

EXAMINING EMOTIONAL EXHAUSTION, JOB STRESS AND BURN OUT OF FOOD AND BEVERAGE DEPARTMENT EMPLOYEE

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ABSTRACT

This research work was carried out to examine emotional exhaustion, job stress and burn out amongst hotel food and beverage department employees in five selected hotels in Lagos state. For developing an overview in this area, questionnaires were distributed to 44 food and beverage employees, and the effective response (39) rate was 88.6%. The findings showed the major causes of emotional exhaustion, job stress and burn out were due to multitasking of employees. The stressor during working hours include nagging boss, complicated guest, work overload, sexual harassment, long working hour and low income as reported by the respondents. The study identified the problems faced in the study area and also recommended the ways of moderation through motivations, creation of enabling environment, training, recruitment of more hands and increment of salary.

Keywords: Burn out, Emotional exhaustion, Employees, Food and beverage, Job stress

1. INTRODUCTION

The hospitality industry is one of the world's largest labour industry. The hotel food and beverage department consists of both the service employees as well as kitchen employees. It is pertinent for all employees of the department to willingly cooperate and coordinate in carrying out activities as this is necessary for smooth and efficient operation of the establishment. Broadly speaking, periods of intense activity and the necessity of pleasing the customers are inherent in the food and beverage department. Employees are therefore faced with heightened exhaustion due to stressful and demanding situations which invariably lead to burnout.

Emotional exhaustion consist of a feeling of not being able to give any more emotionally to the job because the employee has nothing more to give (Maslach & Goldberg, 2009; Maslach et al. 2008). It is characterized by lack of energy and a feeling that emotional resources are used up (Bakker et al. 2013). This may co - exist with feelings of frustration and tension, some think that emotional exhaustion is feeling of being emotional over - extended and drained by ones contact with other people. This emotional exhaustion can manifest itself in physical characteristics such as waking up just as tired as when going to bed or lacking required energy to take on another task or face- to- face encounter. Emotional exhaustion was found to be a strong predictor of both walk engagement and turn over intentions. When individual experience higher level of emotional exhaustion, they are more likely to leave their jobs and positive correlation have also been found between emotional exhaustion and turn over intention (Maslach et al., 2014).

Job Stress is due to the periods of intense activity and the necessity of pleasing the customers on whose gratuities their livelihoods often depend, many of the workers in this industry are subject to high levels of job stress. Many of the activities of food and beverage employees, particularly those in kitchens are carried out in stressful environments featuring high heat and humidity, poor ventilation, poor lighting and noise. Likewise, the restaurant dining room can be a very high stress environment because of the pressure of performing efficiently while working within tight schedules, working shifts, dealing with irate and difficult customers. Other physical stressors such as noise and poor air quality can also be experienced in the restaurant environment.

Stress emerges when the pressure owned by a person are out of the individual ability to cope (Difate, 2008). when there is lot of conflicting roles need to fulfill by an employee, when the real job task differ from the role expectations, when the employee need to accomplish too much task and the resources that is provided is not enough to fulfill the task, work stress will occur (freeman & coll, 2017). Burn out cause by stressful working life and it is a chronic emotional reaction. Burn out reduces a person's personal achievement, emotional exhaustion and depersonalization.

Stressed situations stemming from inter-personal relationships in work place, from the job itself or working conditions can be a negative factor for food and beverage employees in other service fields. "Stress experienced in hospitality businesses is related to physiological symptoms, headache, digestion problems, ulcer, hypertension, heart attack, and stroke of employees, and results caused by these problems decrease production and increase health spending of employees" (O'Neill & Davis, 2011). Stress faced by hotel employees is vital because these stressed situations can end with burnout in employees. "Burnout concept was used for the first time by Freudenberger in 1974. Freudenberger defined burnout as alienation, depression, anxiety, loss of idealism, loss of soul, and a response mechanism for coping with the work and stress.

Farber indicated burnout as a result of stressed working conditions rather than a coping mechanism” (Söderfeldt, et al., 1995). Burnout is a chronic and emotional response to highly excessive demands, specifically for the well-being of other persons or directed for the distress and conflicts resulting from responsibility and interaction for success (Warr, 2002).

Burnout has been constantly linked with physiological and affective outcomes (Burke & Greenglass, 1995; Cherniss, 1992; Lee & Ashforth, 1993; Maslach & Leiter, 1998;), as well as with organizational consequences such as increased turnover, increased intention to leave, negative work attitudes, and reduced levels of performance (Cameron, et al., 1994; Jackson, et al., 1986; Lee & Ashforth, 1996; Wolpin, et al., 1991; Wright & Bonett, 1997; Wright & Cropanzano, 1998; Brotheridge & Grandey, 2002). Therefore, it is important to extend the research ability to predict burnout. In Maslach’s original framework, the burnout syndrome indicates three distinct states. The first component, emotional exhaustion- employees feel emotionally — spent, which is a chronic state of emotional and physical depletion.

