



**Work-family conflict and work-family facilitation relating to employee burnout  
during COVID-19 in the Thai hotel industry**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of  
Master of Business Administration in Hospitality and Tourism Management  
(International Program)**

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**Thesis Title** Work-family conflict and work-family facilitation relating employee  
burnout during COVID-19 in Thai hotel industry

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<b>ชื่อวิทยานิพนธ์</b>	ความขัดแย้งระหว่างงาน-ครอบครัว และการอำนวยความสะดวกในการทำงาน ครอบครัว ที่เกี่ยวข้องกับภาวะหมดไฟในการทำงานของพนักงาน ในช่วง COVID-19 ในอุตสาหกรรมโรงแรมของไทย
<b>ผู้เขียน</b>	นายคานีเยล อีสัน
<b>สาขาวิชา</b>	การจัดการบริการและการท่องเที่ยว (หลักสูตรนานาชาติ)
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### บทคัดย่อ

อารมณ์และความรู้สึกของพนักงานในอุตสาหกรรมการโรงแรมมักจะถูกรบกวนข้าม  
เสมอ โดยเฉพาะในช่วงเริ่มต้นของวิกฤตโควิด-19 สาเหตุหลักมาจากการที่โรงแรมจำเป็นต้องตัด  
ลดค่าใช้จ่ายอย่างหนักเพื่อให้สามารถอยู่รอดได้ เนื่องจากจำนวนแขกที่ลดลงอย่างมาก อันมีสาเหตุ  
มาจากการปิดพรมแดนระหว่างประเทศ นโยบายดังกล่าวส่งผลกระทบต่อพนักงานที่  
ทำงานในอุตสาหกรรมโรงแรม วัตถุประสงค์ของการศึกษานี้ คือ เพื่อศึกษาความสัมพันธ์ระหว่าง  
ความขัดแย้งระหว่างงานกับครอบครัวและการส่งเสริมกันระหว่างงานและครอบครัวว่ามีผลต่อการ  
เกิดความเหนื่อยหน่ายของพนักงานอย่างไร ใช้ระเบียบวิธีวิจัยเชิงปริมาณ เก็บข้อมูลด้วย  
แบบสอบถามจากพนักงานโรงแรมที่ทำงานในเกาะภูเก็ต ประเทศไทย ซึ่งเป็นจังหวัดมีรายได้จาก  
การท่องเที่ยวเป็นหลัก โดยได้รับความร่วมมือจากโรงแรม 4-5 ดาวจำนวน 19 แห่งให้ความ  
อนุเคราะห์ในการเก็บข้อมูล ได้แบบสอบถามที่มีความสมบูรณ์จำนวน 420 ชุด จากนั้นจึงทำการ  
วิเคราะห์โดยใช้โปรแกรม SPSS ผลการศึกษา พบว่า พนักงานโรงแรมมีความขัดแย้งระหว่างงาน  
กับครอบครัวและเกิดความเหนื่อยหน่ายเพิ่มขึ้นอย่างมาก ในขณะที่การส่งเสริมกันระหว่างงานและ  
ครอบครัวลดลงในช่วงวิกฤตโควิด-19 ผลการศึกษายังชี้ว่า ลักษณะทางประชากรและลักษณะงาน  
ที่แตกต่างกันมีผลต่อระดับความขัดแย้งระหว่างงานและครอบครัว รวมถึงความเหนื่อยหน่ายของ  
พนักงานโรงแรม นอกจากนี้ จากการวิเคราะห์แบบจำลองการถดถอยพหุคูณ พบว่า ความขัดแย้ง  
ระหว่างงานกับครอบครัวและการส่งเสริมกันระหว่างงานและครอบครัว เป็นปัจจัยที่มีอิทธิพลต่อ  
ความเหนื่อยหน่ายของพนักงาน ดังนั้น ผู้ประกอบการโรงแรมจำเป็นต้องให้ความสำคัญกับการใช้  
กลยุทธ์การจัดการทรัพยากรมนุษย์ เช่น การดูแลสวัสดิการของพนักงาน โปรแกรมการส่งเสริมกัน  
ระหว่างงานและครอบครัว เพื่อลดความขัดแย้งระหว่างงานและครอบครัว ซึ่งเป็นปัจจัยที่ส่งผลต่อ  
ความเหนื่อยหน่ายของพนักงาน โดยเฉพาะในช่วงวิกฤตโควิด

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### **ABSTRACT**

Employee emotions and feelings are often overlooked in the hotel industry, this could not be more true since the beginning of the COVID-19 crisis. This is mainly due to the hotel having to make drastic cutbacks in order to survive owing to the massive decline of guests due to the closing of the international borders. This has had a huge impact on employees working from within the hotel industry. The purpose of this study is to examine the relationship between work-family conflict and work-family facilitation in how it can contribute to employee burnout. A quantitative approach was taken by distributing questionnaires to hotel employees working in the heavily tourism-dependent island of Phuket, Thailand. 19 hotels with a 4-5 star rating took part in the research, with 420 valid responses being collected which were then analysed by using SPSS. The results showed that both work-family conflict and employee burnout has increased drastically, whilst work-family facilitation has decreased among hotel employees during the COVID-19 crisis. The results also indicate different demographic and job characteristics that have been found to play a part in the work-family conflict of hotel employees along with significantly high burnout. Finally, the results indicated from a multiple regression model that work-family conflict and work-family facilitation both play important influencing factors in contributing to employee burnout. Hotels need to focus on human resource strategies such as employee welfare and work-family facilitation programs should be implemented to minimise work-family conflict as to avoid employees burning out.

**Keywords:** Hotel Employee, Work-Family Conflict, Work-Family Facilitation, Employee Burnout, Emotional exhaustion, COVID-19 crisis

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

Many hospitality organisations are seeking and making use of strategies to improve their performance and provide excellent quality service to satisfy and exceed their guests' expectations to hold a competitive success. J. Willard Marriott (cited in Hostage, 1975), the creator of the Marriott Corporation concluded that unhappy service industry employees cannot make happy customers. It is essential that the employees are happy and feel good when they are working. If this occurs then the happiness will pass through the interaction with the customers of the organisation producing a satisfactory service. By the nature of the hospitality industry, jobs require customer contact around the clock, 7 days a week. The customers' point of contact is often the moment of truth during service interactions with frontline employees (Ustrov et al, 2016). However, stress can build when working in a shift work job and interacting with difficult customers.

Burnout is the feeling of extreme psychological and emotional exhaustion due to the work that the employee is undertaking. This strain can, of course, lead to a dramatic decline in mental health as well as other serious health deteriorations, both mentally and physically (Jackson & Schuler, 1983). Feeling burnt out can have a significant effect on an employee's ability to deliver quality service, especially, in the case of frontline employees who are expected to provide competency, accessibility, courtesy and coherence that transforms the organisation into something desirable for the customer (Berry, 1995). It could also be harmful to a firm in terms of repeat patronage and unfavourable word-of-mouth advertising (Blodgett et al, 1993). Unfortunately, hospitality workers are most at risk to experience burnout due to the environmental factors associated with the job. This can be due to the long unsociable working hours, low pay, high stress dynamic with tight schedules, split shifts, understaffing, high expectations and sometimes a hostile working environment. These often have a bearing on damaging mental health and prevent them not having an adequate work-life balance (Heenan, 2016).

Finding a good work-life balance has always been a key issue for many employees in all industries. As they both contribute two of the largest parts of any person's life as

a whole. It is also growing in popularity as the issue of peoples work-life balance is gaining more awareness nowadays in the educational and business worlds. It has also been discovered that the work-life balance should not only be viewed in the literal sense but also through the mindset of the employee who will bring their work home with them. This can be seen when employees still have work on their minds after their shift has finished. This also has an effect on the family and friends of the employee who can find it difficult to have any meaningful discussions with the employee (Lockwood, 2003). This can, of course, have a dramatic impact on the employees' life and have a big impact on the decline of job satisfaction. Therefore, this can become a big contributing factor to the employee burning out. This can then have a big impact on the employer because burnout has a variety of different consequences if the employee succumbs to it, these can be extensive costs for the company, such as an increased staff resignation rate, poor attendance rate and reduced output by the employee (Jackson & Maslach, 1982). To summarize, employees who enjoy their work environments are more engaged, more productive, happier, and healthier (Anjum et al., 2018). It is evident to see that employers are taking this more seriously. As in Phuket, some international chains have brought over different programs that have been designed to help employees cope. Therefore, minimizing the cost to the employer in the long run. Examples of these can be found in the Starwood chain. Some of these initiatives include flexibility at work, CSR programs, pension plans, and health and wellness education (Marriott International Newscenter, 2015). These are also known as work-family facilitation programs.

Work-family facilitation can be seen as when work and family life can go together harmoniously which can actually increase employee satisfaction at work and at home (Frone, 2003; Choi & Kim, 2012). Work-family facilitation can also be seen to fight the onset or progression of work-family conflict (Hill, 2005). As mentioned before work-family facilitation programs can help support the employees and minimise if not iradicate work-family conflict. Because of this work-family facilitation can be seen as a counter-weight to work-family conflict and prevent the employee from burning out by maintaining the balance between the employees work and life (Grzywacz & Bass, 2003). However, due to the closure of many of these facilities such as daycare centres (Jessen & Waights, 2020), it would be probable to suggest that work-family facilitation has decreased and because of this work-family conflict would have increased during COVID-19.

Looking on the other side of the spectrum of the balance, the stress of the job can also increase work-family conflicts. Work-family conflict is the tension between the two roles in which the requirements of the work and family roles clash with each other. This means that involvement in either the work or family role is more challenging because of involvement in the other role (Greenhaus & Nicholas, 1985). This explains that work-family conflicts will develop when certain roles in one put more strain on the other. For example, if an employee spends more time at work completing a task, it will leave the employee less time at home to spend with their family. Therefore, leaving their family roles unfulfilled, this could be taking their partner out for dinner, assisting their kids with their schoolwork, putting their kids to bed, etc.

The hotel industry is a very well-known industry for how hard it can be to work in. It can therefore play a part in disrupting an already delicate work-life balance of the employees that work in it. However, work-family conflicts are viewed as a frequent workplace and career dilemma among employees globally (Choi & Kim, 2012). This shows that every line of work can contribute to work-family stresses. Nevertheless, the hotel industry stands out due to the differing shifts, long hours, working on holidays, etc. When looking at shift work alone, it is predicted that shift work raised the likelihood of divorce from 7% to 11% (White, 1990). This suggests that shift work which is a key factor in the hotel trade can increase the chances of divorce among people. This is the result of the potential imbalances between work and life.

As it has been pointed out, the work-life balance can have many different variables and can produce work-family conflicts which can be one of the contributing factors resulting in an employee burning out. However, few studies have been conducted to see the effects on employees during a crisis, such as COVID-19. When COVID-19 forced the governments of the world to close their borders and go into lockdown to contain the spread of the virus, tourism was affected the most. Phuket is an example of a destination in the world that was heavily reliant on tourism for it to sustain its economy. A staggering 80% of the province's economy relies on tourism (Chuenniran, 2020). Most of which came from international tourism. Due to this steep decline during and after the lockdown around 70% of tourism businesses closed, most of them just temporarily, but some have shut down permanently (Ashworth, 2020). It is clear to see that a lot of employees around the island have, are and will be made redundant because of the businesses closing. This will then have the knock-on effect of putting more strain



on the finances of the family that the employee is trying to support, which will therefore lead to heightened tension at home, leading to possible conflicts and burnout. However, it is also interesting to take a look at the other end of the spectrum, a rising number of companies in sectors hit by the COVID-19 pandemic are turning to pay reductions instead of sacking their employees to decrease their labour expenses, this is done in the hope that it will give the company a quicker recovery by not having to fill the positions left vacant (Cleeland, 2020). However, numerous organisations have had to reduce their labour force numbers. Although the employees who were not made unemployed and still have a job, are being made to multitask in their departments and even other departments. Of course, this will place a strain on the individual. Multiple reports tell that people who have to multitask extensively have greater difficulty completing key and complex assignments, much greater difficulty in successfully memorizing new material, struggle with learning new methods, and heightened tension levels (Peifer & Zipp, 2019). Another stressor that can contribute to this can be the lack of information the employees have about their futures at the organisation. This unknown factor can play a serious part in an employees' stress levels (Dirani, Abadi, Alizadeh, Barhate, Garza & Gunasekara et al, 2020). Combining the reduction in salary, benefits, incentive programmes, unknown job security, and having to work harder in different jobs that an individual may have not done before will dramatically increase the stress levels. With the stress levels increased, the employee may experience some form of burnout.

At present, there are not many research topics that have looked into the effects of employees burning out during a crisis. Especially a pandemic which has meant that all international tourism has ceased. However, it is predictable that the burnout levels will increase due to the added stress faced by the employees. This research hopes to inform employers on the effects that these uncertain times are having on their employees and possibly advise them on how best to handle staff that show signs of burnout. It is also hoped that people will also further understand the work-family conflicts that can arise due to the stress levels increasing, and reduce the conflicts at home. It is also hoped that organisations can use this research to better understand the pressures and effects they have on employees in the hotels in Phuket.

To conclude, this research will focus on the effects that lead to an employee burning out during a crisis in hotels in Phuket. Phuket is a key location to study for this topic as some have said it is 'over-dependent' on tourism. Due to the pandemic, many different

establishments have had to let staff go or change their business models. All of these changes have some similarities in the fact that all staff have received a cut in pay, benefits, incentives or had to work harder than they have ever had to before this crisis. It is interesting to investigate the different attitudes in staff demographics and how each department feels about the new policies. Finally, examining how important the work-life balance is to employees and how if an imbalance occurs, it can lead to work-family conflicts. With the overall result leading to the employee burning out which could affect his/her productivity.

## **1.2 Statement of Problems**

According to many sources, having happy employees is a crucial part of running any business in the hospitality industry. This is why this research will concentrate on key factors such as work-family conflicts which is a big stressor for an employee, this can also be a big instigator in the employee becoming burnt out. The research is also looking at how work-family facilitation can counteract the negative effects of work-family conflicts. Therefore, making the employee less likely to burnout or become stressed for that matter. The research is to also aim to see how employees are coping with these problems during a crisis.

