); "I am a self-motivated person" (use of emotion); and "I have good control of my own emotions" (regulation of emotion). The overall score of WLEIS was used in the present study because the focus was more on how hotel employees' overall level of emotional intelligence, rather than the dimensions, was related to overall occupational burnout. In a study conducted in Belgium and Singapore, Libbrecht, Beuckelaer, Lievens, & Rockstuhl (2014) reported that the subscales of WLEIS had Cronbach's alpha that ranged between .74 and .88. The present study obtained a Cronbach's alpha of .89 for the overall scale. WLEIS was scored in such a way that scores that were up to or higher than the mean indicated that hotel

employees who participated in this study, were able to assess and manage emotions adequately and vice versa.

Resilience was measured using an 11-item version of the Wagnild & Young's (1993) 26-item Resilience Scale (RS). The original 26-item scale, which reflected the five characteristics of resilience (self-reliance, meaningfulness, equanimity, perseverance, and existential aloneness) as identified by Wagnild & Young (1990), was designed to assess the level at which individuals, including hotel employees, persevere, draw on inner strength, and refuse to give up on self and life despite the uncertain, adverse, and negative emotional experiences in the work environment and life generally. Based on a Confirmatory Factor Analysis, Evans (2015) reported that this 11-item version had the same two-factor structure (personal competence and acceptance of self and life) with and was as valid as the Wagnild and Young's (1993) original 26-item Resilience Scale. The 11-item RS was rated on a 7-point scale (1 = strongly agree, 2 = disagree, 3 = disagree somewhat, 4 = undecided, 5 = agree somewhat, 6 = agree, and 7 = strongly agree). Sample items include: "I usually manage one way or the other" (personal competence); "I can usually find something to laugh about"; and "I am friend with myself" (acceptance of self and life). The reliability coefficient of the overall 11-item version of RS, according to Evans (2015), was .87. Based on the present sample, the summated score of the 11-item version of RS had a Cronbach's alpha of .83. Scores that were up to or higher than the mean on RS showed that the hotel employees, who participated in this study, had high level of resilience and would not easily give up when confronted with negative and threatening job situation. Scores that were lower than the mean indicated that the participants had low level of resilience.

Procedure

Out of the 401 hotels in Ibadan, as listed on <https://hotels.ng/hotels-in-oyo/ibadan> (retrieved on 6th December, 2015), 47 of them were 3-star hotels. Since 3- to 5-star hotels are noted for work pressure and unpredictable work schedule, compared with lowly rated hotels (Aksu & Temeloglu, 2015), employees working in 3-star hotels in Ibadan may be more vulnerable to occupational burnout. Against this background, the main inclusion criterion of this study was that the participant must be an employee in a 3-star hotel.

Permission was obtained from the management of each of the 47 selected 3-star hotels in Ibadan, after the purpose of the study had been adequately explained. The questionnaires were distributed to employees who were on duty and were willing to participate in the study. They were informed that the study posed no known physical or psychological threat to them. They were also made to understand that participation in the study was purely voluntary and their responses could not

be traced to them. Out of the 485 questionnaires distributed to the participants, at an average of 10 questionnaires per hotel, 431 were duly completed and found usable for data analysis. Data were collected over a period of 3 weeks.

ANALYSIS AND RESULTS

A four-step hierarchical multiple regression analysis was conducted to test the four hypotheses. The socio-demographic variables were entered into the model, in step 1 of the analysis, to determine their independent and joint contributions to the level of occupational burnout in hotel employees. In step 2 of the analysis, resilience, emotional intelligence, and gender were added to model. This was aimed at determining the independent contribution of the variables to changes in the level of occupational burnout and how the added variables jointly affected the level of occupational burnout of hotel employees.

In order to ascertain whether gender moderated the relationship between resilience and occupational burnout, the cross-product of gender and resilience was added to the model in step 3 of the analysis. Lastly, in step 4 of the analysis, the cross-product of gender and emotional intelligence was added to the model to show the level at which gender moderated the connection between emotional intelligence and occupational burnout. The results are shown in Table 1.

As shown in Table 1, of all the socio-demographic variables, only marital status exerted a significant influence on occupational burnout in hotel employees; with employees who were married reporting higher level of occupational burnout than those who were single ($\beta = .21$, $t = 2.50$, $p < .05$). All the socio-demographic variables contributed 3% to the observed changes in occupational burnout ($R = .16$, $F = 2.82$, $p < .05$).