Demerouti, et al., (2001) suggested: Emotional exhaustion closely resembles traditional stress reactions that are studied in occupational stress research, such as fatigue, job-related depression, psychosomatic complaints, and anxiety. As a result, it is reasonable to conceptualize emotional exhaustion as a type of strain that results from workplace stressors. The second component, depersonalization - display a detached attitude toward others, which is a type of interpersonal distancing and lack of connectedness with one’s coworkers and clients. The third component, diminished personal accomplishment- experience a low sense of efficacy at work, refers to a negative evaluation of the self (Cropanzano, et al., 2003). However, emotional exhaustion has emerged as a central variable of the process for understanding the burnout (Baba, et al., 1998; Cordes & Dougherty, 1993; Gaines & Jerimer, 1983; Zohar, 1997). From the Empirical aspect, some research has showed that, compare with other components, emotional exhaustion exhibits stronger relationships than other important outcome variables (Lee & Ashforth, 1993, 1996; Wright & Bonett, 1997). From the conceptual aspect, Shirom (1989) noted that emotional exhaustion could be the best representative of the core meaning of burnout (Pines & Aronson, 1988).

Through these empirical findings and conceptual frameworks, this study tends to examine relationship of emotional exhaustion, job stress and burnout of hotel, food and beverage employees.

2. METHODOLOGY

The study was carried out in Lagos, specifically Ikeja local government area, the capital of Lagos state, the centre of excellence. Lagos state was chosen as the area of study because it is highly populated and known to be a center for business attraction which attracts business people and tourist which contributes to high hotel patronage by guest. The hotel understudied include: Apartment Royale hotel and suites, Shoregate Hotels, Presken Hotels, Water Cress Hotels and Posh Apartment Metro. These hotels were chosen due to the peculiarity of their location – their closeness to the airport, and industries.

Data Collection and Analysis

The population for this study comprises of all entire employee of the food and beverages departments of all the five selected hotels. Structured questionnaires were distributed 44 copies, and *the effective response (39) rate was 88.6%*. The data for this research study was collected using structured questionnaire drafted by the researcher. The information contained in the questionnaire was not limited to socio-demographic information of the respondents and information on exhaustion and job stress. Analysis of the research study was carried out using descriptive statistics technique. The descriptive part of the analysis comprises of frequency, percentage and pictorial representation. Frequency and percentage analysis was adopted for the socio-demographic information of the respondents while responses on emotional exhaustion, job stress, burn out of hotel food and beverage employees were analyze using frequency, percentage and charts for diagrammatic representation. Chi-Square Test of Significance was adopted to confirm performance of validity.

3. RESULTS AND DISCUSSION

Table I: Frequency and Percentage Distribution of Respondents Socio-Demographic Characteristics

S/N	ITEMS		FREQUENCY	PERCENTAGE
1	Gender	Male	23	59
		Female	16	41
		Total	39	100
2	Marital status	single	24	61.5
		Married	15	38.5
		Total	39	100

	21-30 year	8	20.5
3	Age group	31-40year	17
		41- and above	14
		Total	39
			100
		SSCE/GCE	3
		OND/NCE	10
4	Educational status	HND/BSC	24
		Others	2
		Total	39
			100
		1-5years	19
		6-10years	15
	Length of service	11-15years	4
		16-20years	1
		Total	39
			100
		Christian	27
		Muslim	11
6	Religion	Traditional	1
		Total	39
			100
		16,000-25,000	3
7	Income	25,000 and above	36
		Total	39
			100
		Restaurant	22
8	Department	Kitchen	17
		Total	39
			100
		Floor Worker	1
		Junior Employees	21
9	Job Status	Senior Employees	17
		Total	39
			100
		Very Close	3
		Close	15
10	Proximity of residence and work	Far	19
		Very Far	2
		Total	39
			100

Table I depicts the frequency and percentage analysis of respondents socio-demographic information. It can be seen that male are more than female as they constitute 51% of the total sample while the female constitute 41% respectively, this indicates the male are more than the female in the hotel all because they are more hardworking than female.

Item 2 indicates the marital status of the respondents. It can be seen that 61.5% of them are single while 38.5% are married; this indicates that the majority are single in the restaurant and kitchen section because they are strong and have the ability to withstand stress than the married. On the age distribution, as evidenced in item 3, analysis revealed that 20.5% of the respondents were between age 21- 30 years, 43.6% were within 31- 40 years while 35.9% were between 41-and above respectively, this indicates that the employees are still in their prime age, therefore they can carry out their daily activities effectively, most especially where there are more hands.

Also, educational status of the respondents in item 4 showed that majority of the respondents are HND/B.Sc holders which constitute 61.5% of the total sample with SSCE/GCE holders constituting the minor of 7.7%. This indicates that the food and beverage department is filled with professionals because the undergraduates tend not to have the full knowledge of service and coping with stressors.

