

Causes of Employee Burnout in the Hotel Industry.

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Abstract

A challenge for the tourism industry has always been to provide quality service that satisfies the preferences and expectations of its customers. Service quality is of overall importance in the tourism industry, and providing high quality service is increasingly recognized as a critical factor in the success of all hospitality firms.

This study explored the degree of association between employee perceptions of the work environment and burnout. Aspects of the job and organizational structures that can be influenced were tested for association with the Maslach and Jackson (1981,1986) components of employee burnout in an attempt to understand the stress processes that lead to employees experiencing emotional exhaustion, depersonalizing customers and feeling a lack of personal accomplishment. Data from a questionnaire completed by employees of large hotels in New Zealand indicate that although physical aspects of a job are associated with certain aspects of burnout, the stronger relationships are clearly with respondents' perceptions of the workplace climate. These findings should be particularly encouraging to managers since the social-psychological climate of the workplace can be influenced or restructured more readily than the structural aspects of the job itself.