



**INFLUENCE OF WORK STRESSORS ON JOB BURNOUT AMONG 4- AND 5-STAR HOTEL KITCHEN STAFF IN THE KLANG VALLEY, MALAYSIA**

By

**ARNIEYANTIE BINTI ABDUL HADI**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

**January 2023**

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

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**Chairman : Ungku Fatimah binti Ungku Zainal Abidin, PhD**  
**Faculty : Food Science and Technology**

Hotel kitchen staff is a pillar for the operation and provision of quality service for a hotel. However, hotel kitchen staff are frequently exposed to negative physical and psychological demands that lead to job burnout and intention to leave, which can seriously impact the hotel industry. It was reported earlier that four- and five-star hotels in Klang Valley experienced a high turnover rate. Several stressors of job burnout related to work environment aspects and job characteristics were recently studied. Hence, the main objective of this study is to investigate the work stressors as a key factor influencing job burnout among the hotel kitchen staff. Further investigation was performed to explain all significant factors contributing to job burnout. A mixed-method explanatory sequential design approach was applied for this study. A total of 329 survey questionnaires were collected among kitchen staff in four- and five-star hotels in Klang Valley area to measure the relationship between predictors and job burnout. Based on survey findings, interview questions were developed, and six participants selected from the quantitative phase were interviewed to further elaborate on the role of predictors in affecting job burnout. Data analysis for quantitative data was analysed using SmartPLS software (version 3), while qualitative data using ATLAS.ti (version 7). The survey findings show that work stressors such as intradepartmental teamwork, job autonomy, role conflict, supervisor support, and work overload ( $p < 0.05$ ) significantly predict job burnout among the hotel kitchen staff in four- and five-star hotels in Klang Valley. Factors such as intradepartmental communication, physical work environment, and supervisor support significantly influenced job dissatisfaction. Each factor has acceptable internal reliability (Cronbach  $\alpha = 0.789-0.941$ ) and confirmatory factor analysis result provided evidence for convergent overall factor loading  $> 0.7$ , AVE  $> 0.5$ , CR  $> 0.7$ ) and discriminant validity (HTMT ratio  $< 0.90$ ). The result of structural equation modelling showed the proposed model to be predictive of job burnout ( $R^2 = 0.428$ ,  $Q^2 = 0.164$ ) and job dissatisfaction ( $R^2 = 0.405$ ,  $Q^2 = 0.278$ ). The result also demonstrated job dissatisfaction as a mediator between physical work environment and job burnout. Qualitative findings further explain that intradepartmental poor teamwork causes unstandardized products,

communication breakdown, and work overload. Trust with SOP as limitations is a type of job autonomy given to kitchen staff. Meanwhile, inconsistent, multiple instructions and multitasking expectations from top management cause role conflict. Emotional and physical support from supervisor in daily tasks can lessen job burnout. Shortage of staff, lack of cooperation within the department, compulsory overtime, and last-minute events causing work overload. Delegating a task according to the job position, schedule, and advance preparation can lower stress. Effective leadership and individual achievement support given by supervisors increased job satisfaction. Loud noise in the kitchen, wrong instruction, improper language, and indirect instruction are intradepartmental communication issues influencing job dissatisfaction. The kitchen staff also expects to work with complete equipment and proper layout to satisfy the physical work environment. In conclusion, the results can guide managers develop strategies to combat job burnout among hotel kitchen staff by targeting on significant work stressors. The information gained may also guide managers and executive chefs to improve their physical work environments and strengthen interaction within the kitchen department.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PENGARUH TEKANAN KERJA TERHADAP KELESUAN UPAYA KERJA  
DALAM KALANGAN KAKITANGAN DAPUR HOTEL 4- DAN 5-BINTANG  
DI LEMBAH KLANG, MALAYSIA**

Oleh

**ARNIEYANTIE BINTI ABDUL HADI**

**Januari 2023**

**Pengerusi : Ungku Fatimah binti Ungku Zainal Abidin, PhD**  
**Fakulti : Sains dan Teknologi Makanan**

Kakitangan dapur hotel adalah tonggak kepada operasi dan penyediaan perkhidmatan yang berkualiti bagi sesebuah hotel. Walau bagaimanapun, kakitangan dapur hotel kerap terdedah kepada tuntutan negative fizikal dan psikologi yang membawa kepada kelesuan upaya kerja dan niat untuk meninggalkan organisasi, yang boleh memberi kesan serius kepada industri hotel. Sebelum ini dilaporkan bahawa hotel empat dan lima bintang di Lembah Klang mengalami kadar pusing ganti yang tinggi. Beberapa peramal kelesuan upaya kerja berkaitan aspek persekitaran kerja dan ciri pekerjaan telah dikaji baru-baru ini. Oleh itu, objektif utama kajian ini adalah untuk menyiasat tekanan-tekanan kerja sebagai faktor utama yang mempengaruhi kelesuan upaya kerja dalam kalangan kakitangan dapur hotel. Penyiasatan lanjut telah dilakukan untuk menerangkan dengan lebih lanjut semua faktor penting yang menyumbang kepada kelesuan upaya kerja. Kaedah pendekatan penjelasan campuran berturutan telah digunakan dalam kajian ini. Sebanyak 329 soal selidik telah dikumpul dalam kalangan kakitangan dapur di hotel empat dan lima bintang di kawasan Lembah Klang untuk mengukur hubungan antara peramal dan kelesuan upaya kerja. Berdasarkan dapatan tinjauan, soalan temu bual telah dibangunkan, dan enam peserta yang dipilih daripada fasa kuantitatif telah ditemu bual untuk menghuraikan lebih lanjut tentang peranan peramal dalam mempengaruhi kelesuan upaya kerja. Analisis data untuk data kuantitatif dianalisis menggunakan perisian SmartPLS (versi 3), manakala data kualitatif menggunakan ATLAS.ti (versi 7). Dapatan tinjauan menunjukkan bahawa tekanan-tekanan kerja seperti kerja berpasukan di dalam jabatan, autonomi kerja, konflik peranan, sokongan penyelia, dan beban kerja ( $p < 0.05$ ) menunjukkan hasil yang ketara dalam meramalkan kelesuan upaya kerja di kalangan kakitangan dapur hotel. Faktor-faktor seperti komunikasi di dalam jabatan, persekitaran fizikal kerja, dan sokongan penyelia menunjukkan pengaruh yang signifikan terhadap ketidakpuasan kerja. Setiap faktor mempunyai kebolehpercayaan dalaman yang boleh diterima (Cronbach  $\alpha = 0.789-0.941$ ) dan keputusan analisis faktor pengesahan memberikan bukti untuk konvergen (Pemuatan faktor keseluruhan  $> 0.7$ , AVE  $> 0.5$ , CR  $> 0.7$ ) dan

kesahan diskriminasi (nisbah HTMT <0.90). Hasil pemodelan persamaan struktur mendapati model yang dicadangkan adalah ramalan kelesuan kerja ( $R^2 = 0.428$ ,  $Q^2 = 0.164$ ) dan ketidakpuasan kerja ( $R^2 = 0.405$ ,  $Q^2 = 0.278$ ). Hasilnya juga menunjukkan ketidakpuasan kerja sebagai pengantara antara persekitaran kerja fizikal dan kelesuan upaya kerja. Penemuan kualitatif selanjutnya menjelaskan bahawa kerja berpasukan yang lemah di dalam jabatan menyebabkan produk tidak standard, kerosakan komunikasi dan beban kerja yang berlebihan. Kepercayaan dan SOP sebagai had adalah jenis autonomi pekerjaan yang diberikan kepada kakitangan dapur. Pelbagai arahan yang tidak konsisten dan jangkaan pelbagai tugas daripada pengurusan atasan menyebabkan konflik peranan. Sokongan emosi dan fizikal daripada penyelia dalam tugas harian boleh mengurangkan kelesuan kerja. Kekurangan kakitangan, kurang kerjasama dalam jabatan, kerja lebih masa yang wajib dan acara saat akhir menyebabkan beban kerja. Pengagihan tugas mengikut kedudukan kerja, jadual dan persediaan awal dapat mengurangkan tekanan. Kepimpinan yang berkesan dan sokongan pencapaian individu yang diberikan oleh penyelia meningkatkan kepuasan kerja. Bunyi bising di dapur, arahan yang salah diberikan, bahasa yang tidak betul dan arahan tidak langsung yang diberikan adalah isu komunikasi antara jabatan yang mempengaruhi ketidakpuasan kerja. Kakitangan dapur juga mengharapkan untuk bekerja dengan peralatan yang lengkap dan susun atur yang betul dengan penyelenggaraan yang baik untuk mencapai kepuasan persekitaran kerja fizikal. Kesimpulannya, keputusan kajian boleh membantu pengurus membangunkan strategi untuk memerangi kelesuan kerja dalam kalangan kakitangan dapur hotel dengan menumpukan pada peramal penting. Perolehan maklumat juga boleh membimbing pengurus dan chef eksekutif untuk memperbaiki persekitaran fizikal kerja mereka, dan memperkukuhkan interaksi dalam jabatan dapur.

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In the memories of Allahyarhamah Asmawani Abdul Hadi.

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as a fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

**Ungku Fatimah binti Ungku Zainal Abidin, PhD**

Senior Lecturer  
Faculty of Food Science and Technology  
Universiti Putra Malaysia  
(Chairman)

**Hazrina binti Ghazali, PhD**

Associate Professor  
Faculty of Food Science and Technology  
Universiti Putra Malaysia  
(Member)

**Norfezah binti Md Nor, PhD**

Associate Professor  
Faculty of Hotel and Tourism Management  
Universiti Teknologi MARA  
(Member)

---

**ZALILAH MOHD SHARIFF, PhD**

Professor and Dean  
School of Graduate Studies  
Universiti Putra Malaysia

Date: 8 June 2023



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Name and Matric No: Arnieyantie Abdul Hadi

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## LIST OF ABBREVIATIONS

OSH	Occupational safety and health
SDGs	Sustainable Development Goals
UN	United Nations
NHMS	National Health and Morbidity Survey
DOSH	Department of Occupational Safety and Health
GDP	Gross domestic product
SEM	Structural equation modelling
CFA	Confirmatory Factor Analysis
AVE	Average variance extracted
HTMT	Heterotrait-monotrait
VIF	Variance Inflation Factor
SOPs	Standard operating procedures



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter starts by discussing the general information on the background of the study, which provides a deeper understanding of the context of the study. It first discusses the mental health issue in occupational safety and health (OSH), which is one of the agendas of the Sustainable Development Goals (SDGs), and then focuses on issues related to OSH within the organization system in the hospitality industry. Following the issue on OSH, it then discusses the reality of the chef profession that leads to occupational stress and later job burnout among hotel kitchen staff. The research setting, problem statement, research objectives, and the significance of the current study are also highlighted. The conceptual and operational definition of terms used are also provided. The chapter ends with a summary of the chapter.