Taking the length of service into consideration, majority of the respondents (48.7%) have worked between 1-5 years while few of respondents constitute 2.6% have worked between 16-20 years while others have worked 6-15 years respectively. This indicates that most of the employees are not really experienced and coping with stress may seem to be difficult.

Religion of respondents indicates that majority of the respondents are Christian (69.2%) while the Muslim and traditional religion constitute 28.2% and 2.6% respectively. It indicates that the employees are religious.

On the monthly income of respondents' in item 7, majority of respondents constituting 92.3% earn 25,000 and above. The respondents work at both restaurant and kitchen. This indicates that the employees are been paid averagely high, to boast their working ability.

Although, restaurant workers constitute about 56.4% while kitchen workers constitute 43.6% as depicted in item 8. this indicates that there are more hands in the restaurant than the kitchen because the restaurant employees serve directly to the guest, more hands are usually needed for accuracy in service and they assist the kitchen in presenting their products.

Item 9 shows the job status of the respondents. Analysis indicated that 2.6% of the respondents are floor worker, 53.8% are junior employees while 43.6% are senior employees. This implies that majority of the respondents are junior employees and they have majority of the burden for customer satisfaction to thrive.

From item 10 of the table, proximity of residence and work indicates that 7.7% of respondents live very close, 38.5% respondents do not live very close, 48.7% respondents live far while 5.1% of respondents live very far. This shows that majority of them live far away from their workplace.

Table II: Frequency and Percentage Analysis of Respondents Perception to Stress and Emotional Exhaustion

S/N	ITEMS		FREQUENCY	PERCENTAGE
		D	1	2.6
		U	1	2.6
11	Restaurant and kitchen activities are stressful	A	30	76.9
		SA	7	17.9
		Total	39	100
		SD	8	20.5
		D	14	35.9
12	Long working hours and family time is easily matched together	U	7	17.9
		A	9	23.1
		SA	1	2.6
		Total	39	100

		SD	7	17.9
		D	18	46.2
13	The monthly income suites the daily stress	U	8	20.5
		A	6	15.4
		Total	39	100
		SD	11	28.2
		D	13	33.3
14	carrying out more than a person's duties are conveniently done	U	3	7.7
		A	9	23.1
		SA	2	7.7
		Total	39	100

Table II depicts the frequency and percentage distribution analysis of respondents perception to stress and emotional exhaustion. From item 11, the respondents strongly and agreed that restaurant and kitchen activities are stressful (76.9% and 17.9%), but disagreed that long working hours and family time is easily matched together as evidenced from 56.4% of the total respondents in item 2. From item 3, respondents also strongly disagreed and disagreed (54%) that the monthly income suites the daily stress as 30.8% of them opined that carrying out more than a person’s duties are conveniently done. Analysis of the table can be evidenced from pictorial representation of figure 1 respectively.

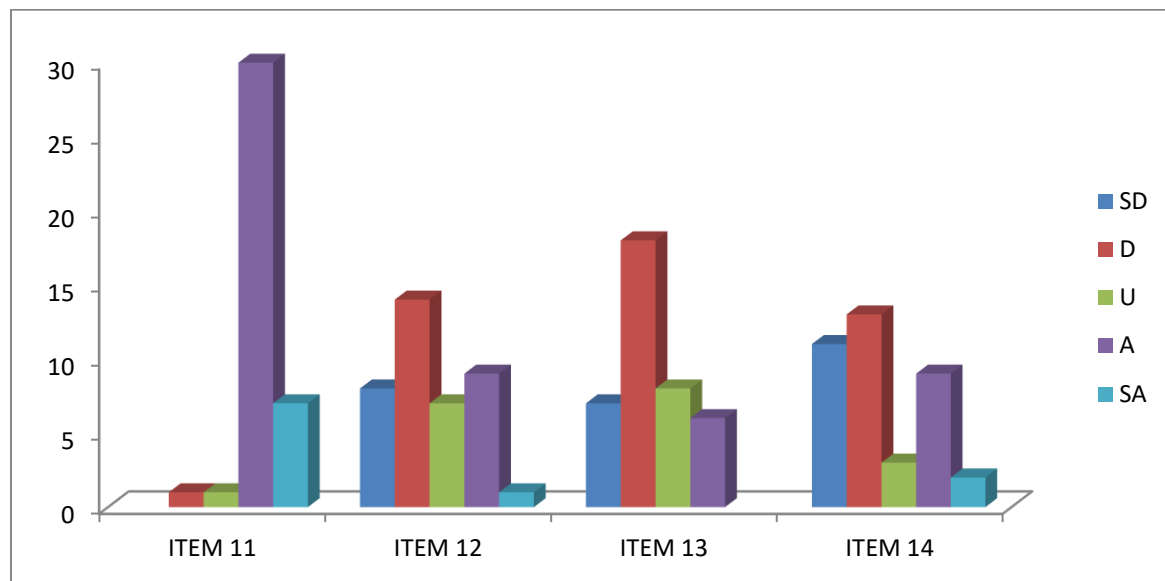


Figure 1: Multiple Bar chart showing perception of respondents to Stress and Emotional Exhaustion

