

The implications of Task Performance and Employee Job Burnout in Chained and Independent Hotels: A Study of Egyptian Hotel

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Abstract

Job burnout is a long-term stress reaction that constitutes depersonalization, emotional exhaustion, and low personal accomplishment. Previous studies have found negative correlation between job burnout and job performance. However, there is lack of literature that explores the nature of this relation in terms of burnout and task performance, particularly in the hospitality industry. Therefore, the purpose of this study is to identify the relation between job burnout, task performance of hotel employees and the type of the hotel (chain and independent)). The study utilized two measurement instruments to measure Job burnout and task performance. Out of 500 forms distributed, 300 forms were successfully filled out and collected. The study found that hotel type, job burnout, and task performance are strongly linked. This study is the first empirical study in Egypt that focuses on the relation between job burnout and task performance in the hospitality industry.

Keywords: Job Burnout; Task Job Performance; Employees; Chained Hotels; Independent Hotels

1. Introduction

Burnout is a phenomenon that is very common in the service industry (Rezaei, Naderi, Mahmoudi, Rezaei, & Hashemian, 2015). It can be categorized into three main categories: depersonalization, emotional exhaustion, and personal accomplishment (Maslach, 1982; Rezaei et al., 2015). Job performance was referred to as a highly critical factor of organizational success. It is the degree to which employees help their organization achieve its objectives (Murphy & Shiarella, 1997).

Burnout was extensively researched in the healthcare industry as healthcare employees are particularly prone to burnout due to increased workload attributable to understaffing, inter-professional and intra-professional conflicts particularly between nurses and physicians, elevated emotional labor due to the considerable demands placed on those delivering healthcare, lack of reward, low pay, and shift-working (Browning, Ryan, Thomas, Greenberg, & Rolniak, 2007; McVicar, 2003). Burnout was examined in the hospitality industry on various occasions (Chiu & Tsai, 2006; Gill, er, & Shachar, 2006; Karatepe & Uludag, 2008; Kim, Shin, & Umbreit, 2007; Kuruüzüm, Anafarta, & Irmak, 2008; Pienaar & Willemse, 2008; Walters & Raybould, 2007).

On a lower capacity, the relation between job burnout and task performance was researched in the hospitality industry (Chiang & Birtch, 2008; Chiu & Tsai, 2006; Christian, Garza, & Slaughter, 2011; Hon, Chan, & Lu, 2013; Lee & Ok, 2012; Li, Sanders, & Frenkel, 2012; Liang, 2012; Linden, Keijsers, Eling, & Schaijk, 2005; Shen & Huang, 2012; Swider & Zimmerman, 2010). However, those studies did not examine the relationship intensively. In addition, literature lacked studies that explore that relationship using the data collection instruments involved in this study. Literature also lacked studies that are conducted in Egyptian hotels. The fact that the hospitality industry in Egypt has for decades suffered from instability due to political and security challenges in the country has placed more significance on the subject of the study and enhanced its contribution to practice and to theory. Therefore, the purpose of this study is to identify the relation between job burnout and job performance of hotel employees in Egypt, and its relation to hotel type (chained and independent).

2. Literature review

2.1 Task Performance

Previous literature found significant relationship between job performance and several employee-related factors such as task significance and effort (Piccolo, Greenbaum, Hartog, & Folger, 2010); leader–member exchange (Li et al., 2012); intrinsic motivation (Cerasoli, Nicklin, & Ford, 2014); Organizational support, Psychological empowerment and organizational citizenship behavior (Chiang & Hsieh, 2012); public service motivation (Bellé, 2013; Jankingthong & Rurkkhum, 2012); organizational justice and transformational leadership (Jankingthong & Rurkkhum, 2012); self-efficacy (Lunenburg, 2011); organizational commitment (Yeh & Hong, 2012); employee positivity (Walumbwa, Peterson, Avolio, & Hartnell, 2010); surface acting (Goodwin, Groth, & Frenkel, 2011); and leadership style (Yeh & Hong, 2012).