### 1.2 Background of the study

The World Health Organization defines mental health as a condition of well-being in which a person is aware of their own efficacy, can handle stress well, can work productively, and is able to contribute to society (Hamzah & Othman, 2022). The United Nations (UN) has included mental health as one of the SDGs to be addressed by the year 2030 due to the rising rate of mental illnesses and their impact on people and economic growth globally (United Nations, 2015). Like other countries in the world, issues pertaining to mental health in Malaysia are seen as major problems and have been anticipated to rise among Malaysians by the year 2020 (Hassan et al., 2018). According to the National Health and Morbidity Survey (NHMS), 1 in 5 Malaysians suffer from mental health issues such as depression, 2 in 5 Malaysians experience anxiety, and 1 in 10 Malaysians experience stress (Ministry of Health Malaysia, 2018). Malaysia, through the Malaysian Ministry of Health, is committed to achieve SDG3: "Good Health and Well-being", by focusing on and monitoring issues related to public health including mental health (Progress Report 2016-2019, MOH).

Zakaria (2020) reported that Malaysia had to bear a financial burden of RM 14.46 billion in 2018 because of mental health issues in the workplace. Hence, in response to SDG3 and the anticipated increase in mental health issues in the workplace by 2020, the Department of Occupational Safety and Health (DOSH), Ministry of Human Resources, Malaysia suggested a new guiding standard on occupational health and safety management, focusing on psychological health and safety at work on managing psychosocial risks (Malaysian Occupational Safety and Health Master Plan, 2020) as the workplace was identified as one of the key environments that affect mental wellbeing and health (Hassan et al., 2018).

OSH has become essential in improving workers' quality of work life and well-being. In general, the science of OSH strives to reduce the likelihood of occupational accidents and diseases occurring in the workplace and the suffering they may cause (Olcay, Temur & Sakalli, 2021). Occupational health encompasses workplace medicine, occupational hygiene, occupational psychology, safety, physiotherapy, ergonomics, and rehabilitation (Patil & Chintamani, 2020). In contrast, safety relates to protecting people from physical harm (Hughes et al., 2008). OSH encompasses comprehensive strategies to assess, anticipate and manage every circumstance that could impact an employee's well-being at work (Amponsah-Tawiah, 2013). As a result, the highest degree of workers' physical, mental, and social well-being must be promoted and maintained in all occupations (Ohaka & Bupo, 2020).

Past studies have stated that organizations that emphasize OSH throughout their work system will receive positive feedback and active participation from the employee (Ahamad et al., 2022; Hedge & Puleio, 2014). Apart from providing a comfortable physical work environment, employers must understand the psychological demand among employees that can contribute to increased productivity and motivation. However, failing to address these demands may result in several issues, including socio-psychological issues like job stress and poor quality of life as well as physical issues like illness and injury. Typical subsequent symptoms include unhappiness, apathy, inattentiveness, and impatience.

The consequences related to OSH issues among employees will lead to impacts that can tarnish the production and image of the organization. For example, on socio-psychological conditions, Tamunomiebi and Mezeh (2021) stated that employees who experience prolonged exposure to stressful working conditions tend to experience severe dysfunctional effects, thus affecting their job performance and overall organizational effectiveness. Undeniably, the issue of OSH significantly influences the entire organizational system. Hence, it is crucial to focus on OSH using a broader perspective and holistic approaches to improve the work environment. The highlighted issues must be considered to enhance OSH throughout the organizational structure, and the best approach should be sought (Mejia et al., 2021). This study will thus concentrate on socio-psychological aspects to guarantee a contented and productive workforce and increase companies' profit margins.

The hospitality industry is one of the largest industries globally. It refers to the service industry sector that connects guests and hosts by the act of welcoming and delivering great experiences to the customers, guests, or strangers (Hollander, 2022). Malaysia's hospitality and tourism industry has transformed itself into the pillar of economic success by being the third largest contributor to the nation's economy (WTTC, 2017). Additionally, preliminary figures showed that tourism directly contributed around 94.5 billion Malaysian ringgit to its gross domestic product in 2018 (Hirschmann, 2020). The hotel, tourism, and leisure industries are one of the leading service industries and are a significant source of economic growth in Malaysia's economy. Tourist arrivals in Malaysia were at 25.8 million in 2018, with the industry contributing 13.3% to the country's gross domestic product (GDP) in 2018 (MOF, 2019). Concurrently, the number of hotels increased tremendously from 1,492 hotels in year 2000 to 4,750 hotels in year 2018 with 124,413 rooms supplied in 2000 to 308,207 rooms supplied in

2018 (Tourism Malaysia, 2020). The number of hotels includes 4 and 5-star hotels with 147 and 99 hotels respectively (Yusoff, 2019).

Tourism is one of Malaysia's most significant employment sectors (Thommandru et al., 2021), making up just under a quarter of all employment. In 2019, around 3.56 million people were employed in Malaysia's tourism sector. It is well acknowledged that the hotel and tourism sector is a crucial factor in job growth (Dogru & Bulut, 2018). Due to these facts, the hotel industry plays a vital role in complementing tourism as it provides accommodation to travelers and tourists. As previously noted, the tourism and the hotel sectors significantly influence GDP and the economies of all nations, and they also play a vital role in the expansion of the Malaysian economy (Arokiasamy et al., 2021).

The fast-paced development of the hotel industry in Malaysia also indicate that the industry offers tremendous job opportunities. Hotels in Malaysia have had an average occupancy rate of 60% from year 2000 to 2018 (Tourism Malaysia, 2020). There were approximately 196.4 thousand people employed in the hotel industry in Malaysia in 2021 (Statista Research Department, 2022). However, this substantial number of employees in the hospitality sector, especially hotels, had exposed more people to the risk of work stress. It has been proven in previous studies that the hospitality industry deals not only with turnover issues (Park & Min, 2020; AlBattat & Ahmad Puad, 2013) but also high workplace stress (Asensio- Martinez et al., 2019; Zhao & Ghiselli, 2016). This calls to the arising issue related to OSH involving the employees within the industry. In the context of hospitality industry, employees play a significant role when it comes to the quality of service, due to the inability of machines to alter the quality and service provided by the hotel employees (Halim, Bakar & Mohamad, 2019; Halim, Mustafa & Azizan, 2020; Ismail, Wahab, Ismail & Latiff 2019). Since hotel employees are widely considered as the heart of the organization, critical issues such as workplace stress require a focus from managers and researchers.

In today's workforce, occupational stress has become a prevalent issue. Occupational stress or job stress is a form of workplace stress (Crandall, 2020) that can be defined as perceived on-the-job anxiety (Chitra, 2020). Khalid et al. (2020) defined occupational stress as the harmful physical and emotional responses that occur when the requirement of the job does not match the capabilities, resources or needs of the workers. It arises when demand exceeds abilities, leading to job-related strains resulting from the experiences of stress (Ehsan & Ali, 2019). Hence, from the definition, it can be said that occupational stress is a chronic condition that may negatively affect an individual's job performance and well-being. It indicates a poor fit between the individual's abilities and the work environment, where either the individual receives excessive demand or is not well equipped to handle the situation (Peasly et al., 2020). The feeling of pressure at work has been reported to increase among employees around the globe (Idris, Dollard, & Winefield, 2010). As a result, an increasing number of executives and workers in Malaysia are currently diagnosed with anxiety, depression, and mental stress (Lam Thye, 2020). Typically, stress in the workplace is caused by job dissatisfaction (Lu et al., 2017). Other stressors that cause increased stress at the workplace include workload, unpleasant tasks, and conflicting home and work demands (Maulik, 2017). Stress in the workplace positively correlates with employee

burnout and voluntary turnover intention (Salama et al., 2022). This is in line with the study by Chen and Kao (2011), who stated that occupational stress could indirectly lead to turnover intentions. Within the service industry, several reported stressors contribute to developing job stress, including role ambiguity, role conflict, and role overload (Wen et al, 2020; Ghazali, 2010). In another study, a confirmed variety of work stressors have been found to potentially increase job-associated anxiety and tensions, less attractive commitment, lower work involvement, poor job performance (Karatepe & Sokmen, 2006) and intentions to leave the organization (Wang & Yuan, 2018).

In the service industry, hotels are also facing retention problems (Cronin, 2019). Various studies have been carried out to understand these problems, and the findings show that a few factors contribute to this situation, including length of working hours, the pressure of work, and poor job design. This is supported by Sangaran and Selvanayagam (2021), who stated that overtime is expected in the hotel industry, with a higher average number of people working more than 65 hours a week. Occupational stress may also lead to other problems, such as burnout (Vidotti, 2019) and fatigue. In addition, Harjanti (2019) reported that hospitality employees tend to exhibit high rates of burnout. For a time, burnout was common among hospitality employees (Asensio-Martinez et al., 2019; Saira et al., 2020). Employees in this industry had to bear with the nature of the service-oriented industry, which demanded polite behavior and appropriate emotional display (Lu & Gursoy, 2013) that tended to build stressful conditions due the intensity of the interaction (Chuang & Lei, 2011; Kim, 2008).

Bradley (1969) reported that burnout is an extreme form of stress. The emergence of burnout studies occurred in the 1970s to answer the phenomenon affecting various professions. Later, Vidotti et al. (2019) stated that burnout is not a symptom of occupational stress. Rather, it is the outcome of unmanaged occupational stress. It has been characterized as a psychological syndrome, which arises when workers are exposed to a stressful working environment where job demands are high, but job resources are low (Bakker & Demerouti, 2007). In another study, Maslach et al. (2001) pointed out that employees who experience high levels of stress tend to experience chronic emotional and prolonged exposure, resulting in job burnout. Maslach, in her preliminary works (2001, 1982, 1976; Maslach & Leiter, 1997), described burnout as 'an erosion of soul' (p.38). Job burnout arises when there is significant disharmony between the nature of a person's job and the nature of the person doing the job (Maslach & Leiter, 2005). Burnout comprises three dimensions: emotional exhaustion, depersonalization, and lowered personal accomplishment. These three dimensions will be further discussed in Chapter 2.

Moreover, the hotel industry is characterized by a requirement for close cooperation between departments and personnel, time pressures, elastic demand, and labor-intensive functions, where working in this industry can be tiring (Green, 2021). Hotel employees are prone to stress and job burnout as they are susceptible to antisocial work hours (Aydin, 2018), excessive work demands, poor training, and dysfunctional customer behavior (Harjanti & Todani, 2019). Thus, hospitality can be concluded as a highly stressful industry (Schwepker & Dimitriou, 2021). The situation reported by Sangaran and Selvanayagam (2021) is exacerbated by working shift hours, which is

common in this industry as employees work when others are relaxing. Individuals doing shift work often appear to have little time for non-work life commitments such as their health, families and friends, household and vehicle maintenance, relaxation, and hobbies (Pienaar & Willemse, 2008), resulting in high levels of stress (Rosa et al., 2019).