## **1.3 Importance of the Study**

It is hoped that the findings from this research will help organisations in the hotel industry by providing a better understanding of the stress that a crisis can put on their employees. It is also hoped that this will highlight the stressors that work-family conflicts can cause to employees and how they can lead to the individual burning out. This will hopefully give organisations more motivation to instigate work-family facilitation programs to help their employees.

## **1.4 Research Questions**

1.4.1 How before and during the COVID-19 crisis has effected hotel employees' work-family conflict, work-family facilitation and employee burnout?

1.4.2 What are the effects of employee demographics and job characteristics towards work-family conflict, work-family facilitation and employee burnout?

1.4.3 What is the impact that work-family conflict and work-family facilitation have towards employee burnout?

### **1.5 Research Objectives**

1.5.1 To compare work-family conflict, work-family facilitation and employee burnout before and during the COVID-19 crisis.

1.5.2 To investigate the impact of employee characteristics and job characteristics on work-family conflict, work-family facilitation and employee burnout.

1.5.3 To examine the relationship between work-family conflict, work-family facilitation and employee burnout.

### **1.6 Hypotheses**

H1.1: COVID-19 crisis has an impact on work-family conflict and work-family facilitation before and during the crisis.

H2.1: Gender has an impact on hotel employees work-family conflict.

H2.2: Gender has an impact on hotel employees work-family facilitation.

H3.1: Age groupings has an impact on hotel employees work-family conflict.

H3.2: Age groupings has an impact on hotel employees work-family facilitation.

H4.1: Marital status has an impact on hotel employees work-family conflict.

H4.2: Marital status has an impact on hotel employees work-family facilitation.

H5.1: Job function has an impact on hotel employees work-family conflict.

H5.2: Job function has an impact on hotel employees work-family facilitation.

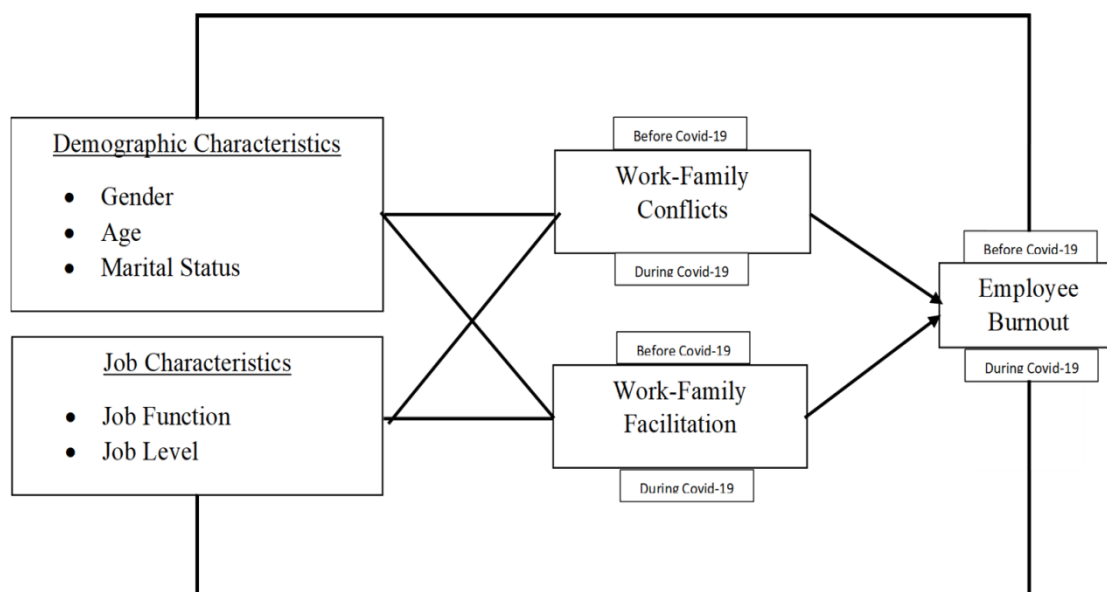
H6.1: Job level has an impact on hotel employees work-family conflict.

H6.2: Job level has an impact on hotel employees work-family facilitation.

H7.1: Work-family conflict is positively related to hotel employees burnout.

H7.2: Work-family facilitation is negatively related to hotel employees burnout.

## 1.7 Conceptual Framework



## 1.8 Definition of Key Terms

**Hotel Employee** refers to someone who works to maintain the smooth operation of the hotel (Gish, 2019). However, the aim of this report is to compare the perception of hotel employees toward their work-family conflict, work-family facilitation and employee burnout before and during COVID-19. Therefore, the hotel employees in this study include the full-time employees who have been working in hotels for at least a year before the first lockdown in Thailand.

**Work-Family Conflict** Work-family conflict is a form of tension between the two roles in which the requirements of the work and family roles are clashing with each other (Greenhaus & Nicholas, 1985).

**Work-Family Facilitation** can be seen as when work and family life can go together harmoniously which can actually increase employee satisfaction at work and at home (Frone, 2003; Choi & Kim, 2012).

**Employee Burnout** is the feeling of extreme psychological and emotional exhaustion due to the work that the employee is undertaking (Jackson & Schuler, 1983).

**Emotional exhaustion** is typically seen in work related stress where the individual has to show a certain amount of empathy in their job (Gaines & Jermier, 1983), a perfect example is in the hotel industry.

**COVID-19 crisis** can be considered to be a severe economic crisis, which can in turn effect the mental and physical health of the population (Michie, 2020).

## CHAPTER 2

### LITRATURE REVIEW

#### 2.1 Work-life balance

Work-life balance is defined as being the balance between an individual's work/job and the individuals' personal life or family life. Both are considered to be important to support the other. Having work or a job will help support the individuals' life and other obligations they may have. Having a good personal life has also been proven to help the amount of work and quality of work that the individual has to produce. However, having an uneven balance between the two can lead to the individual experiencing increased stress levels (Grobelna & Tokarz, 2016). In terms of the work side, examples of this can be found in the need for career development, such as seeking promotions. As for life, a good example can be found in having a new child. Both of these examples need the employee to spend an increased amount of time on them, meaning they have less time to spend on the other. A study has found that by achieving a decent level of both occupational and personal time for an employee would be very beneficial for the individual and the organization. This is due to increased satisfaction in the job and reduced stress (Anwar, Hasnu & Yousaf, 2013). For the individuals who are unable to maintain their work-life balance, there is an increased risk of them experiencing work-family conflict which could lead to them becoming burnt out (Brauchli, Bauer & Hämmig, 2011; Zhao, Ghiselli, Wang, Law, Okumus & Ma, 2020; Kanwar, Singh & Kodwani, 2009; Robertson, Robinson & Reid, 2017; Thimmapuram, Grim, Bell, Benenson, Lavalley, Modi, Noll & Salter, 2019).

The relation between work-life balance and work-family conflict is a very clear and significant one. Studies have found that the more uneven the balance is for an employee between work and life, the more conflicts they will experience as a result of this, also leading to the employee being much less engaged with work and family life. It has also been shown that this is also a big factor in the working labour force (Grobelna et al, 2016; Smith & Gardner, 2007; Rehman & Azam Roomi, 2012). Work-family conflicts are becoming a field that is being studied more and more. This has therefore made organizations alert to this common dilemma and institute ways of dealing with it, one such way is by having a program that helps the individual juggle work and life together.

As for the association concerning work-family facilitation and work-life balance. Many companies are implementing more and more initiatives to help reduce any work-family conflicts and increase the facilitation part for the employee. Some of the schemes used to help improve the facilitation aspect are flexible work times, on-site child care, elder care and a compacted workweek (Frye & Breugh, 2004). It has also been revealed that work-family facilitation is a very valuable contributor to improving an employee's satisfaction both at work and in their life. Therefore, concluding that work-family facilitation contributes toward providing a more even stance for the employees' work-life balance (Baltes, Clark, & Chakrabarti, 2009).

It has also been found that having increased work-family conflicts has been connected to employee output and also institutes a heavy financial cost for any organization whose employees are going through this (Cascio, 1991; Sowmay & Panchanathan, 2012). As mentioned before, an upset in the balance can produce greater amounts of work-family conflicts which can ultimately leave the individual burnt out. This does not only have a negative effect on the individual employee. It can also have big repercussions on the organization the employee is working for, with a reduction in loyalty to the company and a decline in occupational satisfaction (Allen, Herst, Bruck & Sutton, 2000). Many companies and organizations take this seriously to avoid employees burning out and incurring losses to their labour force which will result in significant financial loss (Brauchli, Bauer & Hämmig, 2011).

In the last 20 years, there were many studies investigating work-life balance in the hospitality context. For example, AL-Omari, Hanandeh, Al-Somaidae, Jarrah & Alnajdawi (2020) have investigated work-life balance programs, with their effect on workers' fulfilment whilst working in five-star hotels. Khanna & Bali (2017) and Bali, Khanna & Gupta (2020) conducted an empirical study on the work-life balance issues of F&B staff in hotels in Delhi. Abdien (2019) examines the impact of communication satisfaction and work-life balance on employee turnover intention. However, there were fewer studies focusing on work-family conflicts and work-family facilitation initiatives in the hospitality industry. However, thus far, the results of work-family research have remained contradictory (Zhao, Ghiselli, Wang, Law, Ohumus & Ma, 2020).

### **2.1.1 Work-family conflicts**

Work-family conflict has a clear definition which is when the role from one crosses over into the other and causes a conflict (Greenhaus & Nicholas, 1985). This means from the work-family standpoint, this kind of tension can be reflected in where the work-family spheres have become incompatible (Netemeyer et al, 1996). Therefore, work-family conflicts will develop when certain roles in one put more strain on the other. This is a key problem in the hospitality industry, as work-family conflicts are considered to be a frequent work environment and occupational amplifier for stress in a global sense (Choi & Kim, 2012). To reinforce this point, one cause of tension that increases the likelihood of work-family conflicts is time-based conflicts. These are when a scheduled amount of hours dedicated to the individual's employment impedes with personal responsibilities that an individual employee may have. Some of these factors are extremely common practices in the hotel business, such as working on bank holidays, overtime and rapid shift working adjustments (Netemeyer et al, 1996; Harris & Reynolds, 2003). This can also be broken down into general demands of a job role which refers to the “responsibilities, requirements, expectations, duties, and commitments” with a job role (Netemeyer et al, 1996). All of these attributes reduce the quality and amount of family time (Guest, 2002). This is a very significant factor as family and work are two of the most important aspects of most adults' lives (Netemeyer et al, 1996). Due to the breakdown of the balance, it can have knock-on effects which can result in a growth in crime, narcotics abuse, a reduced amount of time spent working with the community, less care for elderly relatives or anyone disabled (Guest, 2002). This is the potential outcome of a poor work-life balance, which can escalate into a work-family conflict.

It is evident to see that more organizations are now taking this concept more seriously as the amount of work-family conflicts has grown over time (Kossek & Lee, 2017; Olson, Sinsky, Rinne, Long, Vender, Mukherjee, Bennick & Linzer, 2019; Harjanti, 2019). As more research is being conducted in this field, it would deduce that more people are concerned about this. A study in Korea found that 73.8 per cent of 663 participants were experiencing elevated stress levels due to the amount of work-family conflicts that were occurring (Choi & Kim, 2012). It has also been found that work-family conflicts have grown in number among workers in the United States, with around 70% of workers reporting some conflict occurring



between work and their personal life. Also, reporting that around 90% of mothers and 95% of fathers in the United States have reported work-family conflicts (Kelly, Moen & Oakes, 2014; Williams & Boushey, 2010). Another more specific study done found that around 40% of all employees who are also parents have experienced a work-family conflict at one time in their careers (Allen, Herst, Bruck & Sutton, 2000). This shows that this is a fairly common occurrence among the working population who have children. Furthermore, it has been shown that a poor work-life balance can progress into a multitude of problems and issues for the employee, one of which is having a work-family conflict. However, it must be remembered that one of the biggest negatives of this is among parents, with a decline in parental quality towards their children (Hill, Hawkins, Ferris & Weitzman, 2004).

### **2.1.2 Work-family facilitation**

On the other side of the spectrum, there is work-family facilitation. This is the complete opposite of work-family conflicts where both work roles and family roles clash. Whereas, work-family facilitation means that both roles interweave together to produce a positive level of satisfaction for the employee (Frone, 2003). By achieving this and having both roles go together rather than clash, the individual will be able to enhance the quality of their work and family life. (Choi et al, 2012). It also has the added benefit of counteracting the possibility of having work-family conflicts (Grzywacz & Bass, 2003). Many scholars in the past have made positive connections between good family facilitation factors with a positive increase in work quality, loyalty to the organization, and overall employee morale (Karatepe & Kilic, 2009). These are relatively old concepts in most fully developed western countries, with companies having their Human Resources department helping employees manage work and life with different programs. Research has also indicated that work-family facilitation programs can help reduce the risk of an employee suffering from depression by 15% and reduce the risk of alcohol abuse by 38% (Grzywacz et al, 2003).

Some programs that are supposed to support work-family facilitation are in fairly widespread use today in most companies and countries, with some countries introducing laws that uphold these worker rights. Some examples are parental leave, maternity leave, child day-care centres on-site, and even going as far to offer wedding and funeral leave which is more commonly known as compassionate leave (Choi et al, 2012).

One example of a work-family facilitation initiative are work-life balance programs. Findings also show that workers in the modern-day workforce think that WLB is important and is quickly becoming a big concern. In a study, 90% of workers said they have mounting concerns that they do not spend enough time with their relatives (Lockwood, 2003). Organisations are introducing work-life balance programs in the effort to reduce work-family conflicts for their employees. Possibly the most up and coming trend in work-life balance programs is the increasing attention toward eldercare (Lockwood, 2003). In terms of eldercare, some initiatives are. "Education" Where the company provides training to all staff members about how to cope with stress and pressure, with conditions that may be affecting an old relative who is under the individuals care, examples of these conditions can be dementia and Alzheimer's disease which are ever increasing in today's society (Tinglin, 2013). Another key initiative is "Programs" which are social recreation day programs for seniors. Staff members who utilize initiatives such as these gain serenity because they realize that their relative is being looked after whilst they are working. This also makes them less prone to take leave from work to take care of any crisis that their relative may be going through (Tinglin, 2013).