Job performance is classified into task performance and contextual performance (Borman & Motowidlo, 1993), counterproductive work behavior, and withdrawal behavior (Shoss, Witt, & Vera, 2012). Task performance is the efficiency of individual work that indicates the degrees of completion of assignments under organizational expectations (Borman & Motowidlo, 1993; Demerouti et al., 2014; Motowidlo, Borman, & Schmit, 1997). It includes all activities that contribute to the technical core (Borman & Motowidlo, 1993) and are formally recognized as part of the job (Chien, Lawler, & Uen, 2010).

Task performance in particular was previously linked with transformational leadership (Chi & Pan, 2012); procedural justice (Chien et al., 2010); adaptive performance (Shoss et al., 2012); positive affectivity (Johnson, Tolentino, Rodopman, & Cho, 2010); emotional Stability (Le et al., 2011); Emotional intelligence (O'Boyle, Humphrey, Pollack, Hawver, & Story, 2011); and work engagement (Jankingthong & Rurkkhum, 2012). Work engagement is considered as a mediator between perceived organizational support, task performance and organizational citizenship behavior (Jankingthong & Rurkkhum, 2012; Rich, Lepine, & Crawford, 2010; Shantz, Alfes, Truss, & Soane, 2013).

It is strongly related to task performance because engaged employees experience a high level of connectivity with their work tasks, leading increased levels of task performance (Christian et al., 2011; Shantz et al., 2013)

2.2 Burnout

Job burnout is a long-term stress reaction seen mainly in the human service professions (Anagnostopoulos & Niakas, 2010). Burnout is defined as “a syndrome that occurs frequently among individuals who work in the service industry (Maslach & Jackson, 1981). It is the final stage of a long-term process of resource loss that gradually develops over time depleting energetic resources (Gorgievski & Hobfoll, 2008). It comprises mainly three psychological symptoms: emotional exhaustion, depersonalization, and inefficacy (Gan & Gan, 2014; Maslach, Schaufeli, & Leiter, 2001). Emotional exhaustion occurs when the employee is drained of his/her emotional resources as a long-term consequence of prolonged exposure to certain job demands (Demerouti, Bakker, & Leiter, 2014). Depersonalization occurs when the employee reveals cynical, negative and/ or callous attitudes toward clients, colleagues and tasks. Inefficacy occurs when the employee negatively evaluates his/her personal work ability and permanently believes less of his/her personal accomplishment (Gan & Gan, 2014; Montgomery, Panagopoulou, Kehoe, & Valkanos, 2011). Job burnout normally results from and incongruence, or misfit between the worker and the job (Anagnostopoulos & Niakas, 2010).

Employee job burnout was found to be significant predictor of several outputs that can severely affect the organization. For instance, high levels of job burnout, particularly emotional exhaustion) were significant predictors of short-term sickness absence (Anagnostopoulos & Niakas, 2010; Hallsten, Voss, Stark, & Josephson, 2011). Burnout may cause sickness absence if the employee chose to call in sick as a strategy to save energy, recover from exhaustion, and detach oneself, at least temporarily, from the stressful unrewarding, unsupportive, and conflictual work environment (Anagnostopoulos & Niakas, 2010). Job burnout was also found to be a predictor of life satisfaction. Previous literature revealed that emotional exhaustion and depersonalization both have significant influence on employees' life satisfaction (Anagnostopoulos & Niakas, 2010; Shen & Huang, 2012). Burnout not only leads to negative effects on individuals' psychological and physical health and performance, but also to high turnover intention (Hsu, Chen, Yu, & Lou, 2010).

Demographic attributes were found to be significantly correlated with job burnout. In terms of gender, females tend to be more vulnerable to job burnout than males (Myhren, Ekeberg, & Stokland, 2013). Female employees are more emotionally exhausted than male employees, while male employees are more depersonalized than female employees (Erickson & Ritter, 2001; Maslach et al., 2001; Purvanova & Muros, 2010; Sprang, Clark, & Whitt-Woosley, 2007; Thomas, Kohli, & Choi, 2014; Vassos & Nankervis, 2012). Previous literature shows that individuals stereotypically assume that women are more susceptible to burnout than men (Matlin, 2011).