In the hotel kitchen, the staff is organized into a structure called the kitchen brigade, which includes a variety of chefs. Each chef is assigned with a particular responsibility to provide high-quality meals (Esterhuysen, 2021). Since chefs are the employees working in the hotel kitchen, they are also included as the hotel kitchen staff. The concept and operations of the hotel kitchen staff and kitchen brigade is further discussed in Chapter 3. As part of a virtual skeletal team of the hotel, this situation is also experienced in the chef profession. The kitchen environment and the occupational workload demands are arguably unique to the culinary industry (Bloisi & Hoel, 2008; Kang et al., 2010; Park et al., 2020). Chefs are widely recognized as hospitality professionals who maintain high quality food service in hotels and hospitality-related operations (Ariza-Montes et al., 2018; Chuang et al., 2009). The chef is said to be instrumental in the business's success, whether a fast-food establishment or a four-star dining experience (Cullen, 2010). Abdallah and Ahmed Khaleel (2021) and Cullen (2010) stated that full-service, luxury hotels are often judged by the quality of their food and beverage operations. Besides facing severe problems with retention, increasing evidence over the last 15-20 years has documented the marked occupational stress experienced by chefs within the hospitality industry compared to other occupational groups (Cerasa et al., 2020; Murray-Gibbons & Gibbons, 2007). Working as a chef requires skills, passion, and knowledge. However, in conjunction with the high workload in the daily occupational activities of chefs, they are frequently exposed to adverse physical and psychological demands, such as time constraints and high levels of perfectionism within a hot and cramped working environment, which leads to occupational stress (Murray-Gibbons & Gibbons, 2007; Tamunomiebi & Mezeh, 2021). Furthermore, chefs must deal with culinary battle after battle and meet high-quality expectations and mass-quantity demands of clientele daily, which require the guidance of a highly skilled management (Chuang & Lei, 2011).

Due to the nature of the hospitality industry, chefs are particularly susceptible to burnout (Ariza-Montes et al., 2018). Despite the glamorous profession of celebrity chefs that has been highlighted recently by mass media, working as a chef means constantly working under a stressful atmosphere. Working in a kitchen is stressful (Chen & Wang, 2019) since the kitchen atmosphere is a hot, loud, and hectic environment (Deeb et al., 2020). Chefs also face human resources concerns, including long and anti-social (night, weekends, and holidays) hours, poor pay, aggressive discipline, the threat of physical violence, and lack of training (Murray-Gibbons & Gibbons, 2007; Bainbridge, 2018; Gonzalez, 2019; Cerasa et al., 2020). In addition, the success of restaurants and chefs is derived from the end user satisfaction confirmed by delighted customers and the retention of guests as a reflection of their food quality (Min & Hong, 2021). The chef must be knowledgeable about and in charge of service operations and the kitchen (Mahfud et al. 2019). This situation has resulted in the industry suffering from losses of some of its members due to depression and burnout (Kinsman, 2018), hence the shortage of chefs (Hardman, 2018). Losing chefs with various levels of education and training and solid goals for the culinary service by

going to other employers or even retiring from this industry is devastating to the hotel business. Thus, further research is needed to find out and understand the factors related to the occurrence of job burnout among hotel kitchen staff in Malaysia.

### **1.3 Problem statement**

Maslach (1982) reported that the frequently cited average time between the onset of burnout and the point where a person quits in most industries is two years. Job burnout usually affects the most talented and highest producing employees (De Boeck et al. 2018; Malik & Singh, 2019), such as chefs. Due to this, burnout is a problem among chefs since the profession is frequently exposed to stressful working conditions. The chef's profession has been recognized as a profession that is widely exposed to high stress working conditions, with nearly 50% of the population suffering from depression due to overwork (Yamauchi et al., 2017). The Nestle Professional CHEF Report (2019) found that eight in ten of those working in professional kitchens (81%), including the hotel kitchen, have experienced poor mental health during their careers.

The findings of a previous study by Salem and Kattara (2015) reported that occupational stress faced by five-star hotel employees caused burnout. In Malaysia, the actual number of hotel workers experiencing stress and job burnout is unclear because it is rarely recorded, resulting in a state of burnout that is almost undetectable. However, this can be indirectly observed from the reported increase in turnover rates. The standard employee turnover rate in Malaysia's hotel industry has been reported to be as high as 66 percent per annum (Halim et al., 2021). Previous studies have found that factors such as stress at work, work overload, and role conflict are among the contributors to hotel workers quitting (Wen et al., 2020) and subsequently increases the turnover rate (Kosnin et al., 2021). Moreover, Kavitha et al. (2019) discovered that when working in a stressful setting, five-star hotel staff in the Kuala Lumpur region tend to have increased turnover intention. This situation is also supported by research findings from a study conducted by Nurul Hakimah et al. (2019) among hotel workers including kitchen staff in Kelantan. The study found that factors such as workplace safety and work pressure affect job satisfaction, which in turn determines an employee's intention to quit work. However, the extent to which the causal factors influence stress and job burnout as reported in previous studies that focuses specifically on hotel kitchen staff in Malaysia remains unclear and requires further study.

Meanwhile, job demand and job resources associated with job burnout have been widely studied by Demerouti et al. (2001), who later developed the Job Demand Resources Model (JD-R). Job demands such as role ambiguity, role conflict, and work overload are known work stressors that have been reported to contribute to job burnout (Karatepe & Sokmen, 2006; Karatepe & Uludag, 2008; Sadiq, 2020). On the other hand, job resources such as job autonomy, supervisor support, and co-worker support lessen job burnout. However, an absence of empirical research using the JD-R model to study the factors causing job burnout in the hospitality industry, particularly for the chef profession (Park et al., 2020), calls for further investigation. Even though burnout is frequently linked to employee exhaustion and disengagement (Gorgievski & Hobfoll, 2008; Sausa & Neves, 2021), this association is not widely accepted in the

hotel sector, especially in Asia. Previous research on burnout has contributed to the vast amount of knowledge on the subject, which has been conducted in various working contexts and occupations (Kasa & Hassan, 2015; Francisco et al., 2016; Park et al., 2020).

Apart from role ambiguity, role conflict, and work overload as major work stressors (Asensio-Martínez et al., 2019; Yousaf et al., 2019), poor communication in the workplace has also been identified as another stress determinant that can cause burnout (Murray-Gibbons & Gibbons, 2007; Chuang & Lei, 2011; Sangaran & Selvanayagam, 2021). However, there is still a lack of information on the interaction between the hotel kitchen and food and beverage departments. Zopiatis and Orphanides (2009) in their study on the level of job burnout among hospitality employees mentioned the importance of intra and inter-departmental interaction, particularly communication and teamwork, in contributing to job burnout. Later, Chuang and Lei (2011), who studied job stress among top-tier casino hotel chefs, suggested investigating the connections between the back and front of the house that may contribute to burnout among kitchen chef personnel. Furthermore, Goncalves (2020) stressed in her study that while communication is critical, research on communicative practices among individuals in kitchen situations is uncommon. The situation could be due to methodological difficulties of acquiring access to such locations. This could also be due to the industrial environment's "noisy" environment that resonates with the kitchen's limitations. Therefore, by considering the number of factors and suggestions by previous researchers, this research will focus on less focused factors to be defined further.

Due to the nature of work in the hospitality industry, many are working under stressful conditions. Workplace stress is a common source of job dissatisfaction (Golbasi et al., 2008). When people negatively judge their workplace, the most prevalent effects are job stress and dissatisfaction (Kalliath & Kalliath, 2013). Job dissatisfaction is frequently cited as a contributing factor in the onset of stress and burnout (Happell et al., 2003; Pines & Keinan, 2005). However, less studies have investigated job dissatisfaction in mediating job burnout within hotel kitchen settings.

Lately, studies related to work stressors and job burnout among hotel employees are getting more and more attention from scholars (Yousaf et al., 2019; Cerasa et al., 2020; Park et al., 2020, Belardi et al., 2021). Many methods have been used to study job stress. Unfortunately, little has been done to cater to the pressures that hotel chefs face (Min & Hong, 2021). Likewise, in the Malaysian context, based on currently available literature, limited studies have been carried out to explore the dimensions of job burnout and how job demand and job resources influence job burnout within the hotel kitchen setting. Despite knowing the stressors causing this phenomenon among hotel kitchen staff in Malaysia, this should be further explained through a qualitative study to explore the cause and effects of this phenomenon. It is crucial to comprehend the root cause to reduce job burnout from jeopardizing the sustainability of the culinary profession. Hence, this study will be a preliminary effort to gain a clear picture of job burnout among hoteliers in Malaysia.

## **1.4 Research objectives**

In conjunction with the above matters, this study was conducted with the primary purpose to investigate work stressors of job burnout among hotel kitchen staff using the extended model of JD-R with the following specific objectives:

1. to examine the effect of intra- and interdepartmental interaction on job burnout among hotel kitchen staff.
2. to investigate the role of job dissatisfaction as a mediator between factors caused and job burnout.
3. to explain further the stressor causing job burnout to reduce or lessen stress in the hotel kitchen setting.

## **1.5 Research questions**

1. How do intra- and interdepartmental interactions predict job burnout among hotel kitchen staff?
2. To what extent does job dissatisfaction mediate between the predictors and job burnout among hotel kitchen staff?
3. How do job characteristics, departmental interaction, and dissatisfaction affect job burnout?

## **1.6 Research contribution**

### **1.6.1 Theoretical aspect**

This study will add to the existing theory by referring to Demerouti et al.'s (2001) JD-R model, which focuses on job characteristics. It is accomplished by increasing the items previously discussed in the existing model and introducing a new construct. Inter- and intradepartmental interaction was introduced as a new constant and significant predictor of job burnout. This study also aims to determine how job dissatisfaction can mediate between the factors contributing to job burnout among the hotel kitchen staff.

### **1.6.2 Practical-managerial aspect**

Besides expanding on existing theory, this study is an effort to assist the management to be informed of the kitchen staff's emotional condition and dissatisfaction while implementing their daily routine at the workplace. The chef is a vital asset to the organization, and the kitchen department is the hotel's heart. Hence, this study can be a stepping-stone to eliminate any job dissatisfaction among chefs that may drive them to leave the organization. This study's findings can also assist managers in handling and



managing job burnout among existing hotel kitchen personnel. Findings from this study can help managers and HR to forecast job burnout and factors related to its early manifestation. The findings are essential for managers and HR to develop appropriate strategies to combat job burnout and enhance employee and organization wellness. Although performance staff decrease (Wen et al., 2020; Cerasa et al., 2021) influences organization productivity (Kosnin et al., 2021), the staff suffering from burnout will not only experience negative psychological states but also experience negative effects to the quality of their interactions with service users (Koo et al., 2020). Thus, by knowing at which level job burnout is experienced by kitchen staff, the management can estimate the source of the job burnout caused by the organization that requires improvement to alleviate job burnout. The measurement result can assist the organization in answering employees' physical and psychological demands by spotting defects through employee job characteristics, physical work environment, and inter-department interaction. It can also provide information on the physical work environment that can lead to stress among hotel kitchen staff seeking improvement on the managerial side. The information from this study can be used to improve the communication system between the back and front of the house and within the kitchen department in the food and beverage department to deliver efficient service and fewer defects in ordering, thus reducing stress on both sides.

### **1.6.3 Academic perspective**

Since job burnout and the nature of work among hotel kitchen staff in Malaysia is scarcely studied, this research finding can be a reference for future researchers with the same interest. Eventually, as other research is done, this study can contribute to enriching the world of knowledge.

### **1.7 Definition of terms**

Creswell (2018) suggests for researchers to define terms so that readers can understand the term used even though they are familiar with them. The following Table 1.1 explains the conceptual and operational definitions used in the study.