The addition of resilience, emotional intelligence, and gender to the model brought 21% changes in the level of occupational burnout reported by hotel employees ($R = .45$, $\Delta R^2 = .18$, $F = 5.70$, $p < .01$). Resilience was significantly related to the low level of occupational burnout ($\beta = -.33$, $t = -3.20$, $p < .01$). This implies that hotel employees who remained resolute in the face of negative emotional experiences at work also reported reduced level of

occupational burnout. These results confirmed hypothesis 1. Similarly, emotional intelligence was related to the reduced level of occupational burnout in hotel employees ($\beta = -.30$, $t = -3.07$, $p < .01$). This shows that when hotel employees were able to disconnect from and manage negative emotions they tended to report reduced level of occupational burnout. These results provided support for hypothesis 2.

As expected in hypothesis 3, gender significantly moderated the relationship between resilience and occupational burnout in hotel employees; with resilience leading to a reduced level of occupational burnout more in males than in females ($\beta = -.40$, $t = -3.97$, $p < .01$). The moderation effects led to 14% changes in the level of occupational burnout among hotel employees ($R = .57$, $\Delta R^2 = .14$, $F = 9.37$, $p < .001$). This was because resilience, emotional intelligence, and gender jointly contributed 21% changes to hotel employees' level of occupational burnout, compared to the 14% changes in the level of occupational burnout that were traceable to the moderated effects of gender and resilience. Apart from that, the relationships of occupational burnout with each of resilience, emotional intelligence, and gender had a beta value that ranged between $-.31$ (gender) and $-.37$ (resilience), compared to the moderated effects of gender and resilience, which had a beta value of $-.40$ with occupational burnout. Therefore, when male hotel employees were able draw from inner strength, despite emotionally challenging work environment, their level of occupational burnout tended to reduce by 14% compared with females who were resilient.

Hypothesis 4 was also supported. As predicted, the moderated effects of gender on the relationship between emotional intelligence and occupational burnout led to 16% reduction in the level of occupational burnout of hotel employees ($R = .69$, $\Delta R^2 = .16$, $F = 13.00$, $p < .001$). The moderated effects were significantly related to the reduced level occupational burnout with emotional intelligence culminating in a reduced level of occupational burnout more in females than in males ($\beta = -.50$, $t = -4.12$, $p < .01$). This was better than the level of occupational burnout that was connected with the individual effects of gender ($-.31$), emotional intelligence ($-.35$), and resilience ($-.37$). This shows that female hotel employees, who were able to manage the emotions of self and others, had 16% reduction in their level of occupational burnout compared to their male counterparts.

Table 1: Hierarchical Multiple Regression on the Effects of Resilience, Emotional Intelligence and Gender on Occupational Burnout

Model	β	t	R	R ²	ΔR^2	F	ΔF
Step 1	–	–	.16	.03	.03	2.82*	2.82*
<i>Socio-demographic variables</i>							
Age	–.03	–.32					
Job level	.05	.74					
Marital status	.19*	2.50*					
Academic qualification	.07	.96					
Job tenure	.05	.74					
Step 2	–	–	.45	.21	.18	5.70**	2.88*
<i>Socio-demographic variables</i>							
Age	–.04	–.39					
Job level	.05	.62					
Marital status	.22*	2.70*					
Academic qualification	.08	1.16					
Job tenure	.08	1.16					
<i>Independent variables</i>							
Resilience	–.33**	–3.20**					
Emotional intelligence	–.30**	–3.07**					
Gender	–.27**	–2.91*					
Step 3	–	–	.57	.32	.14	9.37***	3.67**
<i>Socio-demographic variables</i>							
Age	–.07	–.43					
Job level	.07	.66					
Marital status	.29*	2.94*					
Academic qualification	.10	1.28					
Job tenure	.11	1.29					
<i>Independent variables</i>							
Resilience	–.37**	–3.46**					
Emotional intelligence	–.35**	–3.27**					
Gender	–.31**	–3.16**					
<i>Moderation effects</i>							
Gender x resilience	–.40**	–3.97**					
Step 4	–	–	.69	.48	.16	13.00***	3.63**
<i>Socio-demographic variables</i>							
Age	–.10	–1.29					
Job level	.09	.70					
Marital status	.31**	3.17**					
Academic qualification	.12	1.31					
Job tenure	.14	1.35					
<i>Independent variables</i>							
Resilience	–.39	–3.52**					
Emotional intelligence	–.37	–3.48**					
Gender	–.34	–3.37**					
<i>Moderation effects</i>							
Gender x resilience	–.45	–4.01**					
Gender x emotional intelligence	–.50	–4.12**					