In terms of age, some researchers noted that older employees are more likely to be associated with more job burnout (Collings & Murray, 1996; Lizano & Barak, 2012; Schulz, Greenley, & Brown, 1995; Thomas et al., 2014). Other researchers have found the opposite indicating that younger employees experience significantly more emotional depletion and depersonalization (Boyas & Wind, 2010). In terms of marital status, it was found to have an impact of the level of job burnout (Zhang, Huang, & Guan, 2014). In terms of work experience, previous literature indicated that employees with low work experience were experiencing significantly higher job burnout particularly in emotional exhaustion and depersonalization (Boyas & Wind, 2010; Lizano & Barak, 2012; Myhren et al., 2013; Thomas et al., 2014).

In terms of organization-driven antecedents of job burnout, previous literature highlighted major correlations. For instance, job resources were found to be negatively correlated with job burnout; while job demands such as risks, hazards and complexity were found to be positively correlated with job burnout (Crawford, LePine, & Rich, 2010; Erica L Lizano & Barak, 2015; Nahrgang, Morgeson, & Hofmann, 2011). Employee engagement was found to be significantly correlated with job burnout as most of the drivers of engagement were preventers of job burnout and vice versa. These drivers included job demands, job resources, personality (Gan & Gan, 2014), and working safely (Nahrgang et al., 2011). Inadequacy of staffing in the organization was also linked to employee job burnout as employees working in organizations that suffer shortages of staff are more likely to be burnout (Toh, Ang, & Devi, 2012). Work environment is also linked to employee job burnout. It was found that job burnout is negatively related to safe conditions of work (Montgomery et al., 2011; Nahrgang et al., 2011). Poor working conditions such as work overload, lack of control, insufficient reward, breakdown of community, absence of fairness, and value conflict were all found to be antecedents of job burnout (Maslach, Leiter, & Jackson, 2012). It is believed that such antecedents cannot be completely removed from an organization's work environment (Yavas, Babakus, & Karatepe, 2013) which makes job burnout an imminent result. Authentic leadership was also found to be linked to employee job burnout as it has a negative direct effect on workplace bullying, which in turn had a direct positive effect on emotional exhaustion (Laschinger, Wong, & Grau, 2012). Other organization-related factors such as Control, challenge, social support and active coping were found to be negative predictors of job burnout, indicating that employees who possess these resources would have less burnout (Garrosa, Rainho, Moreno-Jiménez, & Monteiro, 2010). Literature also found a strong correlation between job burnout and job stress. Findings revealed that job stress is associated with the development of emotional exhaustion (Boyas & Wind, 2010; Cieslak et al., 2014; Hsu et al., 2010; Erica Leeanne Lizano & Barak, 2012; Myhren et al., 2013; Toh et al., 2012). Each burnout dimension is linked to certain job stressors; emotional exhaustion is related to overload; depersonalization is related to experience with pain and death; lack of personal accomplishment is related to role ambiguity and lack of cohesion (Garrosa et al., 2010).

Other organization-driven factors such as role ambiguity, low job status, role conflict, were found to be significantly linked to job burnout (Vassos & Nankervis, 2012).

In terms of employee-driven antecedents of job burnout, previous literature highlighted major correlations. High emotional intelligence of employees was significantly associated with their low levels of job burnout (Weng et al., 2011). It was found that emotional intelligence had a direct, positive effect on emotional exhaustion and personal accomplishment and a direct, negative effect on depersonalization (Lee & Ok, 2012). Employees' hope and morale were also linked to job burnout. Previous literature found that employees with high levels of depression are more likely to experience high levels of job burnout, and vice versa (Toker & Biron, 2012). Employees who have attended mindfulness self-training reported low levels of emotional exhaustion (Hülshager, Alberts, Feinholdt, & Lang, 2013). Hence, it is believed that morale examination is highly recommended in job interviews as job candidates with low levels of morale should be avoided since they are more vulnerable to job burnout (Yavas et al., 2013). It is also believed that employees working in job in which they have direct contact with the end-user of the product/service are more likely to have low levels of morale when they are mistreated by their customers. Regardless of the fact that the employees are capable of managing their emotions, they still are vulnerable to job burnout (Grandey, Foo, Groth, & Goodwin, 2012). Employee self-efficacy was found to be linked to job burnout (Skaalvik & Skaalvik, 2010). Employee personality was also found to be linked with job burnout as hardy personality and coping as resources play a significant role in decreasing vulnerability to burnout (Garrosa et al., 2010).