**Table 1.1 : Conceptual and operational terms**

Term	Conceptual Definition	Operational Definition	Source
Hospitality industry	Service sector that connects guests and hosts with welcome and delivers great experiences to customers, guests or strangers.	The study focuses on the hotel industry by considering the issue of stress that occurs among hotel employees, including hotel kitchen staff.	Hollander (2022)
Chef	Staff or employees working in kitchens are known as kitchen brigade to ensure that each employee knows his or her role in the kitchen with regard to daily tasks, cooking methods, equipment, and the food produced.	Employees at all positions in the hotel's kitchen who are involved in food production.	Esterhuyse (2021)
Hotel kitchen staff	Staff in kitchen brigade who works in hotel kitchen	All staff at all levels of the kitchen brigade in the hotel's kitchen involved in food production.	Min and Hong (2021)
Work stressor	Events causing stress that create a state of disequilibrium within an individual within the work environment.	All factors related to demand-role conflict, role ambiguity, work overload, physical work environment, inter-and intra-departmental interaction	Daniel (2019)

## 1.8 Summary of chapter

This chapter provides information on the study background. It began by describing the aims of achieving SDG3 “Good Health and Well-being” and the importance of highlighting OSH in targeting mental health issues within the hospitality industry. It also discussed the nature of the hotel industry and the prevalence of job burnout among hotel employees, hotel kitchen staff and general work stressors that relate to occupational stress and job burnout. The chapter ends by highlighting the significance of the study that is theoretically and practically beneficial. The next chapter reviews the literature related to OSH development in the hospitality and hotel industry, the difference between occupational stress and job burnout, the theories involved in job burnout research, and the work stressors that lead to job burnout which formed the basis for the development of the research framework.

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## APPENDICES

### Appendix I

#### Data collection guideline

#### SURVEY

##### Instruction to enumerators:

- Upon the approval from HR, you (chef) will be contacted by a researcher.
- The researcher will pass the questionnaires to you to be distributed to all kitchen staff who are involved in food preparation and production.
- You will be given **TWO WEEKS** to ensure all respondents complete the questionnaires which contain seven (7) sections.
- You must:
  - I. Ensure all respondents who participate in this survey are **ONLY** kitchen staff involved in food preparation and production.
  - II. Ensure all respondents who participate in this survey are **ONE (1) YEAR** and **ABOVE** in service.
  - III. Remind all respondents to answer and complete all seven (7) sections of the questionnaire.
  - IV. Remind the respondents that their response will remain completely anonymous as no personal identification is placed on the questionnaire.
  - V. Remind all respondents to insert the survey form in the envelope provided - seal it – and submit the survey form to you.
  - VI. Distribute the souvenir to each respondent who returns the completed questionnaire to you.
- After two weeks, you must collect and return all completed questionnaires to the researcher.
- Prior to submission of completed questionnaires, you will receive the incentive of Rm8.00 for each questionnaire returned.

##### Arahan kepada enumerator:

- Setelah mendapat kebenaran dari HR, anda (chef) akan dihubungi oleh penyelidik.

- Penyelidik akan menyerahkan borang soal selidik kepada anda untuk diedarkan kepada semua staf dapur yang terlibat di dalam penyediaan dan penghasilan makanan.
- Anda akan diberi masa **DUA (2) MINGGU** untuk memastikan semua responden melengkapkan borang kaji selidik yang mengandungi tujuh (7) seksyen.
- Anda perlu:
  - I. Memastikan semua responden yang terlibat di dalam kajian ini adalah staf dapur yang terlibat di dalam penyediaan dan penghasilan makanan **SAHAJA**.
  - II. Memastikan semua responden yang terlibat di dalam kajian ini telah berkhidmat selama **SETAHUN (1)** dan **KE ATAS**.
  - III. Mengingatkan semua responden untuk melengkapkan kesemua tujuh (7) seksyen borang soal selidik.
  - IV. Mengingatkan responden bahawa maklum balas mereka adalah terpelihara tanpa nama kerana tiada pengenalan diri terdapat dalam borang soal selidik yang diserahkan.
  - V. Mengingatkan responden untuk memasukkan borang yang telah lengkap ke dalam sampul surat yang telah disediakan – gamkan- hantar borang soal selidik kepada anda.
  - VI. Mengedarkan cenderahati kepada setiap responden yang mengembalikan borang soal selidik yang lengkap kepada anda.
- Setelah dua minggu, anda perlu mengumpulkan dan mengembalikan kesemua borang soal selidik yang lengkap kepada penyelidik.
- Setelah menyerahkan kesemua borang soal selidik yang lengkap, anda akan menerima insentif RM8.00 bagi setiap borang yang dihantar.

**Tajuk kajian: The Influence of Work Stressor on Job Burnout among Hotel Kitchen Staff**

**AKUAN PEMULANGAN BORANG SOAL SELIDIK**

- Jumlah borang soal selidik yang diagihkan : \_\_\_\_\_
- Jumlah borang soal selidik yang dikumpulkan semula : \_\_\_\_\_
- Jumlah borang soal selidik yang lengkap : \_\_\_\_\_

Nama : \_\_\_\_\_

Organisasi : \_\_\_\_\_

Tarikh pengagihan: \_\_\_\_\_

Tarikh pengumpulan: \_\_\_\_\_

Nama bank / no. akaun: \_\_\_\_\_

No. siri borang soal selidik: \_\_\_\_\_

Yang benar,

\_\_\_\_\_

Nama :

Tarikh :

## **PENGENALAN KEPADA BORANG KAJI SELIDIK**

Secara umumnya, tujuan utama kajian ini adalah untuk mengukur peranan tekanan budaya kerja (persekitaran fizikal di tempat kerja, ciri-ciri pekerjaan dan hubungan antara / dalaman jabatan) yang boleh mempengaruhi kelesuan upaya kerja di kalangan staf dapur di hotel. Oleh kerana anda bekerja di dapur hotel, apa jua yang akan anda nyatakan adalah sangat penting untuk kajian ini. Oleh itu, kami memohon sedikit masa untuk anda melengkapkan borang ini bagi membolehkan kami mengetahui pandangan anda tentang kelesuan kerja di tempat kerja anda.

Definisi kelesuan upaya kerja:

Kelesuan upaya kerja merupakan tindak balas jangka panjang oleh tekanan emosional dan interpersonal yang kronik terhadap sesuatu pekerjaan. Staf yang mengalami kelesuan kerja akan merasa kurang bertenaga yang seterusnya menjurus kepada tekanan dan kekecewaan, tingkahlaku yang negatif atau tidak wajar terhadap pelanggan dan bahkan hilang keberkesanan terhadap pencapaian mereka.

<b>Seksyen A</b>								
Sila baca setiap pernyataan berikut berkenaan <u>persekitaran fizikal kerja</u> di tempat kerja terkini anda dan bulatkan nombor pilihan anda sama ada: Sangat tidak setuju (1), Sederhana tidak setuju (2), Tidak setuju (3), Neutral (4), Setuju (5), Sederhana setuju (6), Sangat setuju (7).								
<b>Semasa bekerja di dalam dapur untuk melaksanakan tugas harian, saya berpuashati dengan...</b>		Sangat tidak setuju	Sederhana tidak setuju	Tidak setuju	Neutral	Setuju	Sederhana setuju	Sangat setuju
1.	...suhu di dalam ruang kerja saya.	1	2	3	4	5	6	7
2.	...kualiti udara di dalam ruang kerja saya.	1	2	3	4	5	6	7
3.	...tahap bunyi di dalam ruang kerja saya.	1	2	3	4	5	6	7
4.	...jumlah cahaya di dalam ruang kerja saya.	1	2	3	4	5	6	7
5.	...pengedaran cahaya di dalam ruang kerja saya.	1	2	3	4	5	6	7
6.	...bangunan secara keseluruhan (cth: laluan masuk dan keluar, lokasi tangga, lokasi tandas dll)	1	2	3	4	5	6	7
7.	...kebersihan ruang kerja saya pada setiap permulaan hari.	1	2	3	4	5	6	7
8.	...penyelenggaraan peralatan dan perkakasan.	1	2	3	4	5	6	7



<b>Seksyen B</b>								
Sila baca setiap pernyataan berikut berkenaan <u>ciri pekerjaan</u> di tempat kerja terkini anda dan bulatkan nombor pilihan anda sama ada: Sangat tidak setuju (1), Sederhana tidak setuju (2), Tidak setuju (3), Neutral (4), Setuju (5), Sederhana setuju (6), Sangat setuju (7).								
<b>Semasa menjalankan tugas...</b>		Sangat tidak setuju	Sederhana tidak setuju	Tidak setuju	Neutral	Setuju	Sederhana setuju	Sangat setuju
<b>Konflik Peranan</b>								
1.	...saya menerima sesuatu tugas tanpa maklumat yang mencukupi untuk melaksanakannya.	1	2	3	4	5	6	7
2.	...saya menerima sesuatu tugas tanpa tenaga kerja yang mencukupi untuk menyelesaikannya.	1	2	3	4	5	6	7
3.	...saya melakukan kerja yang boleh diterima oleh seseorang tetapi tidak bagi yang lain.	1	2	3	4	5	6	7
4.	...saya bekerja dengan dua atau lebih kumpulan yang berbeza cara beroperasi.	1	2	3	4	5	6	7
5.	...saya menerima arahan yang tidak sama dari dua atau lebih orang.	1	2	3	4	5	6	7
6.	...saya perlu melakukan kerja yang perlu dilakukan dengan cara yang berbeza.	1	2	3	4	5	6	7
<b>Kesamaran Peranan</b>								
1.	...saya mempunyai matlamat dan objektif yang jelas untuk pekerjaan saya.	1	2	3	4	5	6	7
2.	...saya tahu dengan jelas apa yang diharapkan dari saya.	1	2	3	4	5	6	7
3.	...saya tahu apakah tanggungjawab saya.	1	2	3	4	5	6	7
4.	...saya pasti tentang berapa banyak kuasa yang saya ada.	1	2	3	4	5	6	7
5.	...saya tahu saya telah menguruskan masa saya sebaiknya.	1	2	3	4	5	6	7
<b>Bebanan Kerja</b>								
1.	...saya mempunyai masa yang cukup untuk menyelesaikan semua perkara dalam pekerjaan saya.	1	2	3	4	5	6	7
2.	...saya tidak tertanggung dengan bebanan kerja saya setiap hari.	1	2	3	4	5	6	7
3.	...saya perlu bekerja sangat keras dalam pekerjaan saya.	1	2	3	4	5	6	7
4.	...saya perlu bekerja dengan pantas dalam pekerjaan saya.	1	2	3	4	5	6	7
<b>Autonomi Pekerjaan</b>								
1.	...saya boleh memilih cara tersendiri untuk melakukan pekerjaan saya.	1	2	3	4	5	6	7
2.	...saya boleh mengubahsuai objektif pekerjaan saya.	1	2	3	4	5	6	7
3.	...pekerjaan saya menghadkan saya untuk melakukan pekerjaan yang lain.	1	2	3	4	5	6	7
4.	...saya tidak mempunyai kawalan ke atas aturan aktiviti kerja saya.	1	2	3	4	5	6	7
	...saya tidak mempunyai apa-apa kawalan terhadap	1	2	3	4	5	6	7

5.	masa bila saya patut berhenti bekerja setiap hari.								
<b>Sokongan Penyelia</b>									
1.	...penyelia saya memberi sokongan apabila saya mempunyai masalah peribadi.	1	2	3	4	5	6	7	
2.	...penyelia saya membantu saya apabila saya mempunyai masalah peribadi.	1	2	3	4	5	6	7	
3.	...penyelia saya memahami apabila saya berbincang mengenai isu peribadi.	1	2	3	4	5	6	7	
4.	...penyelia saya sangat mengambil peduli tentang kesan masalah peribadi terhadap prestasi saya.	1	2	3	4	5	6	7	
<b>Sokongan Rakan Sekerja</b>									
1.	...rakan sekerja saya <u>memberi sokongan</u> apabila saya mempunyai masalah peribadi.	1	2	3	4	5	6	7	
2.	...rakan sekerja saya <u>membantu</u> saya apabila saya mempunyai masalah peribadi.	1	2	3	4	5	6	7	
3.	...rakan sekerja saya memahami apabila saya berbincang mengenai isu peribadi.	1	2	3	4	5	6	7	
4.	...rakan sekerja saya sangat mengambil peduli tentang kesan masalah peribadi terhadap prestasi saya.	1	2	3	4	5	6	7	

**Seksyen C**

Sila baca setiap pernyataan berikut berkenaan hubungan anda dengan Jabatan Perkhidmatan F&B di tempat kerja terkini anda (dapur) dan bulatkan nombor pilihan anda sama ada: Sangat tidak setuju (1), Sederhana tidak setuju (2), Tidak setuju (3), Neutral (4), Setuju (5), Sederhana setuju (6), Sangat setuju (7).