Note: *** p < .001, ** p < .01, * p < .05, N = 431. Job level was coded junior level 0; senior level 1. Marital status was coded single 0; married 1. Academic qualification was coded Less than first degree 0; Up to first degree 1. Gender was coded female 0; male 1.

DISCUSSION

Gender may moderate the relationships of resilience and emotional intelligence with occupational burnout in hotel employees. This is because the gender-related socio-cultural expectations that dictate that females should provide care and handle household chores in addition to their responsibilities as employees, especially in Nigeria (Ogungbamila & Fajemirokun, 2016). This may be particularly demanding for females working in 3- to 5-star hotels (Aksu & Temeloglu, 2015). These classes of hotels have been noted for high workload and occupational burnout. The major aim of this study was to investigate the moderating roles of gender in the connections of resilience and emotional intelligence with occupational burnout in employees of 3-star hotels.

Resilience was significantly related to the reduced level of occupational burnout in hotel employees. This result confirmed the findings of Cooke et al. (2013) and Rushton et al. (2015). They reported that resilience led to a significant reduction in the level of occupational burnout among healthcare workers. Hotel employees, like healthcare workers, belong to service occupations and might have been as vulnerable to occupational burnout as employees in other service occupations, generally. Resilience might have made the hotel employees more immune to occupational burnout because those who were more resilient were able to persevere and were proactive in the face of negative and demanding work conditions. This might be because resilience helped put the hotel employees in a good psychological state, which enabled them to effectively resolve the potential mismatch in their personal resources and the demands of the work environment. According to the job-person fit model (Maslach & Leiter, 1997) and person-environment fit model (French et al., 1974), the perceived mismatch between employees' personal resources and the demands of the work environment is one of the major sources of occupational burnout in hotel employees (Aksu & Temeloglu, 2015; Maslach et al., 2001). Therefore, this sample of hotel employees, who could combine positive attitudes with proactive mechanisms and perseverance (i.e., those who were resilient), were emotionally and physically fit to work because they were able to effectively manage the perceived mismatch between their personal resources and the work-related stressors (Cooke et al., 2013; Graber et al., 2015; Treglown et al., 2016).

The results of the present study also showed that hotel employees, who were able to disconnect from and manage negative emotions despite tasking work environment, reported low level of occupational burnout. This corroborated the findings of Lee & Ok (2012), who reported that emotional intelligence was linked with reduced level of occupational burnout among hotel employees. Occupational burnout might have reduced among hotel employees, who

were emotionally intelligent, because such employees were able to positively appraise the physical work environment and the interpersonal relationship at work. Such positive appraisals might have enhanced their interpersonal relationship with customers and others at work as well as their task coping ability (Kim & Agrusa, 2010), which might have lowered the risk of occupational burnout (Lee & Ok, 2012) and enhanced their mental and psychological well-being (Brackett, Rivers & Salovey, 2011). Therefore, hotel employees' tendency to adequately disconnect from and manage negative emotions and emotional experiences at work might have blended with the perceived adequacy of job resources to reduce the risk of occupational burnout in them.

Gender determined to a large extent how resilience and emotional intelligence were related to the occupational burnout in hotel employees. As predicted in hypothesis 3, gender significantly moderated the relationship between resilience and occupational burnout. Male hotel employees who were resilient and were, therefore, better positioned to handle work demands and pressure proactively, were less prone to occupational burnout than females who were less resilient. This might be because men are generally more resilient in stressful situations than women (Masood et al., 2016; Yasmeen & Khan, 2017). Apart from that, study has shown that males are more genetically resilient than females (Boardman et al., 2008). Therefore, the low level of resilience might have pre-disposed and made female hotel employees vulnerable to anxiety and occupational burnout than males (Hu et al., 2017).