In terms of social capital, several antecedents were linked to job burnout. Supervisory support, organizational commitment, and influence were linked to job burnout through job stress as employees who have increased levels of supervisory support, organizational commitment, and influence are less emotionally exhausted and depersonalized (Boyas & Wind, 2010; Schmidt, 2007).

Job burnout was linked to job performance in many occasions, with task performance in particular, in previous literature. It was found that only exhaustion was negatively related to task performance (Demerouti et al., 2014). Emotional exhaustion may mediate the relationship of stressors with job performance, because exhaustion is the depletion of individual energy resources (Demerouti et al., 2014).

Thus, high levels of burnout indicate that employees may possess insufficient resources to deal effectively with the demands of their jobs, leading to impaired job performance (Taris, 2006). It is believed that employees use adaptive strategies that help them to maintain their task performance at acceptable levels despite experiencing job burnout. Those strategies include compensation and selection (Demerouti et al., 2014).

Burnout and task performance

Emotional exhaustion is the only burnout dimension that is negatively related to task performance (Demerouti et al., 2014). The findings suggest that the strategies that employees use to deal with diminished energetic resources may alter the degree to which these burnout experiences are linked to decrements in task performance and adaptivity to change (Demerouti et al., 2014). Task performance emphasizes the instrumentality of individual performance for organizational goals. Although this is certainly very important, it does not describe the whole range of human performance at work. Because of the economic turmoil and fast technological developments, nowadays, workers are required to show adaptivity to organizational change (Demerouti et al., 2014).

3. Methodology

The purpose of the study was to identify the relation between job burnout, task performance, and hotel type. The study utilized two instruments to achieve its aim. First, the study utilized the Maslach Burnout inventory – General Survey (MBI-GS) (Schaufeli et al., 1996) to measure job burnout. The Maslach Burnout Inventory (MBI) tool was used by many researchers for the purpose of measuring job burnout of employees in different industries (Anagnostopoulos & Niakas, 2010; Hallsten et al., 2011; Hülshager et al., 2013; Mäkikangas, Hättinen, Kinnunen, & Pekkonen, 2011; Myhren et al., 2013; Shen & Huang, 2012; Weng et al., 2011). Second, the study utilized a task performance measurement tool developed by William and Anderson (1991). Task performance tool used was also used in different industries other than the hospitality industry (Chien et al., 2010).

The job burnout tool constituted three sub-scales: The first part was emotional exhaustion dimension which consists of nine items, the second part was depersonalization dimension which consists of eight items, and finally the third part was personal accomplishment dimension which consists of five items. The tool was utilized using a four-point Likert scale in two parts. The first part measured the intensity of job burnout where 1 indicated “light” and 4 indicated “extreme”. The second part measured the frequency of job burnout where 1 indicated “annually” and 4 indicated “daily”.

The task performance tool constituted 7 items. Responses to all items were scored on a five point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The study was conducted in chained and independent hotels in Luxor, Egypt. The sample of hotels was chosen for accessibility reasons. Five-star hotels under examination were all international chained hotels; while four-star hotels under examination were all independent hotels.

After concluding the literature review, survey data were collected. This was followed by data coding, data entry, and data analysis. Hotel employees were selected to conduct the survey randomly without any form of partiality in favor of any demographic criteria.

A total of 500 questionnaire forms were distributed in nine hotels; five hotels categorized as five star hotels and four hotels categorized as four star hotels.

Subsequently, 300 forms were successfully filled out with a response rate of 60%. A computer software package (SPSS 21) was used to analyze data through a Pearson bivariate correlation test which was conducted to measure the correlation between job burnout, and task performance.

Quantitative research requires the implication of standards of validity and reliability (Creswell, 2013). A confirmatory factor analysis was conducted in the study to test the factor structure of the measurement tool. Bartlett's Test of Sphericity resulted .000 significance. Kaiser–Myer–Olkin measure of sampling adequacy resulted .162. Respondents have been given enough time to understand and comprehend the survey questions before answering them, the matter which increased the validity of the research. In order to test reliability, a Cronbach's Alpha test was used. The Cronbach's Alpha result of job burnout was .745; Cronbach's Alpha based on standardized items of task performance was .934. Thus, this survey has higher internal consistency and therefore it is reliable.