Table III: Frequency and Percentage Distribution of Respondents Stressors

S/N	ITEMS		FREQUENCY	PERCENTAGE
15a	Nagging Boss	Not at all	12	30.8
		Occasionally	15	38.5
		Often	12	30.8
		Total	39	100
15b	Complicated Guest	Occasionally	22	56.4
		Often	15	38.5
		Very often	2	5.1
		Total	39	100
15c	Work Overload	Not at all	2	5.1
		Occasionally	11	28.2
		Often	23	59
		Very often	3	7.7
15d	Sexual Harassment	Total	39	100
		Not at all	27	69.2
		Occasionally	8	20.5
		Often	2	5.1
15e	Long Working Hour	Very often	2	5.1
		Not at all	2	5.1
		Occasionally	13	33.3
		Often	17	43.6
15f	Low Income	Very often	7	17.9
		Total	39	100
		Not at all	9	23.1
		Occasionally	11	28.2
		Often	16	41
		Very often	3	7.7
		Total	39	100

Table III indicates the responses of participants on their stressors. Item 15a showed that their nagging boss do not contribute to their stress (30.8%), 38.5% respondents agreed it is occasional; while 30.8% of respondents reported their nagging boss often contribute to their stress.

Item 15b indicates that 56.4% which indicates majority opined that complicated guests occasionally contribute to their stress, 38.5% respondents confirm it is often while 5.1% respondents agreed it is very often.

Work overload also confirmed it that it contribute mostly to the respondents stress as majority of them (59%) agreed it is often as depicted in item 15c.

Few of the respondents (20.5%) opined that sexual harassment is a stressor to them because it occasionally happened but 69.2% of the respondents said sexual harassment has never been a stressor to them as analysed in table 15d.

However, item 15e indicates that long working hour of the respondents is often a stressor to them as they will have to meet up customers and organization target. Also, low income of the respondents was also evident that it often (41%) stress them the more. This inferred that worker taking low income and multitasking will be stressed out since she/he will have it in mind that the work done is more than the pay received. Pictorial representation of the analyses item can be evidenced in figure 2.