<b>Berdasarkan pengalaman berurusan dengan Jabatan Perkhidmatan F&amp;B semasa melaksanakan tugas harian...</b>		Sangat tidak setuju		Tidak setuju	Neutral	Sederhana setuju		Sangat setuju
		1	2			6	7	
1.	...saya boleh menyuarakan perancangan dan kemajuan secara langsung kepada staf Jabatan Perkhidmatan F&B.	1	2	3	4	5	6	7
2.	...saya boleh menyuarakan cadangan perubahan secara langsung kepada staf Jabatan Perkhidmatan F&B.	1	2	3	4	5	6	7
3.	...saya menerima maklumbalas berkenaan pencapaian produksi daripada staf Jabatan Perkhidmatan F&B pada setiap akhir sesuatu acara.	1	2	3	4	5	6	7
4.	...saya boleh meminta khidmat nasihat daripada staf Jabatan Perkhidmatan F&B sebelum membuat sesuatu keputusan terhadap tugas yang diberikan.	1	2	3	4	5	6	7
5.	...staf Jabatan Perkhidmatan F&B boleh mendengar apa jua cadangan dari saya.	1	2	3	4	5	6	7
6.	...saya sentiasa menerima sokongan yang baik dari staf Jabatan Perkhidmatan F&B apabila berhadapan dengan masalah semasa melakukan tugas.	1	2	3	4	5	6	7
7.	...staf dapur dan staf Jabatan Perkhidmatan F&B memahami setiap kekuatan dan kelemahan masing-masing.	1	2	3	4	5	6	7
8.	...staf dapur dan staf Jabatan Perkhidmatan F&B menghormati antara satu sama lain.	1	2	3	4	5	6	7
9.	...staf dapur dan staf Jabatan Perkhidmatan F&B mempunyai kaedah yang berkesan dalam menyelesaikan konflik antara ahli pasukan.	1	2	3	4	5	6	7
10.	...staf dapur dan staf Jabatan Perkhidmatan F&B mengetahui nama setiap ahli pasukan semasa mengendalikan sesuatu acara.	1	2	3	4	5	6	7
11.	...staf dapur dan staf Jabatan Perkhidmatan F&B berkongsi visi tentang bagaimana untuk menambah baik pencapaian secara berterusan.	1	2	3	4	5	6	7

**Seksyen D**

Adakah dapur anda dibahagikan kepada beberapa jabatan (outlet)?

YA       TIDAK

Sila ABAIKAN Seksyen D sekiranya jawapan adalah TIDAK. Sila JAWAB Seksyen D jika jawapan adalah YA.

Sila baca setiap pernyataan berikut berkenaan hubungan anda dengan jabatan (outlet) lain di dalam dapur anda dan bulatkan nombor pilihan anda sama ada: Sangat tidak setuju (1), Sederhana tidak setuju (2), Tidak setuju (3), Neutral (4), Setuju (5), Sederhana setuju (6), Sangat setuju (7).

Berdasarkan pengalaman saya, berurusan dengan staf dapur yang lain setiap hari...								
		Sangat tidak setuju	Sederhana tidak setuju	Tidak setuju	Neutral	Setuju	Sederhana setuju	Sangat setuju
1.	...saya menerima maklumbalas berkenaan pencapaian produksi daripada staf dapur yang lain pada setiap akhir sesuatu acara.	1	2	3	4	5	6	7
2.	...staf dapur yang lain boleh mendengar apa jua pandangan saya.	1	2	3	4	5	6	7
3.	...saya boleh menyampaikan perubahan secara terus kepada staf dapur yang lain.	1	2	3	4	5	6	7
4.	...saya boleh menyampaikan perancangan dan kemajuan secara terus kepada staf dapur yang lain.	1	2	3	4	5	6	7
5.	...saya boleh meminta khidmat nasihat daripada staf dapur yang lain sebelum membuat apa-apa keputusan terhadap tugas yang diberikan.	1	2	3	4	5	6	7
6.	...apabila berhadapan dengan masalah- masalah semasa melaksanakan tugas, saya sentiasa menerima sokongan yang baik daripada staf dapur yang lain.	1	2	3	4	5	6	7
7.	...staf dapur menghormati antara satu sama lain.	1	2	3	4	5	6	7
8.	...staf dapur mempunyai kaedah yang berjaya dalam menyelesaikan konflik antara ahli pasukan.	1	2	3	4	5	6	7
9.	...staf dapur yang lain berkongsi visi bagaimana untuk penambahbaikan.	1	2	3	4	5	6	7
10.	...staf dapur memahami setiap kekuatan dan kelemahan yang lain.	1	2	3	4	5	6	7
11.	...staf dapur mengetahui nama setiap ahli pasukan semasa mengendalikan sesuatu acara.	1	2	3	4	5	6	7

**Seksyen E**

Sila baca setiap pernyataan berikut berkenaan ketidakpuasan kerja di tempat kerja terkini anda dan bulatkan nombor pilihan anda sama ada: Sangat tidak setuju (1), Sederhana tidak setuju (2), Tidak setuju (3), Neutral (4), Setuju (5), Sederhana setuju (6), Sangat setuju (7).

<b>Penyataan</b>		<b>Skala</b>						
		Sangat tidak setuju	Sederhana tidak setuju	Tidak setuju	Neutral	Setuju	Sederhana setuju	Sangat setuju
1.	Saya merasa cukup berpuashati dengan pekerjaan saya sekarang.	1	2	3	4	5	6	7
2.	Saya sememangnya suka dengan kerja saya.	1	2	3	4	5	6	7
3.	Pekerjaan saya agak menarik.	1	2	3	4	5	6	7
4.	Saya menemui kegembiraan yang sebenar dalam kerja saya.	1	2	3	4	5	6	7
5.	Hampir setiap hari saya bersemangat dengan kerja saya.	1	2	3	4	5	6	7

<b>Seksyen F</b>								
Sila baca setiap pernyataan berikut berkenaan <u>dimensi kelesuan upaya kerja</u> di tempat kerja terkini anda dan bulatkan nombor pilihan anda sama ada: Sangat tidak setuju (1), Sederhana tidak setuju (2), Tidak setuju (3), Neutral (4), Setuju (5), Sederhana setuju (6), Sangat setuju (7).								
<b>Pernyataan</b>		Sangat tidak setuju	Sederhana tidak setuju	Tidak setuju	Neutral	Setuju	Sederhana setuju	Sangat setuju
<b>Keletihan Emosional</b>								
1.	Saya merasa kekosongan emosi dengan kerja saya.	1	2	3	4	5	6	7
2.	Saya merasa kehabisan tenaga pada setiap penghujung hari kerja.	1	2	3	4	5	6	7
3.	Saya merasa lesu apabila bangun pagi dan perlu menghadapi hari kerja yang seterusnya.	1	2	3	4	5	6	7
4.	Bekerja dengan orang sepanjang hari membuatkan saya berasa tegang emosi.	1	2	3	4	5	6	7
5.	Saya merasa kelesuan upaya kerja disebabkan oleh pekerjaan saya.	1	2	3	4	5	6	7
6.	Saya merasa kecewa dengan pekerjaan saya.	1	2	3	4	5	6	7
7.	Saya terpaksa bekerja keras dalam pekerjaan saya.	1	2	3	4	5	6	7
8.	Bekerja dengan orang secara langsung memberi banyak tekanan kepada saya.	1	2	3	4	5	6	7
9.	Saya rasa sudah mencapai had kesabaran saya.	1	2	3	4	5	6	7
<b>Depersonalisasi</b>								
1.	Saya memperlakukan sesetengah rakan sekerja seolah-olah mereka 'objek' yang asing.	1	2	3	4	5	6	7
2.	Saya menjadi seorang yang tidak mempunyai perasaan terhadap orang lain semenjak saya menjawat pekerjaan ini.	1	2	3	4	5	6	7
3.	Saya bimbang pekerjaan ini akan menjadikan saya seorang yang keras hati.	1	2	3	4	5	6	7
4.	Saya tidak ambil peduli apa yang berlaku terhadap sesetengah rakan sekerja.	1	2	3	4	5	6	7
5.	Saya merasakan rakan sekerja menyalahkan saya di atas sesetengah masalah mereka.	1	2	3	4	5	6	7
<b>Pencapaian Peribadi</b>								
1.	Saya boleh memahami dengan mudah bagaimana perasaan rakan sekerja terhadap sesuatu perkara.	1	2	3	4	5	6	7
2.	Saya menangani masalah rakan sekerja dengan sangat berkesan.	1	2	3	4	5	6	7
3.	Saya secara positifnya mempengaruhi kehidupan rakan sekerja melalui kerja saya.	1	2	3	4	5	6	7
4.	Saya merasa sangat bertenaga.	1	2	3	4	5	6	7
5.	Saya dengan mudah dapat mencipta suasana yang tenang dengan rakan sekerja.	1	2	3	4	5	6	7
6.	Saya merasa gembira setelah bekerja secara rapat dengan rakan sekerja.	1	2	3	4	5	6	7
7.	Saya telah mencapai banyak hal yang bermanfaat dalam pekerjaan ini.	1	2	3	4	5	6	7
8.	Saya menangani masalah emosi dengan sangat tenang.	1	2	3	4	5	6	7

## Seksyen G: Ciri-ciri Sosio-Demografik

### 1. Ranking / bintang hotel yang anda sedang bekerja:

<input type="checkbox"/>	5 bintang
<input type="checkbox"/>	4 bintang
<input type="checkbox"/>	3 bintang

### 2. Umur :

<input type="checkbox"/>	20 tahun dan ke bawah
<input type="checkbox"/>	21 – 35 tahun
<input type="checkbox"/>	36 – 40 tahun
<input type="checkbox"/>	41 – 55 tahun

### 3. Bangsa :

<input type="checkbox"/>	Melayu
<input type="checkbox"/>	Cina
<input type="checkbox"/>	India
<input type="checkbox"/>	Lain-lain. Sila nyatakan: _____