4. Results and Discussion

The purpose of this study is to identify the relation between job burnout and task performance in five and four star hotels in Luxor. In order to achieve this purpose two tests have been conducted in this study. Firstly T Test was conducted to identify the differences between five and four star hotels in job burnout and task performance. Secondly a Pearson bivariate correlation test was conducted to identify the significance of the relation between job burnout, and task performance in five and four star hotels (chain and independent).

Respondents' profile

The following table showed that information about respondents such as gender, age, marital status, number of independent, and hotel department, and years of experiences.

Table 1: Descriptive statistics of the profile in chain hotels

	Items	Frequency	Percentage
Gender	Male	8	4%
	Female	192	96%
Age	25-30	60	30%
	30-35	55	27.5%
	35-45	70	35%
	Over 45	15	7.5%
Marital Status	married	150	75%
	single	49	24.5%
	divorce	1	5%
Number of independent	one	46	23%
	two	50	25%
	More than two	104	52%
Departments	Front office	30	15%
	Housekeeping	60	30%
	Restaurant	60	30%
	Kitchen	50	25%
Years of	Less than 5 years	50	25%

experiences	From 5 to 10 years	60	30%
	From 10 to 15 years	70	35%
	More than 15 years	20	10%

Table (1) showed that, 96% of respondents are male while 4% of them are females. 30% of age respondents are between 25-30, 27.5% of them are between 30-35, 35% of them are 35-45, and finally 7.5% of them over 45 years. 75% of respondents are married, 24.5% of them are single, and 5% of them are divorce. 23% of respondents have one child, 25% of them have two children, and 52 of them have more than two children. 15% of respondents from front office department, 30% of them from housekeeping department, 30% of them from restaurant department, and 25% of them from kitchen department. 25% of respondents are less than 5 years experiences, 30% of them are between 5 to 10 years experiences, 35% of them are between 10 to 15 years experiences, and 10% of them are more then 15 years experiences.

Table 2: Descriptive statistics of the profile in independent hotels

		Frequency	Percentage
Gender	Male	95	95%
	Female	5	5%
Age	25-30	30	30%
	30-35	35	35%
	35-45	33	33%
	Over 45	2	2%
Marital Status	married	74	74%
	single	26	26%
	divorce	0	0%
Number of independent	one	18	18%
	two	30	30%
	More than two	52	52%
Departments	Front office	15	15%
	Housekeeping	30	30%
	Restaurant	32	32%
	Kitchen	23	23%
Years of experiences	Less than 5 years	15	15%
	From 5 to 10 years	27	27%
	From 10 to 15 years	38	38%
	More than 15 years	20	20%

Table (2) showed that, 95% of respondents are male while 5% of them are females. 30% of age respondents are between 25-30, 35% of them are between 30-35, 33% of them are 35-45, and finally 2 % of them over 45 years. 74% of respondents are married, 26% of them are single, and 0% of them are divorce. 18% of respondents have one child, 30% of them have two children, and 52 of them have more than two children.

15% of respondents from front office department, 30% of them from housekeeping department, 32% of them from restaurant department, and 23% of them from kitchen department. 15% of respondents are less than 5 years experiences, 27% of them are between 5 to 10 years experiences , 38% of them are between 10 to 15 years experiences, and 20 % of them are more then 15 years experiences.

Table3: Descriptive statistics of task performance and burnout in five star hotels.

variables	Five star				
	Mean	Median	Mode	Std. Deviation	Skewness
Task performance	20.85	20.00	19.00	3.15	.74
Emotional Exhaustion	14.00	12.50	9.00	5.07	1.5
Depersonalization	11.55	9.00	8.00	4.47	1.3
Personal Accomplishment	5.20	4.00	4.00	1.97	2.0

From the previous table, it could be seen that, the high mean was task performance 20.85. On the other hand the mean on job burnout which divided into three variables as follows: Firstly the mean of emotional exhaustion was 14.00, followed by the mean of depersonalization was 11.55, and finally the mean of personal accomplish was 5.20.