### **2.1.3 The impact of COVID-19 crisis toward employees' work-family conflict and work-family facilitation**

Research done shows that employees who had work-family conflicts before COVID-19 will experience a greater amount of work-family conflict during the crisis. Also, work-family conflicts are more likely to affect those who did not have them before the crisis (Vaziri, Casper, Wayne & Matthews, 2020). However, it is also suggested that people with more savings and financial assets did not suffer as much as those who have none. This is because they are in a much better position and able to afford other facilities to accommodate any new situation that they may have to adapt to (Hobfoll, 1991). This is more evident when looking at the new normal COVID-19 has imposed on everyone, with people who have financial savings able to cope and not feel as financially insecure as those who have no savings (Fox & Bartholomae, 2020). Another study found that the COVID-19 crisis can increase the chances of work-family conflicts by weakening family engagement of the employee and increasing COVID anxiety of the individual (Troughakos, Chawla & McCarthy, 2020).

The work-family facilitation aspect has also declined as well. Since schools, daycare centres and other facilitation facilities have been closed. This means that the parents must spend more time taking care of the children rather than working. This has made their work-life balance increasingly challenging to maintain (Fisher, Languilaire, Lawthom, Nieuwenhuis, Petts, Runswick-Cole & Yerkes, 2020). It has also been noted that certain facilitation facilities such as technology can actually make the employee more stressed rather than helping facilitate their needs in terms of work. This is because of the COVID-19 pandemic and the speed at which everyone had to adapt to the new normal, such as working from home. Companies would buy hardware and software for employees to work from home but did not train them in how to use it, this leads to the employees suffering from technostress (Vaziri, Casper, Wayne & Matthews, 2020). This is where the individual feels stress from using technology but also about not knowing how to use it correctly (Ayyagari, Grover & Purvis, 2011; Ragu-Nathan, Tarafdar, Ragu-Nathan & Tu, 2008).

Therefore, the following hypotheses were developed:

H1.1: COVID-19 crisis has an impact on work-family conflict and work-family facilitation before and during the crisis.

## **2.2 Employee's Socio-demographic Characteristics and its impact on work-family conflict and work-family facilitation**

For numerous years now, there have been mounting concerns that the quality of people's personal lives and community socializing is diminishing (Guest, 2002). This can be attributed to the rise in multiple earners in the household, lone parent households, and households with eldercare responsibilities, these issues are looking to expand for future generations as time goes on (Netemeyer, Boles & Mcmurrian, 1996).

Socio-demographic characteristics can be classified as being different variables that can categorize people into varying cohorts. The main ones that have been studied in terms of demographics and work-related stress are gender, age and marital status (Gjonça & Calderwood, 2004; Ahmed, Donepudi, Rahman, Chowdhury, Islam, Tohfa & Kader, 2020). Studies have pointed out that there is a strong correlation between socio-demographic characters and stress that can be derived from the workplace. Evidence has shown that these factors can strongly influence

employees into whether they experience stress and also determine the varying level of stress that the employee will feel when at work or anything that links to the individual work (Sampson, 2016; Leka & Jain, 2010; Ahmed, Donepudi, Rahman, Chowdhury, Islam, Tohfa & Kader, 2020). As a result of these findings, the research conducted in this paper will focus on the variables of gender, age and marital status. As it is evident to see that a majority of researchers have used these characteristics and are able to find results of significance.

### **2.2.1 Gender vs work-family conflict and work-family facilitation**

It has been noted that when compared to the past with the present, society has seen some very significant changes. Women are seeing expanded engagement in society, rather than staying at home in the traditional sense. Another good example is the increase in single parents as the divorce rate has climbed substantially from the past (Choi & Kim, 2012). However, the change in society has also participated in this issue. Typically nowadays in western society, there are a higher amount of women from all the different social divisions that have joined the workforce in paid employment, this is a greater number than what was seen in the past (Guest, 2002). As an example, it has also been documented that the female workforce in Thailand is growing rapidly as a growing amount of the female population is receiving higher education. Therefore, being given more opportunities to work than they were before the 1990s. This has proved to be very beneficial for the Thai economy as the labour force has seen a substantial expansion due to this (Romanow, 2012).

In the hospitality industry, it has been widely known for some time now that the majority of the workforce working within the industry are female. Globally speaking the hospitality industry is made up of 70% female employees. Whilst the industry in countries in South-East Asia is made up of between 50-75% female employees (Ismail, 2018). It is also mentioned that women, especially in Asia are seen in the traditional sense to be the ones that look after the family and the house. This coupled with working in the hospitality industry with its irregular hours can give off a poor work-life balance due to the demands which are dictated by which they are living in society and the demands of the job (Ismail, 2018). Although this point may be valid, it must be said that findings show that there is no difference in terms of gender in the burnout rate, which can be the outcome of a poor balance between work and life, in the hotel industry (Willemse, 2006; Karatepe, 2010; Cheng Chieh Lu & Gursoy, 2013). However, a study

showed that women tend to be more vulnerable to suffering from work-family conflicts and disadvantaged when they are having to perform two roles in their normal day to day lives. That being working and devoting lots of time towards their families and other household chores (Van der Lippe & Lippényi, 2018). Research has also concluded that this factor is one of the main factors that prohibit women from progressing in their careers towards ascertaining managerial positions. This is why it has been suggested that women would benefit a lot more from work-life facilitation schemes than men would do. Especially, in terms of modifying traditional work patterns into more flexible times (Doherty, 2004; Thévenon, 2009). Having said all of this further research has also shown that men are just as susceptible to suffering from work-family conflicts as women are. This is due to the fact that many societies are trying to adapt towards a state of equality in terms of gender, where instead of the man solely working and the woman being at home. Both share the same roles and participate in work and family life (Duxbury & Higgins, 2008).

Therefore, the following hypotheses were developed to test:

H2.1: Gender has impact on hotel employees work-family conflict.

H2.2: Gender has impact on hotel employees work-family facilitation.

### **2.2.2 Age vs work-family conflict and work-family facilitation**

Age is also a key factor in shaping how different people ascertain the importance of their job and personal lives and responsibilities. In general, this is done by separating different age groups into generations. There are three main generations that scholars have looked into when talking about this field of study. The first is the baby boomers who are people born from 1946 to 1964 (Adams & Rau, 2011). The second is generation X, who are all people born between the years 1965 to 1980 (Mhatre & Conger, 2012). The final generation is the millennials who are all those who were born between 1980 to 2000 (Rainer & Rainer, 2011).

Starting with the baby boomers, these people tend to place work as possibly the most important thing in their lives. They tend to take the more customary career path where the individual will work relentlessly and be loyal to the organization. These people will tend to continue to seek out job security and advancement in the organization, to mention a few. In light of this, baby boomers who are employees would appear to see family as invasive to their work.

Meaning they will experience less work-family conflicts because they have a tendency to prioritize work over everything else (Bennett, Beehr & Ivanitskaya, 2017; Lu & Gursoy, 2013).

Generation X have a tendency to search for jobs that provide good harmony between their employment and life, especially when comparing them to baby boomers. Research has also shown that Gen X tend to be less devoted to their respective employers than compared to the generation before them. This, therefore, makes them more likely to change jobs more frequently. This generation would also appear to place more of a highlighted importance on having a balance between their work and family/life. Gen X has also indicated that they place importance on having independence and freedom at work (Festing & Schäfer, 2014; Benson & Brown, 2011). Therefore the conclusion can be drawn that generation X will be more vulnerable to having work-family conflicts as they place equal importance on both of these aspects of adulthood (Bennett, Beehr & Ivanitskaya, 2017).

As for the millennial generation, they have been found to place greater importance on leisure and much less importance on any work ethic itself. However, research showed that they place a high significance on work extrinsic gains such as pay and status. Millennials have also shown characteristics of being insistent and impatient for results and rewards (Twenge, Campbell, Hoffman & Lance, 2010). Research has also observed that millennials expect more of a balance through their careers in terms of work and life/family. To conclude, this shows that there is a greater probability of millennials suffering from work-family conflicts than the baby boomers and generation X (Bennett et al, 2017). Therefore, this shows that they have a higher possibility to be the ones most at risk of suffering from employee burnout (Lu & Gursoy, 2013).

Therefore, the following hypotheses were developed:

H3.1: Age groupings has an impact on hotel employees employee work-family conflict.

H3.2: Age groupings has an impact on hotel employees work-family facilitation.

### **2.2.3 Marital Status vs work-family conflict and work-family facilitation**

Marital status can be defined as a person that is married to a partner which also includes living with an intimate partner. On the other side of the spectrum, it can also include individuals who are single, separated, divorced, widowed and unmarried (Luecken, Suarez, Kuhn, Barefoot, Blumenthal, Siegler & Williams, 1997). Research has found that marital status poses little threat to seeing an increase in work-family conflicts. As results show that there were similar amounts of satisfaction when comparing people who were single and without a partner to people who were married or living with an intimate partner (Panisoara & Serban, 2013; Frone, Russell & Barnes, 1996; Lewis, Gambles & Rapoport, 2007). However, other discoveries found that the marital status of an employee does not affect job satisfaction. Though it has been found that the job itself or the satisfaction of the employee doing the job can affect the quality of the marriage or relationship that the individual is in with his or her partner (Bedeian, Burke & Moffett, 1988; Wu, Chang & Zhuang, 2010). Another research went on to even challenge the common belief that employees who are single have a better work-life balance than those who are married or in relationships. The point being, that many people even though being single may still have younger siblings or aged parents that they have to care for and look after, this is more widely seen in Asian cultures (Keeney, Boyd, Sinha, Westring & Ryan, 2013; Amazue & Onyishi, 2015). To reinforce this point, a study found that there were similar levels of work-family conflict between female employees who were single and those who were in a relationship with an intimate partner (Hamilton, Gordon & Whelan-Berry, 2006). Other articles even go on to suggest that companies should look to provide more facilitation programs that would help support any married couples or families. As there is evidence that the employee will see an enhancement in the job output and overall effectiveness of the employee if they are in a happy relationship (Foley & Powell, 1997; Malik, 2015). It is also recommended that a relationship can help an individual deal with the stress from work by them simply having someone that they can communicate with. By releasing their problems or issues that they have had to deal with at work with their partner or spouse (Malik, 2015).

In terms of the employees in the hospitality industry research has been carried out to see the differences in work-family conflict that the employees suffer from. Taking into account whether they are single or in a relationship. Findings suggest that marital status does not

have any significance in determining whether an employee is more likely to experience conflict and later burnout because of it (O’Neill & Davis, 2011; Kuruüzüm, Ipekçi Çetin & Irmak, 2009; Wang, Lee & Wu, 2017). However, it has been mentioned that the shear strain and pressures that can be felt in the hospitality industry can leave those employees mentally drained, which can make it hard for them to connect with any substance with their spouse or partner when at home. This, therefore, can be the starting sign of potential conflicts between work and family (Magnini, 2009). As mentioned before, if the marital life of the employee is positive then the employees’ work will be enhanced and the quality of work done will be to an acceptable standard (Bedeian et al, 1988; Wu et al, 2010). Furthermore, research conducted in the hospitality industry has suggested that work-family facilitation programs would be very beneficial to organizations in the hospitality industry to help employees create a stable family atmosphere. Examples could be ‘free family stays at the hotel’, ‘family medical checkups’ and ‘special discounts for family members’ (Choi et al, 2012). The Hilton group is a good example of rewarding loyal employees by giving them reasonable discounts depending on the years they have worked for the company. On top of that, they have also introduced a family and friend scheme where their employees can add a single close family member and a single friend to the scheme, with fewer benefits and discounts if they do not accompany them.

Therefore, the following hypotheses were developed:

H4.1: Marital status has an impact on hotel employees work-family conflict.

H4.2: Marital status has an impact on hotel employees work-family facilitation.

### **2.3 Employee’s Job Characteristics and its impact on work-family conflict and work-family facilitation**

The job characteristics have been determined to be a considering factor in whether an employee will experience differing levels of stress. This is due to the job characteristics otherwise known as the job profile being an essential part of any employee’s job when at work. As an example of this, it has been determined that front-line staff otherwise known as the front of house staff have one of the top ten most stressed induced jobs in the US, which in turn might be brought home by the employee in a spillover effect. This may cause a work-family



conflict (Syazreena Azmi, Shahid & Alwi, 2016). This is a common occurrence in the front of the house as managers are eager to replace staff after another staff member has left, which in turn has left the team short-staffed to cope. Something that is not seen as much in the back of the house (Thomas, Brown & Thomas, 2016).

There is also another part of the job characteristics that have been known to produce differing stress levels that could in turn result in a poor work-life balance which could produce a work-family conflict. This is the difference between the job levels of employees. This is seen as managerial staff, supervisors and operational staff members (Zohar, 1994). There has been extensive research done into managers and how much work-family conflict they suffer from due to the poor work-life balance that they undergo from within the industry. One reason for this is because the managers are seen to be the ones who take the responsibility for planning, organizing, communicating etc. They are the ones who are held accountable if something goes wrong within the organization. This obviously takes a lot of time and can be extremely emotionally draining for them, which can leave them lacking time for their family/life and leave them feeling mentally drained when they get home. This is one of the startings of a work-family conflict exhibiting itself (Kasper, Meyer & Schmidt, 2005; Leaptrott & McDonald, 2011).

Also, another reason for conflict with managers' work and life can be that certain departments in the hotel such as F&B require managers to use a certain amount of restrained aggression which is used to push staff forward through the peak times of the restaurant. This has been seen to spill over into family life which requires a much more tender and nurturing ambience feel coming from that individual (Magnini, 2009). As for employees, it has been suggested that they are also very susceptible to work-family conflicts especially if they are performing multiple tasks like GSA receptionist perform at the front desk and servers do at the restaurant in the F&B department (Mukanzi & Senaji, 2017).