### 4. Jantina :

<input type="checkbox"/>	Lelaki
<input type="checkbox"/>	Perempuan

### 5. Status perkahwinan :

<input type="checkbox"/>	Bujang
<input type="checkbox"/>	Berkahwin
<input type="checkbox"/>	Duda / janda

### 6. Tahap pendidikan tertinggi:

<input type="checkbox"/>	Sekolah rendah
<input type="checkbox"/>	Sekolah menengah
<input type="checkbox"/>	Diploma dan lain-lain yang setaraf
<input type="checkbox"/>	Ijazah
<input type="checkbox"/>	Lain-lain. Sila nyatakan: _____

### 7. Sila nyatakan pendapatan bulanan anda :

\_\_\_\_\_

8. **Jabatan (Outlet) yang ditugaskan :**

	Dapur utama		Coffee house
	Dapur sejuk		Bankuasi
	Dapur pastri		Butchery
	Dapur persediaan		Lain-lain. Sila nyatakan: _____

9. **Berapa lamakah anda telah bekerja di dalam industri perhotelan?**

\_\_\_\_\_

10. **Berapa lamakah anda telah bekerja di dalam dapur ini?**

\_\_\_\_\_

11. **Jawatan terkini :**

	<i>Executive Chef</i>		<i>Chef de partie</i>
	<i>Executive Sous Chef</i>		<i>Commis 1</i>
	<i>Sous Chef</i>		<i>Commis 2</i>
	<i>Junior Sous Chef</i>		<i>Commis 3</i>
	<i>Senior Chef de partie</i>		Lain-lain. Sila nyatakan: _____

12. **Sila senaraikan TIGA jabatan (outlet) di dalam dapur yang paling kerap anda berurusan semasa mengendalikan tugas harian. Nyatakan jabatan berkenaan berdasarkan skala: Paling kerap (1) → Kadang-kadang (3)**

Senarai jabatan dapur (outlet)					
A	Main kitchen / Dapur utama	E	Preparation kitchen / Dapur penyediaan	I	Chinese / Cina
B	Cold kitchen / Dapur sejuk	F	Banquet / bankuasi	J	Lain-lain (sila nyatakan)
C	Pastry kitchen / Dapur pastri	G	Butchery		
D	Western kitchen / Dapur barat	H	Coffee house		

**Contoh :**

1.          B
2.          D
3.          J ( Japanese kitchen)

**Jawapan:**

- Paling kerap ↓ 1.
2.
- Kadang-kadang ↓ 3.

Terima kasih kerana mengambil bahagian dalam kajian ini. Semua jawapan daripada kajian ini dijamin sulit.



## Appendix III

### Interview Protocol

#### INTERVIEW PROTOCOL

**Name:** Arniedyantie Abdul Hadi

**Nama:** Arniedyantie Abdul Hadi

**Name of study:** The Influence of work-life stressor on Job Burnout Among Hotel Kitchen Staff in Malaysia

**Tajuk kajian:** Pengaruh Tekanan Kerja-kehidupan terhadap Kelesuan Upaya Kerja di kalangan Kakitangan Dapur Hotel di Malaysia.

Introduction (10 minutes)

*Pengenalan (10 minit)*

- Thank you for coming today  
*Terima kasih kerana sudi datang pada hari ini*
- Introduce myself  
*Memperkenalkan diri*
- Purpose of the discussion  
*Tujuan perbincangan*

Today, I would like to discuss with you several factors that contribute to job burnout among hotel kitchen staff. Based on my research study, I have found 6 factors that significantly cause job burnout among the staff:

*Hari ini, saya ingin membincangkan dengan anda beberapa faktor yang menyumbang kepada kelesuan upaya kerja di kalangan kakitangan dapur. Berdasarkan kajian, saya telah menemui enam faktor signifikan yang menyebabkan kelesuan upaya kerja di kalangan kakitangan.*

- 1) Intradepartmental teamwork  
*Kerja berpasukan antara jabatan (outlet) di dalam dapur*
- 2) Job autonomy  
*Autonomi pekerjaan*
- 3) Role conflict  
*Konflik peranan*
- 4) Supervisor support  
*Sokongan penyelia*
- 5) Work overload  
*Bebanan kerja*
- 6) Job dissatisfaction  
*Ketidakpuasan kerja*

So, I would like to seek your opinion OR based on your own personal experience, how each of the factors could lead to job burnout among the kitchen staffs.

Oleh itu, saya ingin meminta pendapat ATAU berdasarkan pengalaman peribadi anda, bagaimana setiap faktor ini boleh membawa kepada kelesuan upaya kerja di kalangan kakitangan dapur

- Informed consent

*Kebenaran maklumat informan*

Keypoints:

*Kunci utama:*

1. The purpose of the study is to investigate further the significant factors on influencing job burnout among hotel kitchen staff.

*Tujuan kajian ini adalah untuk mengkaji dengan lebih mendalam berkenaan faktor-faktor signifikan yang mempengaruhi kelesuan upaya kerja di kalangan kakitangan dapur hotel.*

2. Your identity will not be linked to your responses. That we will not report any information that could potentially make you identifiable, for instance your name or personal characteristics.

*Identiti anda tidak akan dikaitkan dengan maklum balas anda. Kami tidak akan melaporkan sebarang maklumat yang berpotensi mengakibatkan anda dikenalpasti, sebagai contoh nama atau karakter personaliti anda.*

3. The data we will collect and will remain confidential. Only research team member will have access.

*Kami akan mengumpul data dan mengekalkan kesulitannya. Hanya ahli kajian sahaja yang dibenarkan mengakses.*

4. You have the right to withdraw from the study at any time. You can choose to leave or not to answer any questions asked should you feel uncomfortable at any time during our discussion of your experiences.

*Anda mempunyai hak untuk menarik diri dari kajian ini pada bila-bila masa. Anda boleh memilih untuk meninggalkan atau tidak menjawab mana-mana soalan yang ditanya sekiranya merasa tidak selesa pada bila-bila masa semasa perbincangan berkenaan pengalaman anda.*

### **Interview Guide (Panduan temubual)**

#### **A. Introduction and demographic information**

##### ***A. Pengenalan dan maklumat demografik***

1. Tell me about yourself?

*1. Boleh ceritakan kepada saya berkenaan diri anda?*

2. From which department are you?

*2. Anda dari jabatan mana?*

3. How long have you been in this hotel?

*3. Berapa lamakah anda berada di hotel ini?*

**B. Research question 1. How does intradepartmental teamwork, job autonomy, role conflict, supervisor support and work load influence the job burnout among hotel kitchen staff? Soalan kajian 1. Bagaimana kerja berpasukan antara jabatan di dalam dapur, autonomi pekerjaan, konflik peranan, sokongan penyelia dan beban kerja mempengaruhi kelesuan upaya kerja di kalangan kakitangan dapur hotel?**

OK, let's discuss about the first factor - Intradepartmental teamwork....

**OK, mari kita bincang berkenaan faktor yang pertama- kerja berpasukan antara jabatan (outlet) di dalam dapur...**

1. Can you explain why teamwork among kitchen department staffs is very important?  
*Boleh anda terangkan kenapa kerja berpasukan di antara kakitangan jabatan (outlet) adalah sangat penting?*
2. **How do you increase teamwork to achieve that?( probing)**  
*Bagaimana anda meningkatkan kerja berpasukan untuk mencapainya?*
3. In your opinion, how does poor teamwork among kitchen department staffs lead to higher job burnout? (SPECIFIC)  
*Pada pendapat anda, bagaimana kerja berpasukan yang lemah di kalangan kakitangan dapur boleh membawa kepada kelesuan upaya kerja yang tinggi?(khusus)*

**The next factor is Job autonomy.....**

**Faktor seterusnya ialah autonomi pekerjaan...**

4. What type of job autonomy usually **practice** or given to the kitchen staff?  
*Apakah jenis autonomi pekerjaan yang biasanya diberikan atau dipraktikkan kepada kakitangan dapur?*
5. **How far does this autonomy been given to the staff?(how they limit or allow-probing) Sejauh mana autonomi ini diberikan kepada kakitangan dapur?**
6. If the kitchen staff were given the autonomy, why this factor still can lead to job burnout? (GENERAL)  
*Jika kakitangan dapur diberikan autonomi, kenapa faktor ini masih boleh membawa kepada kelesuan upaya kerja(umum)*

**We move on to the next factor - Role conflict**  
***Kita ke faktor yang seterusnya- konflik peranan***

Before proceed with the questions, researcher elaborate on role conflict definition.

- 7 Based on the definition, can you give any example of role conflict that happen in your kitchen? *Berdasarkan definisi, boleh anda beri apa jua contoh konflik peranan yang berlaku di dalam dapur anda?*
- 8 Why roles conflict can cause burnout among kitchen staff? (GENERAL)  
*Kenapa konflik peranan boleh menyebabkan kelesuan upaya di kalangan kakitangan dapur? (umum)*
- 9 In your opinion, why higher role conflict can result in higher job burnout among the kitchen staffs? (GENERAL)  
*Pada pendapat anda, kenapa konflik peranan yang tinggi boleh menyebabkan kelesuan upaya kerja yang tinggi dikalangan kakitangan dapur?(umum)*

**The next factor is- Supervisor support**  
***Faktor seterusnya- sokongan penyelia***

- 10 In your opinion, how does the support from supervisor can lessen job burnout?  
*Pada pendapat anda, bagaimana sokongan penyelia boleh mengurangkan kelesuan upaya kerja?*  
  
*How supervisor support influence job burnout (in mind)*
- 11 How does supervisor support increase job satisfaction among kitchen staff?  
*Bagaimana sokongan penyelia dapat meningkatkan kepuasan kerja dikalangan kakitangan dapur?*

**We move on to Work overload..**  
***Kita teruskan ke bebanan kerja...***

- 12 From your experience, why workload happen?  
*Daripada pengalaman anda, kenapa bebanan kerja berlaku?*
- 13 In your opinion, how the delegation of task must be done to lower the stress that may lead to burnout?  
*Pada pendapat anda, bagaimana pembahagian tugas perlu dilakukan untuk mengurangkan tekanan yang boleh membawa kepada kelesuan upaya?*

**We have come to the last factor - Job dissatisfaction. The study showed kitchen staff dissatisfaction towards several factors lead to job burnout. ..**  
***Kita sampai kepada faktor yang terakhir- ketidakpuasan kerja. Kajian menunjukkan kakitangan yang tidak berpuas hati terhadap beberapa faktor membawa kepada kelesuan upaya..***

- 14 The first factor is staff **communication within department**. In your opinion, how does communication interaction within department can contribute to job dissatisfaction among kitchen staff?

*Faktor yang pertama adalah komunikasi kakitangan dalam jabatan (outlet). Pada pendapat anda, bagaimana interaksi komunikasi di dalam jabatan boleh menyumbang kepada ketidakpuasan kerja di kalangan kakitangan dapur?*

- 15 Can you give example how poor communication interaction can contribute to job burnout?

*Bolehkah anda berikan contoh bagaimana interaksi komunikasi yang lemah boleh menyumbang kepada kelesuan upaya kerja?*

- 16 The second factor is **physical work environment**. While working in the kitchen, what types of physical work environment that most of the kitchen staff expected to be comfortable?