Table 4: Descriptive statistics of task performance and burnout in four star hotels.

variables	Four star				
	Mean	Median	Mode	Std. Deviation	Skewness
Task Performance	18.23	19.50	22.00	4.35	-.89
Emotional Exhaustion	19.90	20.00	18.00	2.73	.34
Depersonalization	20.44	20.00	19.00	3.52	-.40
Personal Accomplishment	18.25	18.50	18.00	1.41	1.13

From the previous table, it could be seen that, the high mean was job burnout which divided into three variables as follows Firstly the mean of depersonalization was 20.44, followed by the mean of emotional exhaustion 19.90, and finally the mean of personal accomplish was 18.25.

Overall, five star hotels scored higher mean than four star hotels in task performance. On the other hand four star hotels scored higher mean than five star hotels in job burnout intensity. This finding indicates that job burnout intensity highly in independent hotels rather than in chained hotels. With regards to burnout dimensions, independent hotels scored higher mean in emotional exhaustion, depersonalization, and finally low personal accomplishment. This finding indicates that employees in independent hotels are more emotionally drained and have more negative reaction without any feelings than in chained hotels.

Table 5: Statistics of task performance in five and four star hotels

N	Statements	Five star Hotels		Four star Hotels	
		Mean	SD.	Mean	SD.
1	Adequately completes assigned duties	4.01	.61	3.91	.79
2	Fulfills responsibilities specified in job description	3.99	.62	3.68	.76
3	Performs tasks that are expected of him/her	4.02	.64	3.71	1.25
4	Meets formal performance requirements of the job	3.99	.68	3.66	1.23
5	Engages in activities that will directly affect	3.81	.93	2.74	1.06
6	his/her performance evaluation	1.88	1.30	1.52	.61
7	Neglects aspects of the job he/she is obligated to perform	1.66	1.11	1.38	.78

The highest mean variable of task performance was "Performs tasks that are expected of him/her" (4.02) with Std Deviation (.64) and the lowest mean variable was "Neglects aspects of the job he/she is obligated to perform" (1.66) with Std Deviation (1.11). On the other hand the highest mean variable of task performance was "Adequately completes assigned duties" (3.91) with Std Deviation (.79). On the other hand, the lowest mean variable of task performance was "Neglects aspects of the job he/she is obligated to perform" (1.38) with Std Deviation (.78) as shown in table (3).

This finding indicates that in five-star hotels follow some policies and procedures that help to increase the performance of employees. Firstly, there are opportunities for promotion from one job to another based on the level of performance of employees. Secondly, the performance of employees is monitored during work in order to evaluate the efforts of employees, to achieve the principle of justice and to offer each employee the job that suits him/her. Thirdly, bonuses are paid to employees in addition to following the ideal employee selection system at the end of the year through a set of conditions and specifications It is clear from the above that this helps to encourage the employees to perform the tasks assigned to them efficiently and effectively. These findings agree with Chien et al., 2010 ; Johnson et al., 2010 ; Jankingthong & Rurkkhum, 2012 ; Demerouti et al., 2014

Table 6: Statistics of job burnout in five and four star hotels

N	Statements	Five Star Hotels		Four Star Hotels	
		Mean	SD.	Mean	SD.
	<i>Emotional Exhaustion</i>				
1	I feel emotionally drained from my work	1.5	.78	1.5	.81
2	I feel used up at the end of the workday	1.6	.79	2.2	.83
3	I feel fatigued when I get up in the morning and have to face another day on the job	1.6	.84	1.8	.85

4	Working with people all day is really a strain for me	1.5	.75	1.4	.53
5	I feel burned out from my work	1.4	.74	1.8	.60
6	I feel frustrated by my job	1.6	.79	2.2	.93
7	I feel I'm working too hard on my job	1.7	.82	2.3	.97
8	Working with people directly puts too much stress on me	1.5	.73	2.1	1.2
9	I feel like I'm at the end of my rope	1.5	.83	1.8	1.0
		1.54	.79	1.9	.62
	Depersonalization				
10	I can easily understand how my recipients feel about things	1.5	.83	2.3	.95
11	I deal very effectively with the problems of my recipients	1.5	.83	2.7	1.1
12	I feel I'm positively influencing other people's lives through my work	1.4	.73	1.7	.89
13	I feel very energetic	1.5	.82	2.1	1.2
14	I can easily create a relaxed atmosphere with my recipients	1.5	.75	2.5	1.2
15	I feel exhilarated after working closely with my recipients	1.4	.67	1.8	.72
16	I have accomplished many worthwhile things in this job	1.4	.71	1.3	.53
17	In my work, I deal with emotional problems very calmly	1.4	.62	1.9	1.2
		1.45	.75	2.3	.96
	Personal Accomplishment				
18	I feel I treat some recipients as if they were impersonal 'objects'	1.4	.63	1.4	.49
19	I've become more callous toward people since I took this job	1.3	.64	1.5	.86
20	I worry that this job is hardening me emotionally	1.3	.65	1.4	.92
21	I don't really care what happens to some recipients	1.3	.59	1.1	.22
22	I feel recipients blame me for some of their problems	1.2	.49	1.2	.37
		1.3	.60	1.3	.57