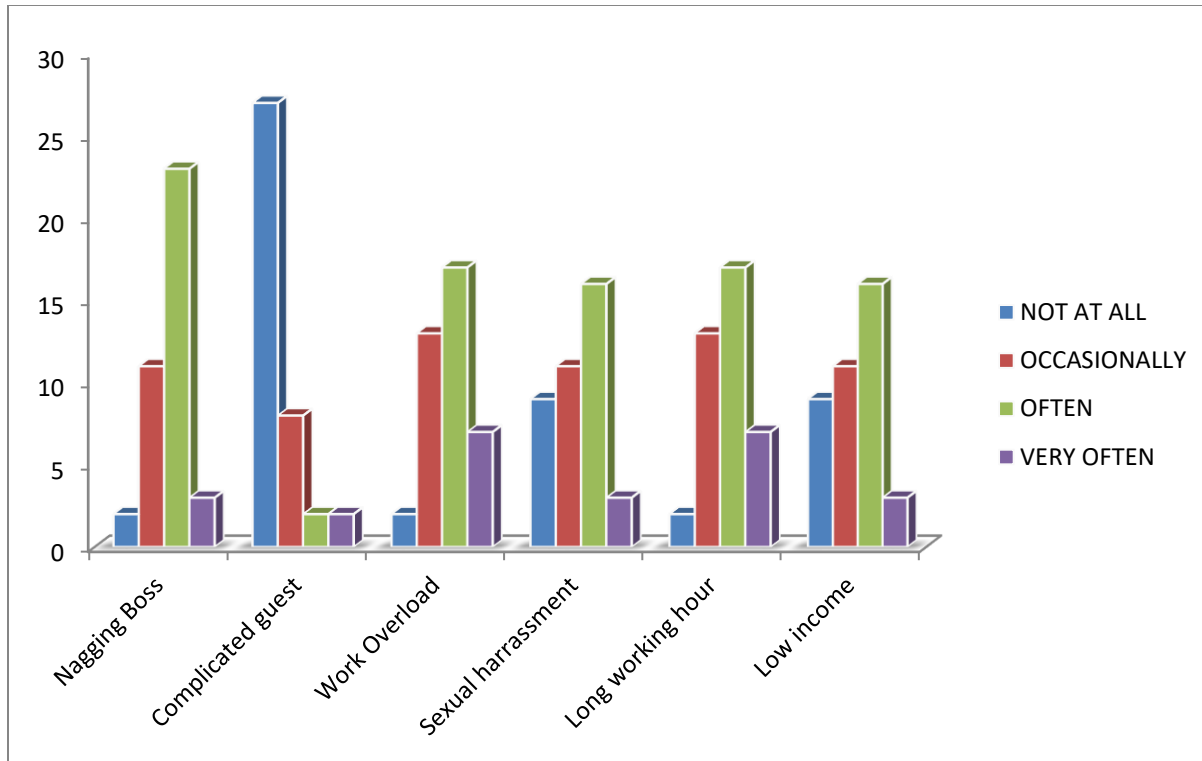


Figure II: Multiple Bar chart showing perception of respondents to job stressors

Table IV: Frequency and Percentage Distribution of Respondents experience during High Customer turnover/Patronage period

S/N	ITEMS	FREQUENCY	PERCENTAGE	
16a	Job stress	Occasionally	10	25.6
		Often	22	56.4
		Very often	7	17.9
		Total	39	100
16b	Burn out	Not at all	8	20.5
		Occasionally	15	38.5
		Often	11	28.2
		Very often	5	12.8
	Total	39	100	
16c	Emotional exhaustion	Not at all	16	41
		Occasionally	14	35.9
		Often	7	17.9
		Very often	2	5.1
	Total	39	100	

From table IV, majority of the respondents (56.4%) often experience job stress, 38.5% of respondents confirmed they occasionally experience burn out while 41% opined that they never experience emotional exhaustion. This implies that majority of the respondents experience job stress, burnout and emotional exhaustion either occasionally, often, and very often. Pictorial representation of the presented table can be evidenced in figure 3.

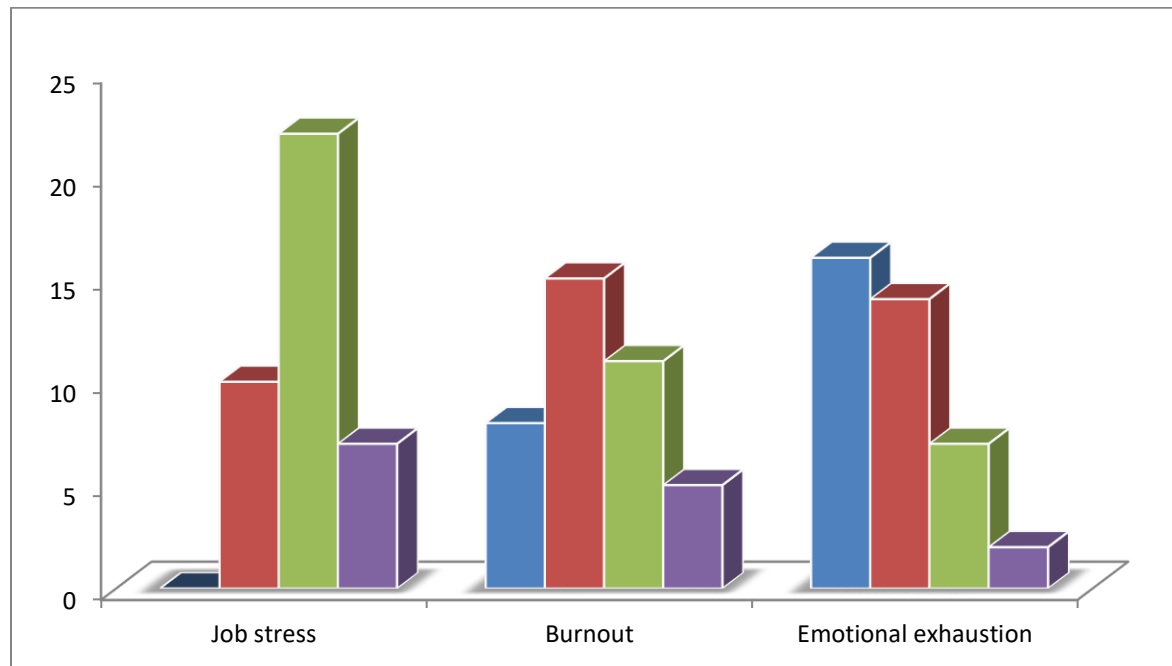


Figure III: Multiple Bar chart showing experience of respondents during High Customer Turnover/Patronage

Table V: Frequency and Percentage Distribution of Respondents ratings on working ability during customer high patronage

S/N	ITEMS	FREQUENCY	PERCENTAGE
	Not efficient	2	5.1
	Fairly efficient	10	25.6
17	How will you rate your working ability during customer high patronage	18	46.2
	very efficient	9	23.1
	Total	39	100

On ratings of working ability during customer high patronage, table v shows that about 5.1% of the respondents agreed that their working ability is not efficient, 25.6% of respondents agreed it is fairly efficient, 46.2% respondents agreed it is efficient while 23.1% of the respondents confirmed it is very efficient. This implies that majority of the respondents working ability is efficient during customer patronage.