Additional information has found that in terms of work-family conflicts, two of the biggest contributing factors to the conflict are the working schedules and supervisors/managers. The reason for the scheduling is that the employee will be working at normal times which is a very well-known inconsistency in the hospitality industry, along with no sudden changes to the schedule. This is so the employee can plan with his or her family what activities they will be able to do before or after the employee works, which is an important factor

in the work-life balance and therefore prevents any conflicts. When looking at the effects that the supervisors and managers can wield on this topic, it is clear they can act as a motivating force for the staff below them giving recognition when it is deserved (Hanson, Casper, Mierzwa, Kelly, Moen, Oakes, Fan, Okechukwu, Davis, Hammer, Kossek, & King, 2014; Thomas, Brown & Thomas, 2016). This is also known to be a good factor to do with employee satisfaction. It has also been noted that abusive supervisors can also have a major effect on employee satisfaction and contribute significantly to the emotional exhaustion of the individual (Yagil, 2006). As stated later, the support given by the supervisor can also have a big effect on front line staff members. This is also essential when dealing with guest complaints (Kanten, 2014). Good support given can increase employee loyalty to the company (Kim, Im, Qu & NamKoong, 2018). Additional research conducted also came to the conclusion that the more abusive the supervisor the greater the stress and likelihood of the operational front-line employee having high work-family conflict and becoming emotionally exhausted which is a strong contributor to burnout (Tepper, 2000).

### **2.3.1 Job Function vs work-family conflict and work-family facilitation**

In the hotel sector, there are two main areas where employees work at. These two areas are called the front of the house and the back of the house. Employees who work at the front of the house area have direct contact with guests on a day to day basis, well known departments for this are the Front Office and the F&B departments. The back of the house rarely has contact with the guests of the hotel, these departments can be the accounting and kitchen (Mamesa, 2012). It has also been noted that front of house employees are more susceptible to stress and incurring problems when they work rather than the back of house employees. This is partly due to them having to deal with unpredictable situations and problems that guests may place on them (Faulkner & Patiar, 1997; Belotti, 2016; Syazreena Azmi, Shahid & Alwi, 2016). Due to the complexities and differing levels of stress experienced by the front of house employees, it is not uncommon for stressed-out employees to bring the problems and stress of the day back home with them. This has been noted as a possible spillover effect. Which can therefore trigger hostilities between work and family (Karimi, Karimi & Nouri, 2011).

In contrast, some research findings suggest that there are no significant differences in stress levels between the front and back of houses which could produce any kind of conflict. Furthermore, it would appear that the balance would be the same as many back of house

employees' have to work shift work hours and have to handle different kinds of stress and conflicts as their front of house counterparts (Thomas, Brown & Thomas, 2016; Mamesa, 2012; Fulford & Enz, 1995).

Work-family facilitation programs have been looked at to help improve employee satisfaction and reduce any work-family conflicts the employees may be facing. It has been recommended that family-friendly hotels that have a family vibe about the establishment would help to reduce any stress that the employees face. It has also been noted that back of house employees face different stressors compared to the front of house employees. This is due to the personnel in the back of the house being exposed to loud noises, bad lighting, high contact with high temperatures and handling hazardous substances (Demerdash & Saber, 2017). So, work-family facilitation programs would be beneficial for the back of the house employees who do not have as much social interaction as their front of house colleagues. Some ideas mentioned were to increase job-sharing where employees could work together to complete a task. Therefore, having to interact with each other and complete the task twice as fast. Facilitation programs for the front of the house have also been viewed to have been effective in helping reduce certain stressors that the frontline employees may face. One example mentioned is to give employees the power to change their roles to meet any diverse customer requests, this is also called job crafting (Kanten, 2014). Sometimes these stressors can become too much for an employee to handle which ultimately ends in them resigning. Further studies have found that organizational support for the front of house employees can be the greatest builder of company loyalty and attachment to the organization (Hobfoll, Johnson, Ennis & Jackson, 2003; Caesens, Marique, Hanin & Stinglhamber, 2015; Choi & Kim, 2012).

Therefore, the following hypotheses were developed:

H5.1: Job function has an impact on hotel employees work-family conflict.

H5.2: Job function has an impact on hotel employees work-family facilitation.

### **2.3.2 Job Level vs work-family conflict and work-family facilitation**

As reported by Hinkin and Tracey (2000), a supervisor's support is the most important and is given as a common result of self-selective employee turnover. The findings suggested there was no disparity towards voluntary withdrawal plans of employees due to the

location of the organisation. However, it was noted that the results suggested that there was a disparity when based on the managerial level. It has also been mentioned in later researches conducted that having a supportive supervisor can also play a significant role in reducing work-family conflicts of the employees under their supervision (DiRenzo, Greenhaus & Weer, 2011; Gozukara & Çolakoglu, 2015).

However, according to DiRenzo, Greenhaus & Weer (2011), there is an important distinction to make as it is mentioned in their research which suggests an increase in work-family conflict as an employee continues their way up the career ladder into a managerial position. Managers are also more susceptible to suffering from work-family conflicts especially if they have children and both parents are in full-time employment (Kasper, Meyer & Schmidt, 2005). The main reason is that managers are seen to be the ones that have the most irregular schedules, possibly the most hours worked per week and have to carry the ultimate responsibility for the outcome of the assignment or work (Lingard & Francis, 2005).

Therefore, the following hypotheses were developed:

H6.1: Job level has an impact on hotel employees work-family conflict.

H6.2: Job level has an impact on hotel employees work-family facilitation.

## **2.4 Employee Burnout**

Employee burnout is a major concern for employers as it decreases the productivity of the employee suffering from it and can also encourage them to leave the job, increasing staff turnover (Singh & Singh, 2018; Jackson & Maslach, 1982) which will in turn affect the company or organization as a whole. Such as when an employee who is experiencing burnout has to take care or deal with a customer, the level of service in the interaction between the employee and the customer will be to a lower standard than what is expected by the organisation and to a lesser standard to what the customer is possibly expecting to receive (Shoshan & Sonnentag, 2019). The interaction between employee and customer is a defining moment in the service as customers will tend to assess the organisation by the interaction they have with the staff members, this is especially true in the service industry (Groth & Grandey, 2012). Especially, if the establishment is a 5-star hotel or a fine dining restaurant. This could result in the customer being less likely to return to the establishment or spreading bad word of

mouth about the establishment and the staff that work there (Blodgett, Granbois & Walters, 1993). This could be a significant factor that could harm the business and stop possible clients from visiting.

### **Work-family conflict and employee burnout**

It is well known that burnout is renowned for causing great psychological exhaustion which can diminish the employee's emotional capabilities (Jackson & Schuler, 1983; Maslach & Leiter, 2008) This is usually caused by significant stressors found in the workplace which can accelerate the effects of burnout for the employee (Maslach & Jackson, 1981; Khamisa, Oldenburg, Peltzer & Ilic, 2015). It has been found that one of the most common stress factors in the hospitality industry can come from the customers treating staff members with a lack or no respect, being vulgar and exhibiting distasteful behaviour towards staff members. A certain lack of autonomy is also found to create high levels of stress, which can in turn lead to the burnout of the employee. Especially when a customer or guest complains to a staff member who has no power to solve the issue presented to them (Han, Bonn & Cho, 2016; Maslach & Leiter, 2008; Kern & Grandey, 2009; Maslach et al, 1981). Other factors that can contribute to stress and lead to the employee becoming burnt out are having a high-level workload (James, Kotzé & Van Rooyen, 2005), heightened time pressure (Rabatin, Williams, Baier Manwell, Schwartz, Brown & Linzer, 2015), lack of supplies or staff members (Puleo, 2011) and role conflict (Yip & Rowlinson, 2009; Kilfedder, Power & Wells, 2001). All of these stressors can compound on top of each other and cause a work-family conflict, with the result being that the employee starts to burnout (Schaufeli, Maslach & Marek, 1993; Moss, Good, Gozal, Kleinpell & Sessler, 2016).

Many observations have found that the connection between work-family conflict and work-family facilitation at the same time shows different results such as employee satisfaction, burnout and turnover intention. For example, Karatepe and Bekteshi (2008) found that hotel frontline employees who experience work-family facilitation and have control over their work would have better performance and greater satisfaction in life in general. Karatepe (2010) also discovered that work-family conflict had a significant impact and was certainly related to the fatigue of an individual, which is one of the burnout components. A study found that frontline employees especially have a greater chance of experiencing work-family conflicts due to them having to deal with demanding customers on a day to day basis. This can lead to a

dramatic increase in stress which can be brought home, leading to conflict within the employee's family which can result in the employee burning out (Ledgerwood, Crotts & Everett, 1998; Lee & Ashforth, 1993; Mete, Ünal & Bilen, 2014). In addition, Ledgerwood, Crotts and Everett (1998) found that by having support from the organization with facilitation programs helped to reduce mental exhaustion and employee burnout. It has also been noted that work-family facilitation programs can not only benefit the employee and their family by reducing stress and work-family conflicts. It can also help to make the employee more productive and efficient at work (Innstrand, Langballe, Espnes, Falkum & Aasland, 2008).

It can be concluded that work-family conflict exacerbates burnout whilst work-family facilitation decreases the chances of burnout.

Therefore, the following hypotheses were developed:

H7.1: Work-family conflict is positively related to hotel employees burnout.

H7.2: Work-family facilitation is negatively related to hotel employees

burnout.

## CHAPTER 3

### METHODOLOGY

This chapter will discuss the techniques used to conduct the research. A quantitative method has been used, using questionnaires to collect data. This has given a good range of data on how employees are suffering from work-family conflicts, how they benefit from work-family facilitation before and after the COVID-19 outbreak, and the effects both of these have had on an employee burning out during the COVID-19 crisis. Since Phuket has been an international tourism hotspot for many years, a number of foreign workers are being employed by various companies. This is the reason why the questionnaire has been written in Thai and English. This is so all employees can give their feedback on how they feel and potentially show if there are any differing feelings among Thai and foreign employees in regards to this research topic.

#### **3.1 Population, sampling size and sampling method**

The target of this study was full-time hotel employees. The site of this study was Phuket, one of the most famous tourist destinations in Thailand. Due to the COVID-19 crisis, Phuket's tourism has received a huge negative effect from this crisis. This is because a staggering 80% of the province's economy relies on tourism before COVID-19 (Chuenniran, 2020). As to be expected the COVID-19 has taken a huge toll on businesses on the island. Around 70% of tourism businesses have closed, most of them just temporarily, but some have shut down permanently (Ashworth, 2020). On top of this 95% of hotels in Phuket reported having made a loss during the first lockdown that Thailand implemented (Anantamongkolkul, 2020). However, any hotels that decided to still operate during this period had to implement many human resource management strategies in order to survive during this crisis, such as downsizing, pay reduction, hiring freeze, etc (Kraus, Clauss, Breier, Gast, Zardini & Tiberius, 2020; Wenzel, Stanske & Lieberman, 2020). Therefore, the current number of hotel employees remains unknown. To calculate the sample size, Cochran's sample size formula has been applied because the population size is large and unknown (Cochran, 1963).

$$n_0 = \frac{z^2 \times p(1-p)}{e^2}$$

Where  $n_0$  = Sample size, which was estimated

$Z^2$  = Selected critical value of the desired level of confidence or risk

$p$  = Estimated proportion of an attribute that is present in the population or maximum variability of the population

$e$  = Desired level of precision or margin of error

This model allows for a 0.05 error rate. If the confidence level is or above 0.95 then the result will be seen as valid for analysis. The following formula can therefore be used for estimating the sample size

$n_0$  = Sample size to be calculated

$Z^2$  = 95% confidence level (The value of  $(1-\alpha)$  in Standard Normal Distribution z-table, which is 1.96 for 95%)

$P$  = 50% variability of the population (which is maximum)

$e$  = 5% margin of error

$$\text{Then } n_0 = \frac{(1.96)^2 \times 0.5(1-0.5)}{(0.05)^2} = 384.16$$

Therefore, the minimum sample size for this study was 384.

The minimum sample size for the model was 384 questionnaires that have to be completed (Adam, 2020). Convenience sampling has also been conducted through this part of the research since all employees in the organisations can take part.

### 3.2 Measurements

This questionnaire contains three parts:

Part 1: The employee characteristics in terms of gender, education, income, job function, position, occupation, work experience, working hours per week, marital status and how often the employee takes leave. 12 attributes were placed in correspondence with the conceptual framework and feedback given by the three lecturers that conducted the IOC on the preliminary questionnaire.



Part 2: Work-Family Conflict and Work-Family Facilitation. 15 attributes for work-family conflict and work-family facilitation were benchmarked from various different publications. As can be seen in Table 3.1, Questions 2.1, 2.2, 2.3 and 2.9 were from Netemeyer, Boles and Mcmurrian, 1996, Question 2.4 from Dai, Chen and Zhuang, 2016, Questions 2.5 and 2.7 from Taşdelen-Karçkay, and Bakalım, 2017, Questions 2.6, 2.11, 2.14 and 2.15 from Chi Kin Wong, 2014, Question 2.8 from Rabenu, Tziner, and Sharoni, 2017, Questions 2.10 and 2.12 from Fast, 2017 and Questions 2.13 and 2.16 from Winter, 2012.

Table 3.1 Work-family Conflict and Work-Family Facilitation

Part 2 Work-family conflict and work-family facilitation	
2.1 The demands of work get in the way of my family and life.	
2.2 The amount of time my job takes up makes it challenging to complete my family tasks.	Netemeyer, Boles & Mcmurrian (1996).
2.3 Due to my work responsibilities, I have to make changes to my family plans.	
2.9 I have conflicts with my family to do with my work life.	
2.4 I find it hard to connect with my family after coming home from work.	Dai, Chen & Zhuang (2016).
2.5 I feel discontent with my roles in my family and work life.	
2.7 All in all, how unsuccessful do you feel in balancing your work and personal/family life.	Taşdelen-Karçkay & Bakalım (2017).
2.6 I feel I have no energy to do family tasks due to my work.	
2.10 It is best to keep family matters separate from work.	
2.12 Providing employees flexibility in finishing work tasks is seen as a good approach in doing business.	Chi Kin Wong (2014).
2.13 My work helps me develop more knowledge that helps me with my family life.	
2.8 I find it difficult to attend social/community activities.	Rabenu, Tziner & Sharoni (2017).