*Faktor yang kedua adalah persekitaran fizikal kerja. Semasa bekerja di dalam dapur, apakah jenis persekitaran fizikal kerja yang paling diharapkan untuk selesa oleh kakitangan?*

**C. I also have some additional questions....**

*Saya ada beberapa soalan tambahan...*

- 17 Beside the factors discussed, do you think there is any other factors that may influence job burnout among hotel kitchen staff?

*Selain daripada faktor-faktor yang dibincangkan, adakah anda rasamasih ada faktor-faktor lain yang mungkin mempengaruhi kelesuan upaya kerja di kalangan kakitangan dapur hotel?*

- 18 In your opinion, what are the best strategies to overcome job burnout among hotel kitchen staff? Pada pendapat anda, apakah strategi yang terbaik untuk mengatasi kelesuan upaya kerja di kalangan kakitangan dapur hotel?

**D. Closing and thank you (5 minutes)**

*Penutup dan terima kasih (5 minit)*

- 19 Is there anything else that you would like to discuss that I did not specifically mentioned?

*Adakah apa-apa lagi yang anda ingin bincangkan yang saya tidak sebutkan secara khusus?*

Thank you for your precious time today. As mentioned earlier, I have procedure in place to keep this information confidential and it only will be used for this research project. You will receive a copy of the written transcripts from this interview for your review.

*Terima kasih di atas waktu anda yang berharga pada hari ini. Seperti yang telah dinyatakan sebelum ini, saya mempunyai prosedur untuk memastikan semua maklumat ini adalah sulit dan ia hanya akan digunakan untuk tujuan kajian semata. Anda akan menerima satu salinan transkrip temubual ini untuk semakan anda.*

## Appendix IV

### Papers published



#### **Factors of Job Burnout among Chefs in Malaysia**

Arniefantie Abdul Hadi, Ungku Fatimah Ungku Zainal Abidin, Mohhidin Othman, Norfezah Md Nor

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### **Factors of Job Burnout among Chefs in Malaysia**

Arnieyantie Abdul Hadi<sup>1</sup>, Ungku Fatimah Ungku Zainal Abidin<sup>2</sup>, Mohhidin Othman<sup>2</sup>, Norfezah Md Nor<sup>1</sup>

<sup>1</sup>Faculty of Hotel and Tourism Management, Universiti Teknologi MARA Cawangan Pulau Pinang, Malaysia.

<sup>2</sup>Faculty of Food Science & Technology, Universiti Putra Malaysia, 43400 UPM Serdang, Selangor, Malaysia.

### **Abstract**

Job burnout in the service industry can bring harmful impact compared to nonservice industries. Chef professions are frequently exposed to negative physical and psychological demand, such as tight time constraint within poor physical working environment. This unfavorable condition can be tiring and may develop towards job burnout. Many factors of job burnout have been widely identified by human resource researchers, however with less focused within the food and beverage industry specifically on Malaysian kitchen workers. The objective of this study is to identify the predictors of job burnout by adopting the job demand resources (JD-R) model. This study adopted desk research and systematic review on previous literature regarding job burnout in service industry. This study found that role conflict, job autonomy, physical work environment and job satisfaction are the factors of job burnout. The output of this study may assist managers on identifying the factors of job burnout that may affect their staff performance. Apart from that, the result may also assist managers to develop strategies to combat job burnout in the workplace.

**Keywords:** Job Burnout, Hospitality Industry, Hotel, Kitchen Staff, Chef

### **Introduction**

It is undeniable that hospitality industry is a highly stressful industry (Kim et al., 2007; Wildes, 2007). These closely related to the nature of its work as it is a labor intensive and involve frequent rotations, work overload and anti-social working hours (Anderson et al., 2002; Chiang et al., 2010). Furthermore, working in hospitality industry also is characterized by its requisition on close cooperation between departmental and personnel, time pressure and elastic demand. Hence, working in hospitality industry can be tiring for employees who must deal with a demanding work tempo, complex procedures and intensive interpersonal relations at every step of their working day (Birdir & Tepeci, 2003).

Past research has reported the job stress experienced by chefs and within the hospitality industry (Papadoupoulou- Bayliss et al., 2001; Murray-Gibbons & Gibbons, 2007; Kim et al., 2007 & Wildes, 2007). These has been supported by current research that suggests chefs often work in stressful, unstable, highly bureaucratic and unpleasant work environment (Rowley & Purcell, 2001) that might have exposed chefs to the job stress. Researcher has visualized typical work as chefs that sacrifice their lives by spending most of their time into their professions instead of their family (Borchgrevink et al., 2001). Working as a chef required certain and specific skills, passion and knowledge. However, in conjunction to high demand in daily occupational activities, they are frequently exposed to negative physical and psychological demands such as tight time constraints and high levels of perfectionism within a hot and cramped working environment that leads to occupational stress among chef (Murray-Gibbons & Gibbons, 2007). One of the adverse effects of job stress is job burnout. Job burnout can be defined as a 'syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do people-work of some kind (Maslach & Jackson, 1981). According to Maslach and Leiter (2005), job burnout emerged when there is significant disharmony between nature of person's job and the nature of the person doing the job.

Pertaining to the job burnout, over last 20 years, increasing evidence has documented the occupational stress experienced by chefs within the hospitality industry compared to other occupational groups (Murray-Gibbons & Gibbons, 2007). This phenomenon related to the long history of retention in hospitality industry (Hinkin & Tracey., 2000; Pizam & Thornburg, 2000) and seriously felt in cooking profession (National Restaurant Association, 2004). Various studies have been carried out on this matter and the findings demonstrated a few factors contribute to this situation including length of working hours, pressure of work and poor job design. In addition, Zellars et al. (2000) also stated that high level of burnout usually leads to employee dissatisfaction and high turnover rates. This finding was also supported by Prattern (2003) in his study among British culinary employees discovered a variety of problems including cramped work conditions, long working hours, low wages and lack of training were major reasons for turnover. If the burnout of individuals is less concern, it would result in a loss of productivity or quality of their work, as well as reductions in morale, psychological or physical health. Meanwhile, for the organization, such individual present a serious cost- issue in terms of absenteeism or turnover, productivity losses or healthcare expenses (Gill et al., 2006; Gillespie et al., 2001).

The Malaysian Hotel industry shows a slight of growth after strongly affected by the worldwide economic recession in 2009. According to Economic Census (2011) in Accommodation Service report in (2012), direct employment in the hotel industry shows an increment by 5.6 percent from 104,545 in 2009 to 110, 535 in 2010. This indicates that serious precaution must be taken to minimize the exposure of hospitality industries employees to job burnout.



A number of approaches have been made in previous study focusing on managerial and organizational aspect within the organization to gain better understanding on job burnout (Shen & Huang, 2012; Kang et al., 2010; Neill & Xiao, 2010; Dasgupta, 2012). However, few studies have directly investigated the effect of physical work environment on psychological aspect even though a few studies did mention that poor working condition in kitchen has been linked to stress and burnout among chef (Chuang & Lei, 2011; Murray-Gibbons & Gibbons, 2007). Apart from that, job characteristic within hotel kitchen staff in Malaysia also remain less focused. As for these reasons, this study will review the role of role conflict, job autonomy, physical work environment and job dissatisfaction as predictors on influencing job burnout among hotel kitchen staff in Malaysia.

### **Reviewing the Literature**

This study attempts to review the existing literature on job burnout and its predictors in particular role conflict, job autonomy, physical work environment and job dissatisfaction in hospitality industry. Job Demand Resources (JD-R) model will be referred throughout the discussion.

### **Job Burnout**

This paper is based on conceptual work from a collection of books and published journals within the hospitality industry. The job burnout was first discovered by Maslach and Jackson in 1981 by developing the Maslach Burnout Inventory (MBI). Together, Maslach and Jackson categorized burnout into three dimensions known as emotional exhaustion (EE), depersonalization (DP) and personal accomplishment (PA). Later on, Maslach and Leiter in 1988 has initially explored job burnout using qualitative approach and significantly develop the process model specifying the developmental sequence of the phenomenon. EE is interpreted and characterized by lack of energy and feeling of emotional resources is used up due to excessive psychological and physical demands which bring tension and frustration to workers as they are unable to perform their job and gradually lose their usual sense of responsibility towards clients and customers. DP characterized by negative and inappropriate attitudes towards customers, loss of idealism and withdrawal. PA characterized by a loss of efficiency and capability, low morale and inability to cope and this syndrome is the tendency to evaluate one negatively, particularly with regards to one's work with clients (Murray-Gibbons & Gibbons, 2007).

Previous studies have conceptualized job characteristics as the degree of variety, autonomy, task identity, task significance and feedback that employee perceive in their job in organization (Özturk et al., 2014). Variety indicates whether a job requires different activities such as the use of different skills in the workplace, task identity indicates whether the job requires the completion of the entire work from beginning to the end, task significance means the degree to which job affects the lives or work of other people, autonomy is the degree to which employees can have substantial

freedom, independence and discretion in scheduling the work and determining the procedures during work while feedback can be from the job itself or agents; employee can get information about the effectiveness of their performance while carrying out jobs and from supervisors or co-workers. Job characteristics can be classified into two: job demand and job resources (Demerouti et al., 2001).

Later on, theory of Job-Demand-Resources (JD-R) is the widely known latest theory and model leads to employee burnout process (Demerouti et al., 2001). This model has classified job burnout antecedent into two: job demand and job resources, known as job characteristics. In general, job demands lead to employee burnout by requiring substantial physical and or psychological efforts. It is not necessarily negative but can turn out to be job stressors when meeting those demands requires high effort from each employee (Meijman & Mulder, 1998). Job demand refers to that physical, psychological, social or organizational aspect of the job that requires sustained physical and or psychological cost. Furthermore, job demand can also be interpreted as physical, social or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological cost (Demerouti et al., 2001)- role conflict can be classified as job demand (Kim et al., 2007). Meanwhile, job resources refer to those physical, psychological, social or organizational aspects of the job that are either or functional in achieving work goals, reduce job demand and development. Examples of job resources such as social support, autonomy, control coping, performance feedback, organizational support and participation in decision making. All of these assist in reducing job demands, thereby helping to decrease the feeling of job burnout. JD-R model provides useful guidelines to develop relationship between physical work environment and job characteristics towards job burnout among hotel kitchen staff in Malaysia. In addition, paucity of empirical research using JD-R model to study job burnout in hospitality industry particularly chef profession (Karatepe, 2009) seeking further investigation.