Table VI: Frequency and Percentage Distribution of Respondents on query given by their employer

S/N	ITEMS		FREQUENCY	PERCENTAGE
18a	Lateness to work	Not at all	19	48.7
		Occasionally	17	43.6
		Often	3	7.7
		Total	39	100
18b	Lack of time management	Not at all	20	51.3
		Occasionally	16	41
		Often	3	7.7
		Total	39	100
18c	Customer dissatisfaction	Not at all	13	33.3
		Occasionally	16	41
		Often	10	25.6
		Total	39	100

On the responses obtained from different category of query given to the respondents, it shows that 48.7% of respondents have never been given any query due to lateness to work, 51.2% have never been given due to lack of time management but, 41% of respondents have been given query occasionally due to customer dissatisfaction. Few of the respondents have been queried as a result of lateness to work and lack of time management as evidenced from the pictorial representation of figure 4.

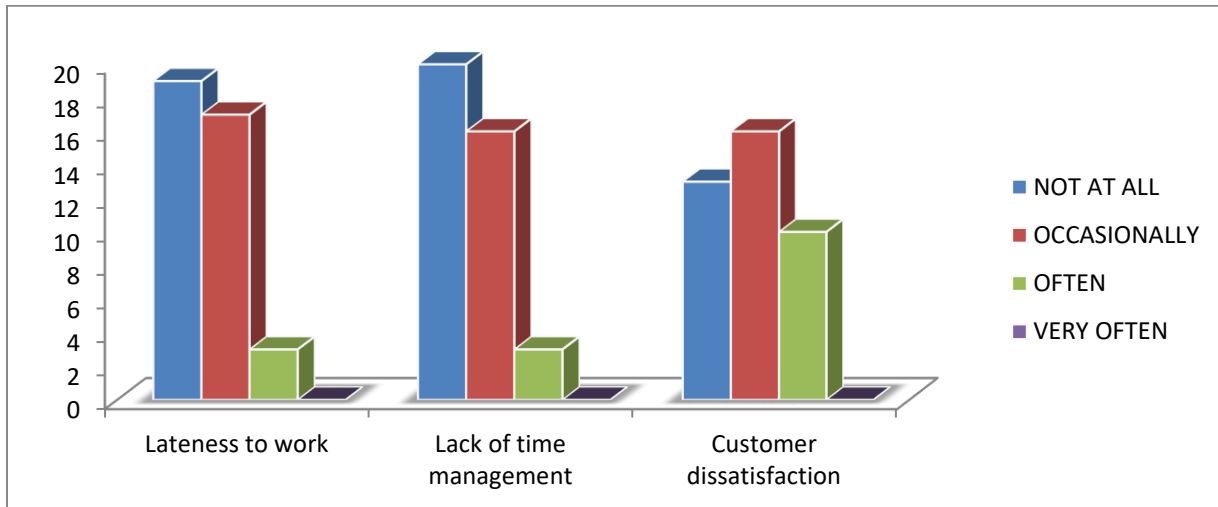


Figure IV: Multiple Bar chart showing experience of respondents reasons why query is given and how often**Table VII:** Frequency and Percentage Distribution of respondents' perception to Multi-tasking

S/N	ITEMS		FREQUENCY	PERCENTAGE
19	Extent of multitask (doing more than one person's job)	Not at all	2	5.1
		Occasionally	9	23.1
		Often	20	51.3
		Very often	8	20.5
		Total	39	100
20	How often are you rewarded for multi-tasking?	Not at all	9	23.1
		Occasionally	20	51.3
		Often	6	15.4
		Very often	1	10.3
		Total	39	100
21	How often do you find it easy	Not at all	11	28.2
		Occasionally	16	41
		Often	8	20.5
		Very often	2	10.2
		Total	39	100

On the perception of respondents to multi-tasking, item 19 shows that 5.1% of respondents do not multitask, 23.1% respondents are occasionally multitask, 51.3% of respondents are often multitask and 20.5% respondents were multitasked very often. This implies that majority of the respondents multitask. However, majority of them said they been rewarded occasionally for the work down as a result of the multitasking but also occasionally find it easy. The pictorial representation of the analyses item can also be evidenced in figure 5 below.