Table 3.1 (Continued)

2.11 I am given plenty of opportunities to do both my job and my personal duties well.	Haddon (2011).
2.14 I am very happy with the time that I have with my family.	
2.15 My supervisor supports me to balance my work and family life.	Jang (2009).

Part 3: Burnout. 9 attributes were benchmarked from various different publications. Table 3.2 showed that Questions 3.1, 3.2, 3.4, 3.7 and 3.9 were from Yuanlaie, 2010, Questions 3.3 and 3.8 from Freudenberger, 1974, Question 3.5 from Guedes, and de Souza, 2016 and Question 3.6 from Bonini Campos, Carlottob and Marôco, 2012.

Table 3.2 Employee Burnout

Part 3: Employee Burnout	
3.1 I feel emotionally exhausted at the end of the work day.	
3.2 I find it very hard to wake up for work.	
3.4 If I was offered another job in another company I would take it.	Maslach & Jackson (1981).
3.7 I feel I work too hard in this job.	
3.9 I feel burnt out.	
3.3 I find it hard to motivate myself to go to work.	Freudenberger (1974).
3.8 I feel more irritable at work and at home.	
3.5 I feel physically exhausted at the end of the work day.	Guedes & de Souza (2016).
3.6 All I want to do when I get home is to go to bed.	Campos, Carlotto & Marôco (2012).

A 4-point scale was made from strongly disagree to strongly agree. Each question requires an answer on this scale from before the COVID crisis to during the COVID crisis. The “Before COVID” answer section can be considered any time before the first nationwide lockdown in Thailand which was 26/03/2020 (Tantrakarnapa & Bhopdhornangkul, 2020). The different values have been separated into four different categories with:

Table 3.3 Mean Range

Mean Range	Meaning
1.00-1.75	Strongly Disagree
1.76-2.50	Disagree
2.51-3.25	Agree
3.26-4.00	Strongly Agree

This scale was chosen due to the fact that it will force every participant to give an opinion on the question that they are being asked before and during COVID when completing the questionnaire (Brown, 2001). It also allows for a simpler answering method as the answers are reduced to only 4 possible answers, providing less confusion for the sample (Chang, 1994). Additionally, it is more convenient as the sample answering will not waste their time and get frustrated thinking about potentially answering several different answers.

### 3.3 Instrument Validity and Reliability

In terms of validity, an IOC was conducted by three university lecturers who have extensive experience in the field. Changes were made according to the comments received back from the lecturers.

After conducting the pilot test by issuing 30 questionnaires to employees all working in the hotel industry. The researcher then proceeded to upload the data to SPSS for analysis. Work-family conflict which has 9 attributes got Cronbach's alpha scores at 0.74 and employee burnout which has 9 attributes got 0.87 which is higher than 0.7. But work-family facilitation which has 6 attributes got a score of 0.69 which is lower than the 0.7 level of acceptance (Bland & Altman, 1997). After investigating the issue further, it was discovered that one question alone was bringing the score down. After the attribute 'I take every opportunity to involve my family in any work programs where possible' was removed and the Cronbach's alpha was recalculated, the new score was at 0.74 for this section. Therefore, this meant that the questionnaire was able to pass the test achieving the required acceptance level.

After this, the questionnaire was put forward for an IRB ethics consideration certificate. After minor changes being made to the way the questionnaires were distributed and

received after completion the committee agreed to give the questionnaire a IRB ethics certificate of approval.

### 3.4 Data Collection Methods

For data collection, 27 hotels which have a 4-5 star rating from across Phuket and still operated during COVID-19 crisis were contacted to ask for their kind support, only 19 agreed to participate. The questionnaire distribution and collection started on the 25/08/2021 and finished on the 27/09/2021. A convenience sampling method was used to distribute the questionnaires, this will represent the opinions and feelings of the entire workforce in the hotel industry. The questionnaires were only given to employees who have been working for the chosen organisation from before the COVID-19 crisis, up until when the research was carried out. This is so the research can indicate the variations of an employee's work-family conflict, work-family facilitation and burnout from during a normal situation to a crisis situation. This has shown how the effects of a crisis impact an employee's attitude and burnout significance towards their work.

Table 3.4 Hotel Questionnaire Distribution

Size of hotels	No. of hotels	Target	Return
>100 Rooms	5	110	110
100 Rooms or more	14	310	310
Total	19	420	420

The researcher contacted the hotels to gain permission to distribute the questionnaires out to the staff members to complete. Senior managers in the Human Resources department or the General Manager were contacted because they could help the researcher to identify and target the employees who have worked in the hotel for at least one year before the COVID-19 crisis up until now. The researcher also made it abundantly clear that the confidentiality of the respondents would be protected and that this research was for academic purposes only. It was also stated and guaranteed that all respondents could voluntarily withdraw at any time through the research for any reason they deem necessary.

After communicating with them, the researcher sent an email to the organisation which also asked for permission for the project to take place along with a sample questionnaire, so that the necessary departments and General Manager could look into the legality of the contents of the questionnaire to see if it goes against any company policy or rulings. When agreed the questionnaires were delivered to be distributed to the employees.

The researcher also had the Human Resources department guarantee that only Human Resources operational staff who held no authority would be the ones who distribute the questionnaires to the chosen samples. This was enacted to ensure the employees did not feel any pressure and could answer the questions honestly, rather than feeling pressured into giving dishonest responses as they would fear reprisals from their managers or other senior members of staff.

All the questionnaires were accompanied by an information sheet which was at the front of all of the questionnaires. This information notifies all respondents about the research topic, the confidentiality, and their right to voluntarily withdraw at any time. Additionally, all questionnaires have the title of the topic on top of each first page. Both of these measures are to ensure that the samples can all see what the questionnaire is about, they can also open the questionnaire to examine the contents within it, and the samples can also read and evaluate the questionnaire information sheet to see what rights they have in this survey. If they feel uncomfortable or dissatisfied with any of these aspects they could withdraw from the research.

Once the samples completed their questionnaires they put them into a box which was located outside the Human Resources office. This was done in order to maintain their results as being anonymous and uphold the confidentiality of the respondents. The researcher would go to the establishment once every two weeks to collect the questionnaires that had been completed, this was done until all questionnaires distributed had been returned. This was done to minimise the risk of the questionnaire results becoming known to others outside the research team. Each questionnaire was estimated to take around 10-15 minutes to fully complete. The emotional impact that the questionnaire would present to those who answer it, would be that they would feel that they could possibly make the working conditions better for themselves and future employees, by potentially improving the facilitation and facilities of the establishment. This, therefore, gives

a good motivation factor for the respondents to answer the questionnaire honestly and in full. Overall, questionnaires were fully completed by 420 hotel employee participants.

In order to maintain the confidentiality of the employees and the feelings towards the organisations, all questionnaires have been destroyed by shredding at the end of the project after all of the conclusions were finished. In order to minimise the spread of highly confidential information the researcher only uploaded the data onto one device. All of the data being stored was also removed and deleted once the research was completed.

### **3.5 Data Analysis**

After the data was collected, it was rechecked and cleaned for analysis. The descriptive statistics used frequency, percentage, means and standard deviation. The t-test and one-way ANOVA was used to analyse and test the impacts of the demographic characteristics and job characteristics in relation to work-family conflicts, work-family facilitation and burnout. Lastly, the multiple regression was calculated to see how work-family conflict and work-family facilitation play a part in the employee burning out.

In order to answer objective #1, the questionnaire had two parts to fill out, 'Before Covid' and 'During'. The researcher was able to use a paired sample T-test to analyse, so they could develop statistical results. This was done to show how the hotel employees' feelings have fluctuated in terms of work-family conflict, work-family facilitation and employee burnout.

To answer objective #2, the independent samples T-test was used to see how different variables could impact the data to give a significant result. This was only used for variables that had only two different answers that the sample could select. One of which was 'Gender', where only two answers were available, which were male and female. This would give a good understanding of how the views of the two cohorts differed from each other.

The researcher also implemented the use of a one-way ANOVA, which allowed for the analysis of a variable that contains multiple potential answers. One such example would be 'Job Position', which contained three potential answers which were operational staff, supervisor and manager/assistant. After viewing which instruments in the questionnaire showed a significant difference, with a p-value under 0.05. The researcher continued to run a post-hoc

analysis using the LSD program to show more specifically which answers were shown to be giving off a significant difference.

In this study, to answer objective 3, the researcher also used multiple linear regression due to there being more than one variable to test (Plonsky, 2015). This was used to determine the association between work-family conflict and work-family facilitation in how both variables can affect employee burnout.

The following equation was implemented for analysis:

$$Y = a_1x_1 + b_2x_2 + E$$

## CHAPTER 4

### RESULTS

#### 4.1 Respondent's Demographic and Job Characteristics

Table 4.1 Demographic Characteristics

Demographic Characteristics		Frequency	Percent
Gender	Male	181	43.1
	Female	239	56.9
Age	20 or younger	17	4
	21-30	102	24.3
	31-40	203	48.3
	41-50	86	20.5
	51-60	12	2.9
Marital Status	Single/Divorced/Widowed	229	54.5
	Married/In Relationship	181	43.1
	Single Parent	10	2.4
Nationality	Thai	409	97.4
	Foreigner	11	2.6
Education	Primary School Certificate	11	2.6
	Secondary School	16	3.8
	High School or equivalent Certificate	80	19.1
	Diploma	58	13.8
	Bachelor's Degree	225	53.7
	Higher than bachelor's degree	29	6.9
Average Monthly Income	9,000 or lower	73	17.4
	9,001-20,000	205	48.9
	20,001-30,000	62	14.8
	30,001-40,000	30	7.2
	40,001-50,000	15	3.6
	50,001 and above	34	8.1



The demographic information of the respondents is shown in table 4.1. In total, the sample consisted of 420 valid responses. Of those respondents, 181 (43.1%) were male and 239 (56.9%) were female. 203 (48.3%) of the respondents were between 31-40 years old, which made up the majority of the respondents, followed by 102 (24.3%) in the age of 21-30. Marital status saw the majority of the samples as being Single/Divorced/Widowed at 229 (54.5%). This was closely followed by Married/In a relationship which had a response rate of 181 (43.1%). In terms of educational background, the majority of respondents hold a Bachelor's degree at 225 (53.7%), followed by High School or equivalent Certificate at 80 (19.1%). 205 (48.9%) have a salary of 9,001-20,000 THB which was the most popular answer, with the second most popular being 9,000 or lower at 73 (17.4%).

Table 4.2 Job Characteristics

<b>Job Profile</b>		<b>Frequency</b>	<b>Percent</b>
Job Characteristics	Front of House	120	28.8
	Back of House	296	71.2
Job Position	Operational Staff	224	53.8
	Supervisor	73	17.5
	Manager/Assistant	119	28.6
Number Of Years Working In Position	<1	28	6.7
	1-3	132	31.7
	4-5	109	26.2
	6-9	88	21.2
	>10	59	14.2
Working Hours Per Week	<20	24	5.8
	21-34	28	6.7
	35-42	105	25.2
	43-60	242	58.2
	>61	17	4.1

Table 4.2 Continued

<b>Job Profile</b>		<b>Frequency</b>	<b>Percent</b>
Voluntary Leave In The Last 6 Months	10 or more days	191	45.9
	7-9 days	87	20.9
	4-6 days	35	8.4
	1-3 days	63	15.1
	Never Take Leave	40	9.6

The job profile of the respondents is shown in table 4.2. Of those respondents, 296 (71.2%) work in the back of the house and 120 (28.8%) work in the front of the house. Just over half of the respondents hold operational employee status at 224 (53.8%), with the second most common position being Manager/Assistant at 119 (28.6%). The majority of respondents have worked in their current position for 1-3 years at a response rate of 132 (31.7%) with the second highest being 4-5 years at a response rate of 109 (26.2%). The majority of respondents work 43-60 hours a week with a response rate of 242 (58.2%) followed by 35-42 hours a week at 105 (25.2%). In terms of taking leave in the last 6 months, most respondents answered they had taken 10 or more days at a rate of 191 (45.9%), followed by 7-9 days at a rate of 87 (20.9%).

#### **4.2 Work-Family Conflict, Work-Family Facilitation and Employee Burnout Before and During COVID-19 Crisis**

Before the statistical analysis was conducted, the scales of 2 variables under work-family conflict which include "I am equally content with my roles in my family and work life" and "All in all, I feel successful in balancing my work and personal/family life" which showed the positive meaning to work-family conflict were reversed and renamed to show a negative meaning.

To measure the significant differences between the two, a Paired Samples T-test was used to evaluate these. As a standard benchmark, the p-value was set to 0.05, meaning any variable that scored below 0.05 has a substantial variation.

To answer objective 1, a pair sample t-test was conducted. The results were shown below:

Table 4.3 A paired sample t-test result summarization on the effect of COVID-19 crisis on work-family conflict

Work-Family Conflict	Before		Result	During		Result
	COVID			COVID		
	Mean	S.D.	COVID	Mean	S.D.	COVID
The demands of work get in the way of my family and life	2.02	0.93	Disagree	2.08	0.89	Disagree
The amount of time my job takes up makes it challenging to complete my family tasks	2.00	0.89	Disagree	2.08	0.93	Disagree
Due to my work responsibilities, I have to make changes to my family plans	2.10	0.93	Disagree	2.49	1.0	Disagree
I find it hard to connect with my family after coming home from work	1.87	0.89	Disagree	2.03	0.95	Disagree
I feel discontent with my roles in my family and work life	2.15	0.90	Disagree	2.17	0.87	Disagree
I feel I have no energy to do family tasks due to my work	1.86	0.83	Disagree	2.05	0.90	Disagree
All in all, I feel unsuccessful in balancing my work and personal/family life	1.97	0.90	Disagree	2.06	0.90	Disagree
I find it difficult to attend social/community activities	1.94	0.89	Disagree	2.44	1.1	Disagree
I have conflicts with my family to do with my work life	1.63	0.78	Strongly Disagree	1.74	0.86	Strongly Disagree
Grand Mean	1.95	0.49	Disagree	2.13	0.50	Disagree

Table 4.3 shows the summarized results from before and during the COVID-19 crisis. The four potential answers on the questionnaire have been used to show how the samples feel overall. As can be seen, all of the answers for all of the different variables in the work-family conflict category have the same answers with no differences. However, they all have different degrees in their levels of answering for most of the variables. The variables “The demands of

work get in the way of my family and life”, “The amount of time my job takes up makes it challenging to complete my family tasks”, “Due to my work responsibilities, I have to make changes to my family plans”, “I find it hard to connect with my family after coming home from work”, “I feel discontent with my roles in my family and work life”, “I feel I have no energy to do family tasks due to my work”, “All in all, I feel unsuccessful in balancing my work and personal/family life”, “I find it difficult to attend social/community activities” and “I have conflicts with my family to do with my work life” showed a minimal increase from before to during COVID. Additionally, the ‘Grand Mean’ also presented an increase from before COVID to during COVID. This shows that employees' opinions are that they have more work-family conflict during COVID than before COVID. The variable that shows the highest degree of difference which has increased is the variable “I find it difficult to attend social/community activities”.