The results of the present study empirically confirmed Suan & Nasurdin's (2011) hypothesis that gender would moderate the relationship between emotional intelligence and occupational burnout. This might be because of gender differences in occupational burnout and emotional intelligence. For example, Civilidag (2014) found that male hotel employees reported higher level of occupational burnout than females. Female hotel employees might have reported lower level of occupational burnout than their male counterparts because they valued customer satisfaction and maintained good interpersonal relationship with customers (Petrović et al., 2014). This might be because females have a higher level of emotional intelligence than males (Pooja & Kumar, 2016), which might have enabled them to effectively handle emotional demands at work and made them less vulnerable to occupational burnout than male hotel employees.

These results have implications for theory, practice, and research. This study has been able to harmonize and extend the positions of the job-person/person-environment fit model (French et al., 1974, Maslach & Leiter, 1997) and the job demands-resources theory (Bakker et al., 2005; Demerouti et al., 2001) to occupational burnout in hotel employees. The job demands-resources theory submits that hotel employees

are prone to occupational burnout when job demands outweigh job resources. However, the job-person model hypothesized that occupational burnout is a manifestation employees' perceived chronic mismatches between their job-related personal resources and important areas of their work situation such as workload, control, reward, community, fairness, and values.

This implies that hotel employees may be immune to occupational burnout if they are able to effectively use personal resources such as resilience and emotional intelligence to neutralize the negative imbalance in the job demands-job resources ratio. This nexus was not envisaged by the person-job fit model and job demands-resources theory. This is because the position of the job demands-resources theory suggests that job resources should be brought in consonance with job demands in order to prevent occupational burnout. This may be difficult to achieve. In the case of the person-job fit model, employers and employees are expected to align the job conditions with the dictates of the employees' psychological and professional resources. This suggestion may not be practicable in work organizations such as hotels that are home to workplace diversity. Based on the findings of the present study, occupational burnout may be better explained using a three-helix approach, which blends the job itself, the job environment, and employees' personal resources (e.g. resilience and emotional intelligence). That is, when hotel employees are resilient and emotionally intelligent, they can effectively manage the perceived imbalance in the job demand versus resources ratio and the misfit between their personality characteristics and the job conditions.

Practically, this study has shown that resilience and emotional intelligence are important resources that may determine the functionality and wellbeing of hotel employees who may be vulnerable to occupational burnout. Therefore, management of hotels should include measures of resilience and emotional intelligence as parts of the selection criteria in their organizations in order to know those who may be resilient and emotionally intelligent enough to cope with the demanding work situation. Stress management and mindfulness programs should be designed to enhance the resilience and emotional intelligence levels of hotel employees. Since gender and marital status were implicated in this study, such programs should pay special attention to females and those who are married (Sharma, Yadav, Aggarwal & Singh, 2012).

The research implication of the findings of this study is underscored in the fact that occupational burnout was measured in terms of the dimensionality identified by Maslach and colleagues (Maslach & Jackson, 1986; Maslach & Leiter, 1997; Maslach et al., 2001). They segregated occupational burnout majorly along the manifestations of the syndrome (emotional exhaustion, depersonalization, feelings

of reduced personal accomplishment). It may be beneficial to study burnout among hotel employees using Kristensen, Borritz, Villadsen, Christensen's (2005) dimensionality. They presented occupational burnout as personal burnout, work-related burnout, and client-related burnout, which cover the degree of physical and psychological fatigue and exhaustion in employees (personal burnout) in relation to work (work-related burnout) and interaction with those they work with (client-related burnout) (Kristensen et al., 2005). This classification takes cognizance of the sources of occupational burnout than Maslach's classification, which focuses more on symptoms than sources. The outcome of researches that use the Kristensen et al.'s (2005) Copenhagen Burnout Inventory may help direct the focus of intervention and management of occupational burnout than those that use the Maslach Burnout Inventory. This is because the results would have indicated whether the employees were experiencing personal, work-related or client-related burnout.

CONCLUSION

The results of the current study showed that resilience led to a reduced level of occupational burnout more in male than in female hotel employees. However, emotional intelligence was related to the reduced level of occupational burnout in female than in male hotel employees. Though the present study extended the literature and theories of occupational burnout, it is not without some shortcomings. The measure of occupational burnout used in this study focus more on the manifestations of burnout and less on the sources of burnout. As discussed above, future study should use the Copenhagen Burnout Inventory. External validity of this study may be limited to hotel employees in Ibadan, Nigeria. It would be beneficial to include employees from other service occupations and those in the manufacturing sector.

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