From the previous table, it could be seen that. In five star hotels the highest mean variable of emotional exhausting was 1.54, followed by the mean of depersonalization was 1.45, and finally the lowest mean of personal accomplish was 1.3. on the other hand in four star hotels the high mean variable of depersonalization was 2.03, followed by the mean of emotional exhausting was 1.9 , and finally the lowest mean of personal accomplish was 1.3. These finding indicates that emotional exhaustion is related to overload so in five star hotels there are many tasks during the day, which is reflected negatively on the level of their performance due to their sense of fatigue, tiredness This finding agree with (Demerouti, Bakker, & Leiter, 2014).

On the other hand depersonalization is related to experience with pain so in four star hotels the lack of material and moral incentives and not encouraging them enough to carry out the tasks assigned to them and the disregard for justice and equality in the distribution of tasks this finding agree with Gan & Gan, 2014; Montgomery, Panagopoulou, Kehoe, & Valkanos, 2011

Table 7: (T.Test) The difference between four and five star hotels in task performance and job burnout

Dimensions	Hotel Type	Number	Mean	SD.	T	df	Sig.(2-tailed)
Task performance	Four star	100	18.23	4.36	- 5.94	298	.000
	Five star	200	20.85	3.16			
Burnout	Four star	100	38.42	4.55	7.201	298	.000
	Five star	200	30.75	10.14			

The previous table shows that in terms of task performance, T test is significant because $T = - 5.94$ ($p < .001$) because the mean is 20.85 in five star hotels. Concerning job burnout, T test is significant (because $T = 7.20$) ($p < .001$) and the mean is 38.42 in four star hotels.

This finding indicates that in five star hotels if hotel employees work properly and get more output than the standard one, hotel’s performance increases. This happens, when hotels offer their employees best opportunities in terms of increased salaries, bonuses, medical and residential facilities, etc.moreover the performance of employees is monitored during work in order to evaluate the efforts of employees, to achieve the principle of justice and to offer each employee the job that suits him/her ,this finding agrees with Jankingthong & Rurkkhum, 2012 ; Lunenburg, 2011. and Rizwan et al., (2016). On the other hand in four star hotels poor working conditions such as work overload, lack of control, insufficient reward, breakdown of community, absence of fairness, and value conflict. In addition authentic leadership that causes job burnout these findings agree with Maslach, et al., 2012.and Laschinger, et al., 2012.

Table (8): Correlation between task performance and burnout in five star hotels

Variables	Correlation	sig
Task performance		
Emotional	.365	.01
Depersonalization	.356	.01
Accomplishment	.352	.01

As shown in table (8) task performance was found to be significantly correlated with burnout dimensions in five star hotels of burnout intensity as follows: Emotional exhausting scoring correlation coefficient .365 ($p < .001$) and depersonalization scoring correlation coefficient .356 ($p < .001$) and finally personal accomplishment scoring correlation coefficient .352 ($p < .001$). However, no significant relation was found with job burnout frequency overall.

Table (9): Correlation between task performance and burnout in four star hotels

Variables	Correlation	sig
Task performance		
Emotional	-.138	---
Depersonalization	.729	.01
Accomplishment	-.125	---

Table (9) showed that task performance was (found to be) significantly correlated with one dimensions of burnout intensity as follows: Depersonalization correlation coefficient .792 ($p < .001$). However, no significant relation was found with job burnout frequency.