Table 4.4 A paired sample t-test on the effect of COVID-19 crisis on work-family conflict

Work-Family Conflict	Before COVID		During COVID		t-value	p-value
	Mean	S.D.	Mean	S.D.		
The demands of work get in the way of my family and life	2.02	0.93	2.08	0.89	-1.37	0.17
The amount of time my job takes up makes it challenging to complete my family tasks	2.00	0.89	2.08	0.93	-2.1	0.04*
Due to my work responsibilities, I have to make changes to my family plans	2.10	0.93	2.49	1.0	-7.84	0.00**
I find it hard to connect with my family after coming home from work	1.87	0.89	2.03	0.95	-3.28	0.00**
I feel discontent with my roles in my family and work life	2.15	0.90	2.17	0.87	-0.61	0.54
I feel I have no energy to do family tasks due to my work	1.86	0.83	2.05	0.90	-4.94	0.00**
All in all, I feel unsuccessful in balancing my work and personal/family life	1.97	0.90	2.06	0.90	2.40	0.02*
I find it difficult to attend social/community activities	1.94	0.89	2.44	1.1	-8.66	0.00**

Table 4.4 Continued

Work-Family Conflict	Before COVID		During COVID		t-value	p-value
	Mean	S.D.	Mean	S.D.		
I have conflicts with my family to do with my work life	1.63	0.78	1.74	0.86	-3.22	0.00**
Grand Mean	1.95	0.49	2.13	0.50	-7.10	0.00**

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

To answer objective #1, a pair sample t-test was conducted and the results showed in Table 4.4 that out of 9, 7 variables show a significant difference. It includes “The amount of time my job takes up makes it challenging to complete my family tasks” (p-value < 0.05), “All in all, I feel unsuccessful in balancing my work and personal/family life” (p-value < 0.05), “Due to my work responsibilities, I have to make changes to my family plans” (p-value < 0.01), “I find it hard to connect with my family after coming home from work” (p-value < 0.01), “I feel I have no energy to do family tasks due to my work” (p-value < 0.01), “I find it difficult to attend social/community activities” (p-value < 0.01) and “I have conflicts with my family to do with my work life” (p-value < 0.01). When comparing the means of each variable, it shows that the mean scores of these work-family conflict variables during the COVID-19 crisis are significantly higher than before the crisis. Additionally, when comparing the overall means for work-family conflict before and during the COVID-19 crisis, it shows that hotel employees suffer from more Work-family conflict during the COVID-19 crisis than before (p-value < 0.01).

Table 4.5 A paired sample t-test result summarization on the effect of COVID-19 crisis on work-family facilitation

Work-family facilitation	Before Covid		Result Before COVID	During Covid		Result During COVID
	Mean	S.D.		Mean	S.D.	
It is best to keep family matters separate from work	3.33	0.87	Strongly Agree	3.31	0.87	Strongly Agree
I am given plenty of opportunities to do both my job and my personal duties well	3.19	0.73	Agree	3.10	0.81	Agree
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.32	0.72	Strongly Agree	3.33	0.73	Strongly Agree
My work helps me develop more knowledge that helps me with my family life	3.22	0.78	Agree	3.12	0.83	Agree
I am very happy with the time that I have with my family	3.51	0.77	Strongly Agree	3.45	0.82	Strongly Agree
My supervisor supports me to balance my work and family life	3.23	0.78	Strongly Agree	3.19	0.81	Strongly Agree
Grand Mean	3.30	0.60	Strongly Agree	3.25	0.61	Strongly Agree

Table 4.5 shows the summarized results from before and during the COVID-19 crisis. The four potential answers on the questionnaire have been used to show how the samples feel overall. The variables used for this category were “It is best to keep family matters separate from work”, “I am given plenty of opportunities to do both my job and my personal duties well”, “My work helps me develop more knowledge that helps me with my family life”, “I am very happy with the time that I have with my family” and “My supervisor supports me to balance my work and family life”. All these variables including the “Grand Mean” showed decreases from

before to during COVID which suggests employees' opinions are that their work-family facilitation has worsened due to the COVID-19 crisis. However, "Providing employees flexibility in finishing work tasks is seen as a good approach in doing business" increased which shows that employees have grown more fond of flexibility in completing work tasks. As can be seen, all of the answers for all of the different variables in the work-family facilitation category have the same answers with no differences. The variable that shows the highest degree of difference is "My work helps me develop more knowledge that helps me with my family life".

Table 4.6 A paired sample t-test on the effect of COVID-19 crisis on work-family facilitation

Work-family facilitation	Before Covid		During Covid		t-value	p-value
	Mean	S.D.	Mean	S.D.		
It is best to keep family matters separate from work	3.33	0.87	3.31	0.87	0.79	0.43
I am given plenty of opportunities to do both my job and my personal duties well	3.19	0.73	3.10	0.81	2.79	0.01**
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.32	0.72	3.33	0.73	-0.30	0.76
My work helps me develop more knowledge that helps me with my family life	3.22	0.78	3.12	0.83	3.14	0.00**
I am very happy with the time that I have with my family	3.51	0.77	3.45	0.82	2.18	0.03*
My supervisor supports me to balance my work and family life	3.23	0.78	3.19	0.81	1.48	0.14
Grand Mean	3.30	0.60	3.25	0.61	2.68	0.01**

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.6 identifies three variables that have a significant difference out of the total six for the work-family facilitation category. The employees expressed that before COVID-19 they had more opportunities to do both their job and their personal duties well ( $p$ -value  $< 0.01$ ), they were more content with the time they had with their family ( $p$ -value  $< 0.05$ ) and they

were able to gain more knowledge from their job that could help them with their family life (p-value < 0.01).

Table 4.7 A paired sample t-test result summarization on the effect of COVID-19 crisis on employee burnout

Burnout	Before Covid		Result	During Covid		Result
	Mean	S.D.	Before COVID	Mean	S.D.	During COVID
I feel emotionally exhausted at the end of the work day	2.42	0.87	Disagree	2.60	0.91	Agree
I find it very hard to wake up for work	1.97	0.82	Disagree	2.13	0.90	Disagree
I find it hard to motivate myself to go to work	1.81	0.74	Disagree	2.01	0.88	Disagree
If I was offered another job in another company I would accept it without hesitation	1.94	0.83	Disagree	2.15	0.96	Disagree
I feel physically exhausted after my shift ends	2.24	0.87	Disagree	2.39	0.95	Disagree
All I want to do when I get home is to go to bed	2.39	0.99	Disagree	2.56	1.00	Agree
I feel I work too hard in this job	1.97	0.78	Disagree	2.11	0.86	Disagree
I feel more irritable at work and at home	1.77	0.69	Strongly Disagree	2.01	0.87	Disagree
I feel burnt out	2.03	0.86	Disagree	2.29	1.00	Disagree
Grand Mean	2.06	0.58	Disagree	2.25	0.69	Disagree

Table 4.7 shows the summarized results from before and during the COVID-19 crisis. The four potential answers on the questionnaire have been used to show how the samples feel overall. The variables “I feel emotionally exhausted at the end of the work day”, “I find it very hard to wake up for work”, “I find it hard to motivate myself to go to work”, “If I was offered another job in another company I would accept it without hesitation”, “I feel physically exhausted after my shift ends”, “All I want to do when I get home is to go to bed”, “I feel I work too hard in this job”, “I feel more irritable at work and at home” and “I feel burnt out” all showed signs of increasing from before to during COVID. As can be seen, some of the answers are shown to be different when looking at before COVID and during for burnout. The “Grand Mean” also



saw a significant increase suggesting employees are feeling more burnt out now due to COVID-19. The variable that shows the highest degree of difference is “I feel burnt out”.

Table 4.8 A paired sample t-test on the effect of COVID-19 crisis on employee burnout

Burnout	Before Covid		During Covid		t-value	p-value
	Mean	S.D.	Mean	S.D.		
I feel emotionally exhausted at the end of the work day	2.42	0.87	2.60	0.91	-3.39	0.00**
I find it very hard to wake up for work	1.97	0.82	2.13	0.90	-4.54	0.00**
I find it hard to motivate myself to go to work	1.81	0.74	2.01	0.88	-5.71	0.00**
If I was offered another job in another company I would accept it without hesitation	1.94	0.83	2.15	0.96	-5.58	0.00**
I feel physically exhausted after my shift ends	2.24	0.87	2.39	0.95	-3.57	0.00**
All I want to do when I get home is to go to bed	2.39	0.99	2.56	1.00	-4.25	0.00**
I feel I work too hard in this job	1.97	0.78	2.11	0.86	-3.71	0.00**
I feel more irritable at work and at home	1.77	0.69	2.01	0.87	-6.53	0.00**
I feel burnt out	2.03	0.86	2.29	1.00	-6.68	0.00**
Grand Mean	2.06	0.58	2.25	0.69	-6.76	0.00**

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

The paired sample t-test was used to evaluate the level of hotel employee burnout before and during the COVID-19 crisis. Table 4.8 shows that all 9 employee burnout variables received a p-value of  $<0.01$ . The grand means also show a significant difference (p-value  $< 0.01$ ). This reveals that employees before the COVID-19 crisis had less burnout than during the COVID-19 crisis.

### 4.3 The Impact of Demographic Characteristics on Work-Family Conflict, Work-Family Facilitation and Employee Burnout

To answer objective 2, both T-tests and One Anova's were used. As to gain greater insight into the results, post hoc analyses (LSD) were also conducted. The results are shown below:

Table 4.9 A Independent sample t-test on the effect of gender on work-family conflict during COVID-19 crisis

Work-Family Conflict	Male		Female		t-value	p-value
	Mean	S.D.	Mean	S.D.		
The demands of work get in the way of my family and life	2.19	0.97	2.04	0.90	1.66	0.10
The amount of time my job takes up makes it challenging to complete my family tasks	2.17	0.93	2.04	0.93	1.41	0.16
Due to my work responsibilities, I have to make changes to my family plans	2.58	1.02	2.41	1.03	1.70	0.09
I find it hard to connect with my family after coming home from work	2.10	0.96	1.97	0.96	1.32	0.19
I feel discontent with my roles in my family and work life	2.11	0.80	2.22	0.93	-1.35	0.18
I feel I have no energy to do family tasks due to my work	2.07	0.88	2.03	0.93	0.42	0.67
All in all, I feel unsuccessful in balancing my work and personal/family life	2.87	0.90	2.99	0.91	-1.41	0.16
I find it difficult to attend social/community activities	2.53	1.00	2.39	1.09	1.35	0.18
I have conflicts with my family to do with my work life	1.78	0.87	1.71	0.86	0.86	0.39
Grand mean	2.27	0.49	2.20	0.51	1.40	0.16

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.9 shows the results for gender to do with work-family conflict. The results are conclusive that there are no significant differences between male and female in terms of work-family conflict.

Table 4.10 A Independent sample t-test on the effect of gender on work-family facilitation during COVID-19 crisis

Work-Family Facilitation	Male		Female		t-value	p-value
	Mean	S.D.	Mean	S.D.		
It is best to keep family matters separate from work	3.22	0.93	3.38	0.82	-1.89	0.06
I am given plenty of opportunities to do both my job and my personal duties well	3.07	0.82	3.09	0.80	-0.27	0.79
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.30	0.73	3.34	0.73	-0.63	0.53
My work helps me develop more knowledge that helps me with my family life	3.11	0.86	3.12	0.81	-0.16	0.87
I am very happy with the time that I have with my family	3.37	0.86	3.50	0.80	-1.64	0.10
My supervisor supports me to balance my work and family life	3.20	0.81	3.18	0.82	0.15	0.88
Grand Mean	3.21	0.65	3.27	0.58	-1.00	0.32

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.10 shows the results for work-family facilitation to do with gender. The results show that there are no significant differences between both genders to do with work-family facilitation.

Table 4.11 A Independent sample t-test on the effect of gender on burnout during COVID-19

Burnout	Male		Female		t-value	p-value
	Mean	S.D.	Mean	S.D.		
	crisis					
I feel emotionally exhausted at the end of the work day	2.61	0.94	2.57	0.90	0.41	0.68
I find it very hard to wake up for work	2.06	0.86	2.17	0.93	-1.31	0.19
I find it hard to motivate myself to go to work	2.04	0.89	1.97	0.88	0.79	0.43
If I was offered another job in another company I would accept it without hesitation	2.13	0.96	2.16	0.96	-0.26	0.80
I feel physically exhausted after my shift ends	2.36	0.92	2.40	0.98	-0.38	0.71
All I want to do when I get home is to go to bed	2.44	1.04	2.62	0.99	-1.73	0.09
I feel I work too hard in this job	2.04	0.88	2.14	0.86	-1.14	0.26
I feel more irritable at work and at home	2.03	0.86	1.99	0.88	0.47	0.64
I feel burnt out	2.25	1.00	2.29	1.01	-0.42	0.68
Grand Mean	2.22	0.71	2.26	0.70	-0.56	0.58

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.11 shows the results for burnout to do with gender. The results show that there are no significant differences between both genders to do with burnout.