#### **Factors of Job Burnout Role Conflict**

It has been reported that job demands have been positively associated with emotional exhaustion and depersonalization but negatively correlated to personal accomplishment. According to Karatepe and Uludag (2008), role conflict occurs when individual have incompatible job demands from various parties such as customers, co-workers, and managers and find that they are incapable of satisfying all job demands at the same time. In chef profession, Mcfadden (2013) reported that chefs who climb the ladder for career development are responsible for many duties including menu planning, budgets, managing people and compliance hence can be a good example of inconsistent demand. Furthermore, according to Karatepe and Uludag (2008), individuals who are confronted with role conflict experienced emotional exhaustion. This finding also supported by Lee and Ashforth (1996), in their meta-analytic study, reported that role conflict was significantly and positively correlated with emotional exhaustion. When employees are prone to high levels of EE, DP and PA, their job performance

starts to erode because employee is no longer possess adequate resources to cope with difficulties that stem from the three components of burnout. Hsieh and Hsieh (2003) found evidence in the manufacturing and service sectors of Taiwan that the previously

mentioned role stressors had significant positive effects on employees' emotional exhaustion and depersonalization. They further indicated that role ambiguity was significantly and positively associated with diminished personal accomplishment whereas role conflict was not. Later, Piko (2006) also reported similar findings regarding the impact of role conflict on the three dimension of burnout for a sample of healthcare employees. Karatepe and Uludag (2008) in their study within hospitality industry using a sample of frontline hotel employees in Northern Cyprus has found that two major job demands, role conflict and ambiguity exacerbate frontline EE and DP. The results reported are constant with those of Babacus et al., (1999), Hsieh and Hsieh (2003) and Lee and Ashforth (1996). Based on aforementioned literature, the following hypotheses are proposed.

H1        Role conflict will significantly influence job burnout

### **Job Autonomy**

Job autonomy defined as the degree of control a worker has over their own immediate scheduling and tasks (Lieu et al., 2005). Among hotel and restaurant work environment, problems due to autonomy comprising lack of control in and over work, no time for breaks and vagueness in finishing work time (European Agency for Safety and Health at Work, 2008). The relationship between perceived job autonomy and work's psychological outcome were extensively discussed in literature (Kim & Stoner, 2008). Research has demonstrated that perceived organizational support and job autonomy are among the two critical job resources that mitigate burnout (Babakus et al., 1999; Schaufeli & Bakker, 2004 and Ito and Brotheridge, 2003). For instance, Maslach et al. (2001) have concluded that lack of job autonomy can reduce personal accomplishment. Furthermore, research showed that burnout is triggered by individual perceptions of lack of control over their job (Glass & Mcknight, 1996) and lack of involvement in decision making (Posing & Kickul, 2003). Based on literature review discussed, the following hypotheses were proposed.

H2        Job autonomy will significantly reduce job burnout

### **Physical Work Environment**

Physical work environment can be defined as physical characteristics surrounding employees within the work environment including noise, lighting and ventilation (Xanthopoulou et al., 2007a). Murray-Gibbons and Gibbons (2007) stated that stressed work environment in terms of physical conditions such as a crowded, hot and noisy environment produced aggressive behavior among chef and this leads to high levels of pressure- decisions to leave the profession. Prattern (2003) described a variety

of problems among British culinary employee's experience and found one of the major reasons for stress that leads to turnover is cramped work conditions. Physical environment in which people work affects both job performance and job satisfaction (Thayer et al., 2010; Clements-Croome, 2000). Current research suggests that chefs often work in stressful, unstable, highly bureaucratic and unpleasant work environments (Newsham et al., 2004). According to Visher (2007), the concepts of workplace environmental comfort links to psychological aspects of workers environmental likes or dislikes with the outcome measures such as improved task performance as well as with organizational productivity. Even though physical work condition is curtailing in causing stress, little theoretical work in literature has been done regarding working conditions and mental health (Liena- Noval, 2009) in particular hotel kitchen staff. Pertaining to the literature review discussed, the following hypotheses are proposed.

H3 Physical work environment significantly influence job burnout

### **Job Dissatisfaction**

In servicing industry, it was clearly define by researchers that dissatisfaction among staff is the disconfirmation of service expectation cause by service failure and later on causing consumer complaint (Ndubisi & Tam, 2005). As jobs in hospitality industry have been considered 'dull, routine, low skilled and low status' (Kusluvan et al., 2010), this characteristic heading to high dissatisfaction among employees. In addition, employees in hospitality industry tend to disguise their emotions in the workplace due to their nature of work to be polite at all time, experienced burnout and dissatisfied with their jobs (Karatepe & Aleshinloye, 2009). These obnoxious conditions biologically drove a person to search for mechanism in order to reduce dissatisfaction. Consequently, employee's commitment will deplete and causing them to turnover from organization either physically or mentally (Pathak, 2012). Several employees prefer to find another job; somehow several choose to stay which ended for employers to bare the low performance work of staff. A common cause of job dissatisfaction is positively correlates with employee burnout (Jamal, 1990). Job dissatisfaction has often been construed as significant factor in the development of stress and burnout (Happell et al., 2003; Pines & Keinan, 2005). Furthermore, Acker's (1999) study, which was conducted among 128 social workers and which demonstrated moderate associations between job satisfaction and the EE and DP dimensions of burnout, but none between job satisfaction and the PA dimension. Hence, based on the literature above, we posit the following hypothesis.

H4 Job dissatisfaction significantly influence job burnout

### **Conceptual Framework**

Based on the above findings, a conceptual framework was developed as per Figure 1. The conceptual framework indicates the predictors of job burnout which includes Role conflict, Job autonomy, Physical work environment and Job dissatisfaction.

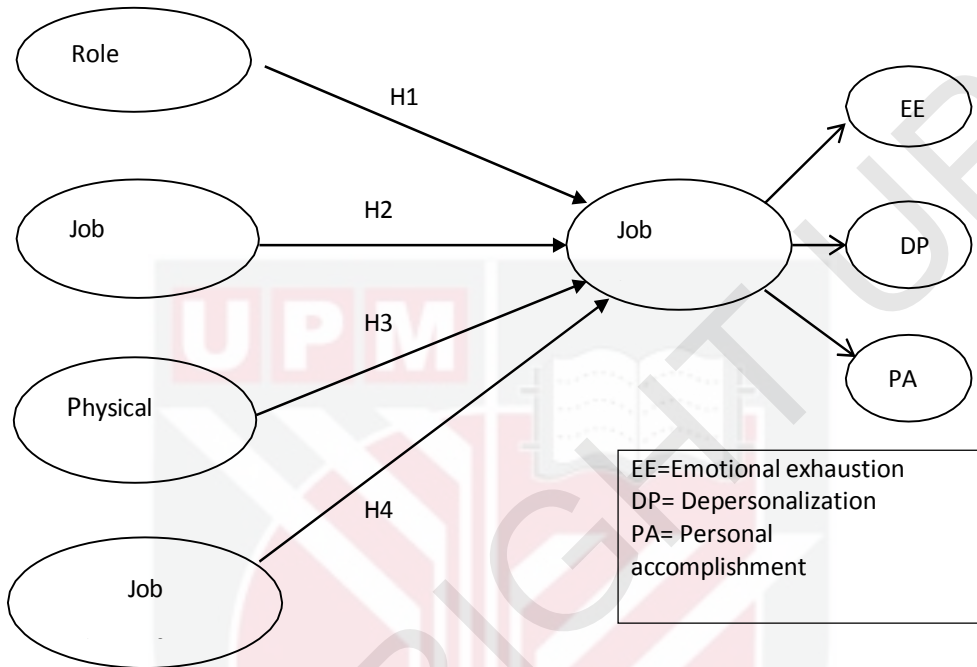


Figure 1 : Conceptual framework of antecedents towards job burnout

### **Research Design and Sampling Procedure**

This study will apply survey design where chefs at all level in hotel’s kitchen will be given a set of questionnaire to be answer using self-completion technique. Selangor will be the sampling location of the study by considering Kuala Lumpur as a capital city of Malaysia with abundance numbers of four and five star hotels.

The sampling size will be determined using G-power with alpha of 0.05. Furthermore, this study will apply snowball sampling. In this sampling design, researcher selects one executive chef as the head of the kitchen from four or five star hotels. The executive chef will be the key person to distribute the questionnaire to other chefs. Prior to distribution, the exec chef will be given written guideline and explanation by researcher during the handover of the questionnaire. After obtaining data from the first executive chef, the researcher asks him to locate his friends who possess the same characteristics. The second executive will also assist the researcher to locate the next respondent. Later on, the proposed theoretical framework will be test using Structural Equation Model (SEM). Hence, to the data will be analyze using Smart PLS 3.2.1 version.

### **Instrumentations**

The instrument consists of five parts. All of the items were adapted from sources stated in Table 1.1.

**Table 1.1 Propose Items for factors on job burnout**

Predictors	Items (adapted)	Sources
Role conflict (6 items)	I receive an assignment without adequate information to execute it I receive an assignment without enough manpower to complete it. I do things that can be accepted by one person but not others. I work with two or more groups who operate differently. I receive incompatible requests from two or more people. I have to do things that should be done differently.	Karatepe and Uludag (2008)
Job autonomy ( 5 items)	I am able to choose the way to go about my job. I am able to modify what my job objectives are. My job limits me to do another job. I have no control over the sequencing of mywork activities.	Price (2001)

	I do not have any control over time at which I stop working for the day.	
Physical (8 items)	Temperature in my workspace. Air quality in my workspace. Noise level in my workspace. Amount of light in my workspace. Distribution of light in my workspace. Building overall (e.g.: access and exit, location of stair, toilet, etc.) Workspace cleanliness at each start of the day. Equipment and tools maintenance.	Thayer et al., (2010) and Young and Corsun (2010).
Job dissatisfaction (5 items)	I feel fairly-well satisfied with my present job. I definitely like my work. My job is pretty interesting. I find real enjoyment in my work. Most days I am enthusiastic about my work.	Kim et al., (2005)
Job burnout- Maslach Burnout Inventory (MBI) used widely especially in service sector to measure three dimension of burnout consisting 22 items	<i>Emotional exhaustion</i> I feel emotionally drained from my work. I feel used up at the end of the workday. I feel fatigued when i get up in the morning and have to face another day on the job. Working with people all day is really emotionally strain for me. I feel burned out from my work. I feel frustrated with my job. I'm working too hard in my job. Working with people directly puts too much stress on me. I feel like I'm at the end of the rope.  <i>Depersonalization</i> I treat some co-workers as if they were impersonal 'objects'. I've become more callous toward people since I took this job. I worry that this job is hardening me emotionally. I don't really care what happens to some co-workers.	Lammers et al., (2013).

	<p>I think co-workers are blaming me for some of their problems.</p> <p><i>Personal accomplishment</i></p> <p>I can easily understand how co-workers feel about things.</p> <p>I deal very effectively with co-worker's problems.</p> <p>I can positively influence my colleague through my work.</p> <p>I feel very energetic.</p> <p>I can easily create a relaxed atmosphere with co-workers.</p> <p>I feel exhilarated after working closely with co-workers.</p> <p>I have accomplished many worthwhile things in this job.</p> <p>In my work, I deal with emotional problems very calmly.</p>	
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### **Conclusions**

Based on literature review, revealed that empirical research on predictors towards job burnout among hotel kitchen staff remains unexplored. Therefore, empirical study need to be carried out based on the conceptual framework proposed. The finding will provide information on work physical environment and work environment that can contribute to stress condition among hotel kitchen staff and seeking improvement at managerial side. The result may also capable on helping HR department to forecast job burnout as well as factors related to early manifestation of it hence appropriate strategies can be developed to combat job burnout and enhance employee and organization wellness.

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### **Corresponding Author**

Arnieyantie Abdul Hadi, Faculty of Hotel and Tourism Management, Universiti Teknologi MARA P.Pinang, 13500 Permatang Pauh, Pulau Pinang, Malaysia. Email: arnieyantie@yahoo.com



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