In tables 8 and 9 these findings indicate that job burnout dimensions (emotional exhaustion, depersonalization, and personal accomplish) contributes to decrease task performance of employees in five star hotels. On the other hand one dimension of job burnout (depersonalization) contributes to decrease (employees) task performance in four star hotels. These findings indicate that job burnout occurs for many reasons: doubts about competence of employees, bureaucratic interference of managers, lack of collegiality, emotional detachment and job alienation, all of these reasons impact employees task performance This finding agree with Advani et al., 2005; Karatepe and Uludag's, 2008: agliyan et al., 2013, Arshadi et al., 2013, Demerouit et al., 2014, Cormen et al., 2016, Won H K et al., 2017.

Conclusion and Recommendations:

This study is the first empirical study in Egypt that focuses on the relation between job burnout and task job performance in the hospitality industry. The contribution of this study goes to both the literature and practice of both topics in the hospitality industry. The focus of the study was to determine the link between job burnout, task job performance, and the type of hotel chain and independent.

The study concludes that working in a chained hotel may have an impact on the employee's task job performance. The study also concludes that working in independent hotels may also be related to the increase in job burnout intensity. Overall it can be said that job burnout has an influence toward task performance negatively.

There are a number of recommendations for hotels to reduce employees' burnout. These recommendations can be presented as follows:

- The hotel should pay attention to the entertainment aspect to break the deadlock and strictness of work and create entertainment programs that renew the staff's capabilities.
- Paying attention to new employees, helping them in the process of integration in the work and achieving a level of balance between the level of their ambitions and the practical reality.
- Giving administrative courses to leading employees in the higher administrative levels in the art of dealing with their employees, raising morale and delegation of authorities, this affects the psychology of employees and thus reduces job burnout.
- Working on implanting the spirit of cooperation between employees and paying attention to social and human relations between employees.
- Taking into consideration justice and equality in the distribution of the occupational burdens on individuals and the participation of employees in the decision-making process.
- Paying attention to the system of incentives and rewards, and developing them according to the wishes of the workers, which leads to the elimination of the causes of job burnout.

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ملخص البحث باللغة العربية

العلاقة بين أداء المهام و الإرهاق الوظيفي في فنادق السلاسل و الفنادق المستقلة: دراسة في الفنادق المصرية

الإرهاق الوظيفي هو رد فعل ناتج عن إجهاد طويل الأمد ويتكون من إضفاء الطابع الشخصي على الذات، الإرهاق العاطفي، و انخفاض الإنجاز الشخصي . وقد وجدت الدراسات السابقة وجود علاقة ارتباط سلبية بين الإرهاق الوظيفي والأداء الوظيفي . ومع ذلك، هناك نقص في الدراسات السابقة التي تستكشف طبيعة هذه العلاقة ما بين الإرهاق الوظيفي وأداء المهام، وخاصة في صناعة الضيافة في مصر . ولذلك، فإن الغرض من هذه الدراسة هو التعرف على العلاقة بين الإرهاق الوظيفي و أداء المهام لدى موظفي الفنادق في مصر، ومدى ارتباطهما بنوع الفندق سواء أكان تابع لسلسلة فندقية أو فندق مستقل . واستخدمت الدراسة مقياسين الأول لقياس الإرهاق الوظيفي والثاني لقياس أداء المهام . ولتحقيق هدف الدراسة تم تصميم استمارة استبيان تم توزيعها على العاملين بالفنادق فئة الأربع والخمس نجوم بمدينة الأقصر حيث تم توزيع 500 استمارة ، تم استرداد 300 استمارة صالحة بنسبة 60% ، وقد تم التوصل إلى مجموعة من النتائج الهامة حيث وجد أن هناك ارتباط وثيق بين نوع الفندق، والإرهاق الوظيفي، وأداء المهام ، كما تم التوصل إلى أن معدل الإرهاق الوظيفي في فنادق الأربع نجوم أعلى من فنادق الخمس نجوم ومن ناحية أخرى لوحظ أن معدل أداء العاملين في فنادق الخمس نجوم أعلى من فنادق الأربع نجوم بمدينة الأقصر . وتعتبر هذه الدراسة هي أول دراسة تجريبية في مصر تركز على العلاقة بين الإرهاق الوظيفي وأداء المهمة في صناعة الضيافة .