Table 4.12 One-way ANOVA of respondents' age on work-family conflict during COVID-19

Work-Family Conflict	$\leq 30$	31-40	>40	p-value
	Mean	Mean	Mean	
	crisis			
The amount of time my job takes up makes it challenging to complete my family tasks	2.21 <sup>A</sup>	2.16 <sup>A</sup>	1.82 <sup>B</sup>	0.00**

Remark: A = Significantly higher, B = Significantly lower, \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.12 shows that only one variable which is “The amount of time my job takes up makes it challenging to complete my family tasks” shown to have a significant difference ( $p$ -value  $< 0.01$ ). A post hoc analysis test (LSD) was conducted and the results showed

that there is a significant difference between employees 30 years or younger and older than 40 with a p-value <0.01 with a mean difference of 0.39. Additionally, employees aged between 31-40 had a significant difference (p-value <0.01) with employees aged older than 40 at a mean difference of 0.35. However, there is no significant difference between employees aged 30 years or younger and 31-40 (p-value > 0.05). Therefore, it can be concluded that employees aged 40 or younger have more of a challenge making time to complete family tasks.

Table 4.13 One-way ANOVA of respondents' age on work-family facilitation during COVID-19 crisis

Work-Family Facilitation	≤ 30		31-40		>40		p-value
	Mean	S.D.	Mean	S.D.	Mean	S.D.	
It is best to keep family matters separate from work	3.36	0.83	3.29	0.90	3.30	0.84	0.77
I am given plenty of opportunities to do both my job and my personal duties well	3.19	0.74	3.01	0.83	3.12	0.83	0.12
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.37	0.66	3.28	0.73	3.36	0.80	0.50
My work helps me develop more knowledge that helps me with my family life	3.07	0.82	3.08	0.85	3.22	0.82	0.32
I am very happy with the time that I have with my family	3.43	0.85	3.44	0.80	3.47	0.85	0.94
My supervisor supports me to balance my work and family life	3.23	0.82	3.16	0.80	3.20	0.84	0.76
Grand Mean	3.27	0.58	3.21	0.61	3.28	0.63	0.54

Remark: \* p < 0.05, \*\* p < 0.01

Table 4.13 indicates that all the work-family facilitation variables have no significant differences between the different categories.

Table 4.14 One-way ANOVA of respondents' age on employee burnout during COVID-19 crisis

Burnout	$\leq 30$	31-40	>40	p-value
	Mean	Mean	Mean	
I feel emotionally exhausted at the end of the work day	2.68 <sup>A</sup>	2.63 <sup>A</sup>	2.39 <sup>B</sup>	0.04*
I find it very hard to wake up for work	2.28 <sup>A</sup>	2.14 <sup>A</sup>	1.91 <sup>B</sup>	0.01**
I feel physically exhausted after my shift ends	2.44 <sup>A</sup>	2.47 <sup>A</sup>	2.13 <sup>B</sup>	0.01**
All I want to do when I get home is to go to bed	2.71 <sup>A</sup>	2.62 <sup>A</sup>	2.18 <sup>B</sup>	0.00**
I feel burnt out	2.34 <sup>A</sup>	2.35 <sup>A</sup>	2.04 <sup>B</sup>	0.03*
Grand Mean	2.32 <sup>A</sup>	2.29 <sup>A</sup>	2.02 <sup>B</sup>	0.01**

Remark: A = Significantly higher, B = Significantly lower, \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.14 indicates that there are five instruments out of the nine total questions that showed a significant difference with a p-value lower than 0.05. Three questions that show a sizable gap between employee ages are “I find it very hard to wake up for work” (p-value <0.01), “I feel physically exhausted after my shift ends” (p-value <0.01) and “All I want to do when I get home is to go to bed” (p-value <0.01). The final two variables “I feel emotionally exhausted at the end of the work day” and “I feel burnt out” also have a significant p-value (p-value <0.05). Additionally the “Grand Mean” indicated a significant difference (p-value <0.01).

The post-hoc analysis also reveals a pattern among all of the variables that shows a significant difference. It shows that employees over the age of 40 years old feel less emotionally exhausted at the end of the work day and less burnt out (p-value <0.05). Employees aged over 40 years old also showed differences when looking at “I find it very hard to wake up for work” with a difference between them and employees aged 30 and lower (p-value <0.01) and employees aged between 31-40 (p-value <0.05). Employees aged over 40 also felt less physically exhausted after their shift ends with a difference between employees aged 30 and lower (p-value <0.05) and a difference with employees aged 31-40 (p-value <0.01). Employees aged over 40 also felt less of an urge to go to bed when they get home when compared to the other ages (p-value <0.01). Overall, the “Grand Mean” also showed that employees aged over 40 suffer from significantly less burnout overall when compared to their younger coworkers.

Table 4.15 A Independent sample t-test on the effect of marital status on work-family conflict during COVID-19 crisis

Work-Family Conflict	Single/ Divorced/ Widowed/ Single parent		Married/In a relationship		t-value	p-value
	Mean	S.D.	Mean	S.D.		
	The demands of work get in the way of my family and life	2.08	0.92	2.13		
The amount of time my job takes up makes it challenging to complete my family tasks	2.04	0.90	2.16	0.96	-1.27	0.20
Due to my work responsibilities, I have to make changes to my family plans	2.38	1.01	2.63	1.04	-2.47	0.01**
I find it hard to connect with my family after coming home from work	1.95	0.94	2.13	0.98	-1.83	0.07
I feel discontent with my roles in my family and work life	2.19	0.87	2.15	0.88	0.36	0.71
I feel I have no energy to do family tasks due to my work	2.05	0.91	2.04	0.91	0.03	0.98
All in all, I feel unsuccessful in balancing my work and personal/family life	2.08	0.89	2.04	0.93	-0.47	0.64
I find it difficult to attend social/community activities	2.35	1.05	2.57	1.03	-2.14	0.03*
I have conflicts with my family to do with my work life	1.67	0.80	1.83	0.94	-1.87	0.06
Grand mean	2.09	0.50	2.19	0.50	-1.88	0.03*

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.15 shows the results from the independent sample t-test to compare the mean scores between marital status and work-family conflict. Out of nine, two attributes have been found to show a significant difference. The first variable “Due to my work responsibilities, I have to make changes to my family plans” shows that Married/In a relationship have to make more changes to their family plans (2.63 vs 2.38) than Single/Divorced/Widowed/Single parent

with a p-value of <0.01. The same pattern of results can be seen with “I find it difficult to attend social/community activities” (2.35 vs 2.57) with a higher p-value of <0.05. Additionally the “Grand Mean” indicated a significant difference (p-value <0.05).

Table 4.16 A Independent sample t-test on the effect of marital status on work-family facilitation during COVID-19 crisis

Work-Family Facilitation	Single/ Divorced/ Widowed/ Single parent		Married/In a relationship		t-value	p-value
	Mean	S.D.	Mean	S.D.		
	It is best to keep family matters separate from work	3.31	0.89	3.31		
I am given plenty of opportunities to do both my job and my personal duties well	3.09	0.81	3.08	0.82	0.01	0.99
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.29	0.73	3.36	0.72	-0.91	0.36
My work helps me develop more knowledge that helps me with my family life	3.12	0.80	3.10	0.88	0.26	0.79
I am very happy with the time that I have with my family	3.42	0.85	3.48	0.80	-0.81	0.42
My supervisor supports me to balance my work and family life	3.19	0.77	3.19	0.87	0.07	0.94
Grand Mean	3.24	0.61	3.25	0.60	-0.31	0.76

Remark: \* p < 0.05, \*\* p < 0.01

Table 4.16 shows that there are no significant differences between Single/Divorced/Widowed/Single parent and Married/In a relationship employees.



Table 4.17 A Independent sample t-test on the effect of marital status on employee burnout during COVID-19 crisis

Burnout	Single/ Divorced/ Widowed/ Single parent		Married/In a relationship		t-value	p-value
	Mean	S.D.	Mean	S.D.		
	I feel emotionally exhausted at the end of the work day	2.66	0.91	2.50		
I find it very hard to wake up for work	2.20	0.89	2.02	0.91	2.11	0.04*
I find it hard to motivate myself to go to work	2.05	0.88	1.93	0.89	1.35	0.18
If I was offered another job in another company I would accept it without hesitation	2.21	0.94	2.07	0.98	1.55	0.12
I feel physically exhausted after my shift ends	2.42	0.94	2.33	0.97	1.01	0.31
All I want to do when I get home is to go to bed	2.63	1.01	2.43	1.02	1.98	0.05
I feel I work too hard in this job	2.11	0.84	2.08	0.90	0.37	0.71
I feel more irritable at work and at home	2.00	0.84	2.01	0.90	-0.02	0.99
I feel burnt out	2.33	1.00	2.21	1.01	1.19	0.24
Grand Mean	2.29	0.69	2.17	0.72	1.66	0.10

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.17 shows one variable that identifies a significant difference between the two different factors. On the variable “I find it very hard to wake up for work” it is clear to see that employees who are Single/Divorced/Widowed/Single Parent have greater difficulty waking up to go to work (2.20 vs 2.02) than employees who are Married/In a relationship with a p-value of  $<0.05$ . Therefore, when looking at the grand mean, it shows that there is no significant difference.

#### 4.4 The Impact of Job characteristics on Work-Family Conflict, Work-Family Facilitation and Employee Burnout

To answer objective 2, both T-tests and One-way Anova's were used. As to gain greater insight into the results, post hoc analyses (LSD) were also conducted. The results were shown below:

Table 4.18 A Independent sample t-test on the effect of job function on work-family conflict during COVID-19 crisis

Work-Family Conflict	Front of house		Back of house		t-value	p-value
	Mean	S.D.	Mean	S.D.		
The demands of work get in the way of my family and life	2.15	0.87	2.09	0.96	0.62	0.53
The amount of time my job takes up makes it challenging to complete my family tasks	2.18	0.94	2.06	0.92	1.22	0.23
Due to my work responsibilities, I have to make changes to my family plans	2.62	1.04	2.43	1.02	1.74	0.08
I find it hard to connect with my family after coming home from work	2.18	0.99	1.97	0.95	1.94	0.05
I feel discontent with my roles in my family and work life	2.27	0.85	2.14	0.89	1.35	0.18
I feel I have no energy to do family tasks due to my work	2.13	0.89	2.01	0.91	1.14	0.26
All in all, I feel unsuccessful in balancing my work and personal/family life	2.25	0.89	1.99	0.90	2.71	0.01**
I find it difficult to attend social/community activities	2.49	0.98	2.42	1.08	0.56	0.58
I have conflicts with my family to do with my work life	1.98	0.96	1.65	0.81	3.62	0.00**
Grand Mean	2.25	0.49	2.08	0.50	1.84	0.07

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.18 shows that two variables have a significant difference from each other. The first with the greatest difference is the last variable “I have conflicts with my family to do with my work life” with a p-value < 0.01. The mean scores for front of the house employees and back of the house were 1.98 and 1.65 respectively. It shows that front of house employees have greater conflicts with their families to do with their work life. The second variable “All in all, I feel unsuccessful in balancing my work and personal/family life” shows that once again the back of house employees have less work-family conflict with a mean score of 1.99 whereas their front of house colleagues scored 2.25, this signifies that the back of house employees can balance their work and personal/family life better than the front of the house employees (p-value < 0.01). However, overall, when comparing the grand mean for work-family conflict, it shows that there is no significant difference between front and back of house employees.

Table 4.19 A Independent sample t-test on the effect of job function on work-family facilitation during COVID-19 crisis

Work-Family Facilitation	Front of house		Back of house		t-value	p-value
	Mean	S.D.	Mean	S.D.		
It is best to keep family matters separate from work	3.29	0.80	3.32	0.90	-0.27	0.79
I am given plenty of opportunities to do both my job and my personal duties well	3.01	0.90	3.12	0.77	-1.21	0.23
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.27	0.71	3.34	0.73	-0.88	0.38
My work helps me develop more knowledge that helps me with my family life	2.91	0.88	3.19	0.81	-3.09	0.00**
I am very happy with the time that I have with my family	3.27	0.91	3.51	0.78	-2.77	0.01**
My supervisor supports me to balance my work and family life	3.03	0.85	3.25	0.80	-2.55	0.01**
Grand Mean	3.13	0.63	3.29	0.59	-2.42	0.02*

Remark: \* p < 0.05, \*\* p < 0.01

Table 4.19 shows three out of six of the variables have a significant difference. The variables “My work helps me develop more knowledge that helps me with my family life”, “I am very happy with the time that I have with my family” and “My supervisor supports me to balance my work and family life” all showed a strong significant difference between the front and back of houses (p-value < 0.01). The grand mean also showed a significant difference (p-value < 0.05).

Table 4.20 The independent sample t-test on the effect of job function on employee burnout

Burnout	Front of house		Back of house		t-value	p-value
	Mean	S.D.	Mean	S.D.		
I feel emotionally exhausted at the end of the work day	2.64	0.94	2.57	0.91	0.76	0.45
I find it very hard to wake up for work	2.30	0.96	2.05	0.87	2.37	0.02*
I find it hard to motivate myself to go to work	2.18	0.96	1.93	0.84	2.42	0.02*
If I was offered another job in another company I would accept it without hesitation	2.34	0.94	2.07	0.96	2.60	0.01**
I feel physically exhausted after my shift ends	2.49	0.92	2.34	0.96	1.47	0.14
All I want to do when I get home is to go to bed	2.66	1.02	2.49	1.01	1.49	0.14
I feel I work too hard in this job	2.23	0.92	2.05	0.84	1.83	0.07
I feel more irritable at work and at home	2.23	0.88	1.94	0.86	2.53	0.01**
I feel burnt out	2.41	0.98	2.23	1.01	1.70	0.09
Grand mean	2.38	0.72	2.18	0.69	2.61	0.01**

Remark: \* p < 0.05, \*\* p < 0.01

Table 4.20 shows the difference between the front of house and back of house employee's burnout results. When looking at the results, all of the variables show that the front of the house always has a higher mean score than the back of the house employees. However, when an independent sample t-test was used, the results show that four of the burnout variables have a significant difference (p-value < 0.05). Front of house employees find it harder to wake up and motivate themselves to go to work than the back of house employees (mean score 2.30 vs 2.05 and 2.18 vs 1.93 respectively). Additionally, it also shows that the front of house employees have

a much deeper inclination to leave the organisation and work elsewhere (mean score 2.34 vs 2.07) and feel more irritable at work and at home (mean score 2.23 vs 1.94). Additionally the “Grand Mean” indicated a significant difference (p-value <0.01).