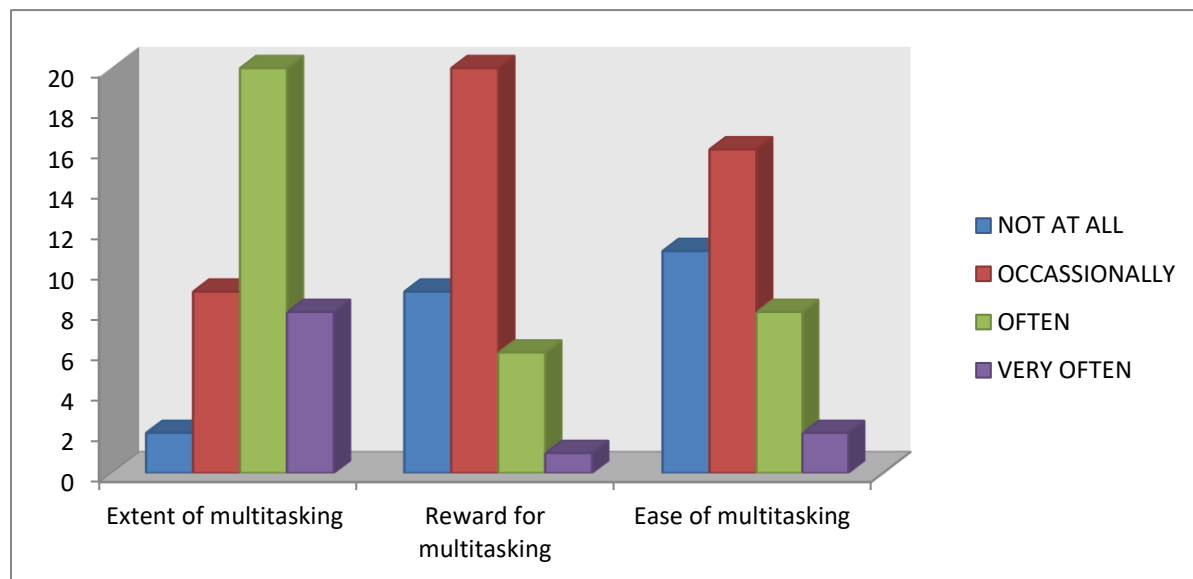


Figure V: Multiple Bar charts showing experience of respondents' perception to Multi-tasking

Table VIII: Frequency and Percentage Distribution of Responds multitasking category and health challenges

S/N	ITEMS		FREQUENCY	PERCENTAGE
22	Tick your category of multi-tasking	2 persons job for 1 person	21	53.9
		3 person job for 1 person	13	33.3
		2 person job for 2 person	5	12.8
		Total	39	100
23	Do you have any health challenge?	Yes	12	30.8
		No	27	69.2
		Total	39	100
24	Is your organization aware of this?	Yes	2	5.13
		No	10	25.6
		Total	12	30.8
		Missing System	27	69.3
		Total	39	100

Item 22 of table viii indicates that only 12.8% of the respondents did not multitask. 53.9% which indicates the majority of the respondents do two (2) persons job for one (1) person, while 33.3% of respondents do three (3) persons job for one (1) person.

On whether the respondents have any health challenges, item 23 showed that 30.8% of the respondents health challenges while 69.2% do not. About 25.6% of respondents with health challenges reported that their organization did not know about it while 5.1% of respondents reported their health challenges.

Table IX: Frequency and percentage distribution of Respondents' taking care of employees' well-being and promotion of quality of work

S/N	ITEMS		FREQUENCY	PERCENTAGE
25	Will regular training be of help	U	1	2.6
		A	24	61.5
		SA	14	35.9
		Total	39	100
26	Employees in organization should be, motivated	U	2	5.1
		A	25	64.1
		SA	12	30.8
27	Technology should be used to improve operational skills of employees	Total	39	100
		SD	1	2.6
		U	4	10.3
		A	24	61.5

		SA	10	25.7
		Total	39	100
		SD	2	5.1
		D	1	2.6
28	Friendlier atmosphere in work place should be encouraged	U	3	7.7
		A	22	56.4
		SA	11	37.2
		Total	39	100

From table ix, analysis shows that majority of the respondents (97.4%) opined that regular training will be of help in moderating influence of coping behaviour and control of stress outcomes, while 2.6% were neutral. On the response of motivation of employees in item 26, 64.1% agreed, 30.8% strongly agreed and 5.1% of them were neutral. This shows that majority of the respondents were of the opinion that employees in the respective organization should be motivated to reduce stress and promote their quality of work life. Respondents also opined in item 27 that technology should be used to improve operational skills of employees (87.2%) and a friendlier atmosphere in work place should be encouraged as agreed and strongly agreed by 83.6% of the total respondents. Pictorial representation of the analysed item can be evidenced in figure 6 below.

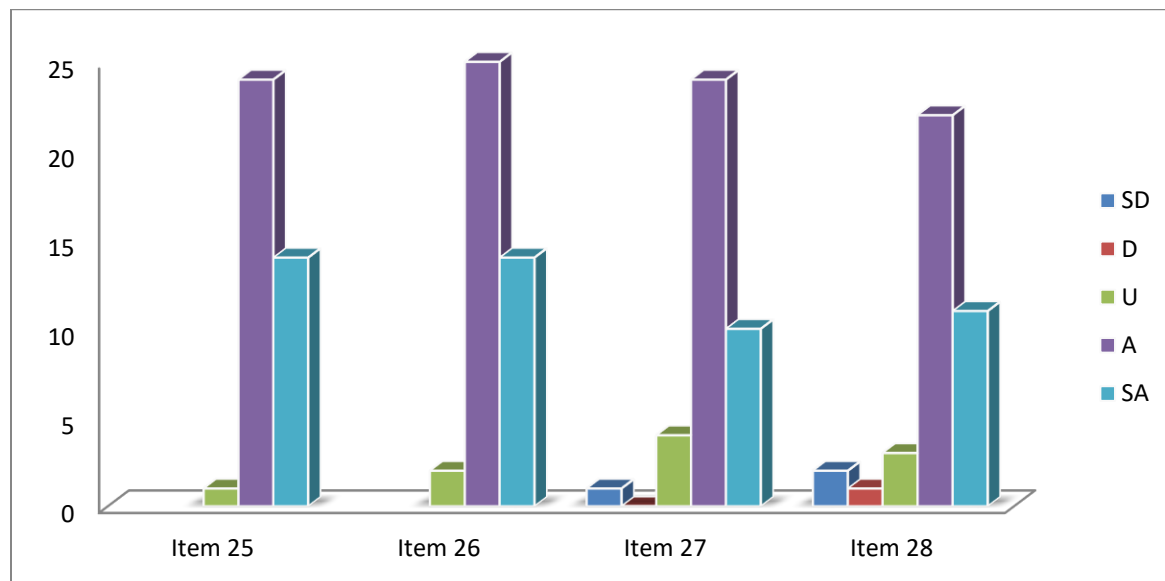


Figure VI: Multiple Bar chart showing responses on promotion methods of employees well-being and quality of life

4. HYPOTHESES TESTING

Chi-Square Test of Significance was adopted to confirm if job stress, emotional exhaustion and burn out have effect on employee performance.

Decision Rule: Reject H₀ if P-value < α 0.05 level of significance. Otherwise, fail to reject H₀

Hypothesis One

H₀: Job Stress does not have significant effect on employee performance

H₁: Job Stress has significant effect on employee performance

Table X: Chi-Square Tests (Job Stress and Staff Performance)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.532 ^a	6	.006
Likelihood Ratio	11.082	6	.008
Linear-by-Linear Association	.985	1	.321
N of Valid Cases	39		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .36.

Pearson Chi-square test statistic f 9.532 with df 6 and associated P-value 0.006 indicates the rejection of null hypothesis. Therefore, job stress has significant effect on employee performance.

Hypothesis Two

H₀: Emotional Exhaustion does not have significant effect on employee performance

H₁: Emotional exhaustion has significant effect on employee performance

Table XI: Chi-Square Tests (Emotional Exhaustion and Staff Performance)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.323 ^a	9	.003
Likelihood Ratio	23.957	9	.004
Linear-by-Linear Association	2.572	1	.109
N of Valid Cases	39		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .10.

Pearson Chi-square test statistic f 25.323 with df9 and associated P-value 0.003 indicates the rejection of the null hypothesis. We therefore conclude that emotional exhaustion has significant effect on employee performance.

Hypothesis Three

H₀: Burn out does not have significant effect on employee performance

H₁: Burn out has significant effect on employee performance

Chi-Square Tests (Burn out and Staff Performance)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.334 ^a	9	.148
Likelihood Ratio	17.948	9	.036
Linear-by-Linear Association	.005	1	.946
N of Valid Cases	39		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .26.

Significance test of burn out and employee performance indicates from the chi-square test statistic of 13.334 (df=9) and associated P-value of 0.148 indicates that burn out of employee does not have enough effect on performance.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Empirical analysis of the research study indicated that the major causes of emotional exhausting, job stress and burn out in the hotel food and beverage were due to multitasking of the employees that is carrying out more than one person's duties. This was as a result of deficiency in employees' recruitment.

In addition, analysis indicated that major stressors during working hours in the hospitality industry were nagging boss, complicated guests, work overload, sexual harassment, long working hour and low income as reported by the respondents.

Empirical analysis of the research study also indicated that job stress and exhaustion can be managed through motivation, creation of enabling environment and training. Also, increment in salary and recruitment of more hands for better productivity

5.2 Recommendations

Based on the study carried out, emotional exhaustion, job stress and burn out in food and beverage department can be moderated by

- i. Recruiting more hand to avoid multi tasking
- ii. Increment in employees salary to boost employees moral and ability to work
- iii. Training employees to cope during customer high patronage or turnover
- iv. Motivating employees by creating a friendlier atmosphere.

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