Table 4.21 A One Way Anova on the effect of job position on work-family conflict during COVID-19 crisis

Work-Family Conflict	Operational	Supervisor	Manager/ Assistant	p- value
	Mean	Mean	Mean	
I feel I have no energy to do family tasks due to my work	1.97 <sup>B</sup>	2.33 <sup>A</sup>	2.01 <sup>B</sup>	0.01**

Remark: A = Significantly higher, B = Significantly lower, \* p < 0.05, \*\* p < 0.01

Table 4.21 shows the statistical results for work-family conflict in terms of job position. The result was examined and processed by using the One-way ANOVA method. Of the 9 different variables, only one variable which is “I feel I have no energy to do family tasks due to my work” shows a significant difference at a p-value of < 0.01.

The post-hoc (LSD) analysis was conducted and the results show that supervisors feel that they have less energy than operation staff and manager/assistant manager to do family tasks due to their work. However, there is no significant difference between operation staff and manager/assistant manager.

Table 4.22 A One Way Anova on the effect of job position on work-family facilitation during COVID-19 crisis

Work-Family Facilitation	Operational		Supervisor		Manager/ Assistant		p- value
	Mean	S.D.	Mean	S.D.	Mean	S.D.	
It is best to keep family matters separate from work	3.33	0.88	3.29	0.80	3.27	0.89	0.80
I am given plenty of opportunities to do both my job and my personal duties well	3.13	0.76	3.03	0.87	3.04	0.86	0.53
Providing employees flexibility in finishing work tasks is seen as a good approach in doing business	3.30	0.70	3.39	0.68	3.32	0.79	0.69
My work helps me develop more knowledge that helps me with my family life	3.16	0.76	3.06	0.85	3.06	0.95	0.45
I am very happy with the time that I have with my family	3.47	0.78	3.38	0.88	3.44	0.89	0.72
My supervisor supports me to balance my work and family life	3.26	0.80	3.13	0.80	3.08	0.84	0.13
Grand Mean	3.28	0.57	3.21	0.61	3.20	0.67	0.51

Remark: \*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.22 shows that all of the results do not show any significant changes between all of the variables to do with the different job positions.

Table 4.23 A One Way Anova on the effect of job position on employee burnout during COVID-19 crisis

Burnout	Operational	Supervisor	Manager/ Assistant	p-value
	Mean	Mean	Mean	
I feel emotionally exhausted at the end of the work day	2.62 <sup>B</sup>	2.79 <sup>B</sup>	2.40 <sup>A</sup>	0.01**
I find it very hard to wake up for work	2.11 <sup>B</sup>	2.41 <sup>A</sup>	1.98 <sup>B</sup>	0.01**
I find it hard to motivate myself to go to work	2.01 <sup>B</sup>	2.24 <sup>A</sup>	1.85 <sup>B</sup>	0.01**
All I want to do when I get home is to go to bed	2.71 <sup>A</sup>	2.65 <sup>A</sup>	2.15 <sup>B</sup>	0.00**
I feel burnt out	2.37 <sup>A</sup>	2.49 <sup>A</sup>	1.99 <sup>B</sup>	0.00**
Grand mean	2.27 <sup>A</sup>	2.43 <sup>A</sup>	2.06 <sup>B</sup>	0.00**

Remark: A = Significantly higher, B = Significantly lower,\*  $p < 0.05$ , \*\*  $p < 0.01$

Table 4.23 shows the impact of job positions on employee burnout. Five of the variables show a significant difference. There are “I feel emotionally exhausted at the end of the work day” (p-value  $< 0.01$ ), “I find it very hard to wake up for work” (p-value  $< 0.01$ ), “All I want to do when I get home is to go to bed” (p-value  $< 0.01$ ), “I find it hard to motivate myself to go to work” (p-value  $< 0.01$ ), “All I want to do when I get home is to go to bed” and “I feel burnt out” (p-value  $< 0.01$ ). Additionally the “Grand Mean” indicated a significant difference (p-value  $< 0.01$ ).

From the post-hoc (LSD) analysis, it shows that manager/assistant manager feel less emotionally exhausted at the end of the work day and less likely to go to bed when they get home than operational staff and supervisors. But there is no significant difference between operational staff and supervisors in these aspects. However, both operational staff and supervisor feel more burnt out than manager/assistant managers feel. On the other hand, it is harder for the supervisor to wake up and motivate themselves to go to work than operational staff and manager/assistant manager. But there are no significant differences between operational staff and manager/assistant manager in these aspects. Overall, the “Grand Mean” shows that in terms of job position the manager/assistant has the lowest burnout with both operational staff and supervisors having a significantly higher burnout.

#### 4.5 To examine the relationship between work-family conflict, work-family facilitation and employee burnout

To achieve objective 3, a multiple regression analysis was used to investigate the relationship between work-family conflict, work-family facilitation and employee burnout. The results shown in Table 4.24, show the comparison between work-family conflict and work-family facilitation in their effect on employee burnout. The R square value revealed that 32.9% of the dependent variable for both work-family conflict and work-family facilitation. Therefore, R square can show an accurate representation of the model due to it being above 30% (Hays & DiMatteo, 1987). Moreover, the F value was found to be significant ( $p=0.000<0.05$ ), showing a clear difference between work-family conflict and work-family facilitation. This indicated that the regression model explained that a statistically significant portion of the employees suffer from burnout due to having work-family conflicts.

Table 4.24 Multiple Regression

Model	Unstandardized		Standardized	Sig.	R Square	Anova	
	Coefficients		Coefficients			f	Sig.
	B	Std. Error	Beta				
Factor 1: Work-Family Conflict	0.71	0.06	0.50	0.000	0.329	99.657	0.000
Factor 2: Work-Family Facilitation	-0.24	0.05	-0.21	0.000			

$$Y = a_1WFC + b_2WFF$$

$$EB = 0.71 (WFC) - 0.24 (WFF)$$

**Remark:** Work-family conflict (WFC), Work-family facilitation (WFF), Employee burnout (EB)

This equation shows that the multiple regression model was statically significant due to the r-square being at 33%. As shown in the equation WFC is 0.71, this result suggests every increase in the WFC score will positively affect the EB score. Additionally, the equation also shows that WFF is -0.24, which suggests every increase in the WFF score will negatively affect the EB score. Every unit increase for WFC will result in an increase in EB. Whereas, every unit increase for WFF will result in a decrease in EB.



## CHAPTER 5

### CONCLUSION AND DISCUSSION

#### 5.1 Conclusion

This research used a quantitative method to collect data from the sample population in Phuket. Questionnaires were distributed around the hotels in Phuket to all full-time employees that have been working for their hotels since before the COVID-19 crisis. Some of the findings suggested that there were increased levels of burnout from before to during the COVID-19 crisis.

##### *Objective 1:*

Work-family conflict was found to show a significant difference between before COVID and during the COVID-19 crisis. Employee burnout is also shown to be significantly different as with work-family conflict. Both of these categories indicated that the COVID-19 crisis has increased work-family conflicts and employee burnout within the hotel workforce. However, work-family facilitation was shown to be much less significant in the variation of the results, with the results mostly being static from before to during the COVID-19 crisis.

##### *Objective 2:*

Both male and female hotel employees were shown to have experienced the same levels of work-family conflict, work-family facilitation and burnout. However, in terms of age, the employees under 40 years old find it challenging to complete family tasks because of work. As for burnout, it was found to have many variables that are significantly different. Employees who are older than 40 experienced less burnout than their younger coworkers. Work-family facilitation received no significant results.

Employees who are married or in a relationship have greater difficulty attending family activities and going to social events during COVID-19. The results also indicated that employees who are married or in a relationship have considerably more work-family conflict. As for burnout, employees who are single or single parents have greater difficulty waking up for work.

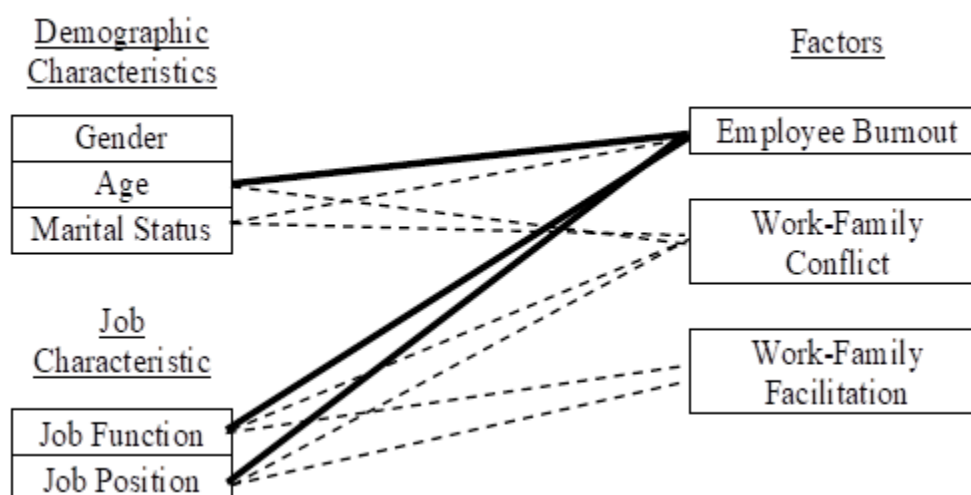
In terms of work function, the front of house employees had greater trouble having a good work-life balance and also had more conflict with their families to do with work.

When looking at work-family facilitation, the results showed that back of house employees were happier with the time they have with their families, have more supportive supervisors and think their job gives them more knowledge that they can use with their families. Also, overall, showing that the back of house employees have higher work-family facilitation. The burnout category showed many considerably different variables, showing that front of the house employees suffer from more burnout. The results show that front of house employees find it harder to wake up for work, motivate themselves to work, would accept another job offering and feel more irritable at work and home.

In terms of job position, the results showed that the supervisors found it hardest to find the energy to complete family tasks due to work. However, the supervisors also experienced more burnout than any other position. Especially, with emotional exhaustion, waking up for work, motivation at work and going straight to bed when they get home.

In conclusion, the following framework can be drawn to represent the impact of hotel employee demographic characteristics and job characteristics on Work-Family Conflict, Work-Family Facilitation and employee burnout:

Figure 5.1 Conceptual diagrams



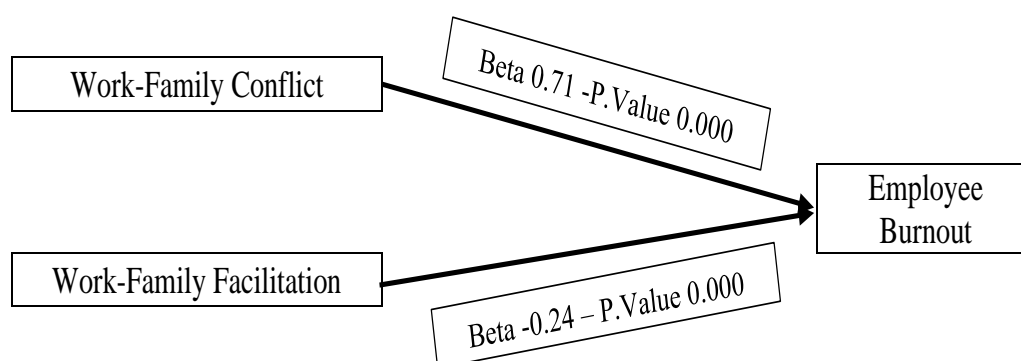
**Remark:** Dotted line represents 3 or less significant variables to the factors, Regular line represents 4 or more significant variables to the factors

**Objective 3:**

The results of this study showed that both work-family conflict and work-family facilitation are validated factors for increasing or decreasing employee burnout. It also indicated that work-family conflict was prominent in burnt-out employees, this signifies that the more work-family conflict an employee has the greater chance they have of burning out. However, it shows that work-family facilitation is also a key factor in employees not burning out. If the magnitude of work-family facilitation was to increase then fewer employees would burnout.

In conclusion, the following framework can be drawn to represent the impact of Work-Family Conflict and Work-Family Facilitation on Employee Burnout:

Figure 5.2 Multiple regression results plot

**5.2 Discussion**

COVID-19 has had a significant impact on every industry and employee all around the world. However, one of the industries that have sustained massive losses is the hotel industry, mainly due to the restrictions to travel and tourism as countries all over the world closed their borders. A great example of a heavily dependent tourist destination is Phuket, Thailand where around 80% of the economy was tourist-dependent (Chuenniran, 2020). Since hotels have been trying to save money they have let staff go and not hired new employees, this has put more strain on employees who still retain their employment status due to them doing more work. For these reasons, this is a good chance to gain an insight into how the employees' burnout status has fluctuated during the COVID-19 crisis.

**5.2.1 Objective#1: To compare work-family conflict, work-family facilitators and employee burnout before and during the COVID-19 crisis.**

For this study, it is evident that employees are seeing an increase in work-family conflict during the COVID-19 crisis. Reasons for this could be employees who still find that they have a job during the COVID-19 crisis can be exposed to many more stressors than they normally would do before the crisis. This is mainly due to the hotel they are working for having to downsize to save money on its costs. This, therefore, means due to fewer staff members the employees who are still employed have to work harder and do many more jobs, especially multi-tasking which is known to increase stress levels (Dirani, Abadi, Alizadeh, Barhate, Garza & Gunasekara et al, 2020). Additionally, a lack of information about an individual's future can also contribute a significant amount to an employee's stress levels (Dirani et al, 2020). Furthermore, Vaziri, Casper, Wayne & Matthews (2020) has shown that employees who suffered from work-family conflict before COVID-19 would only see their work-family conflict become exacerbated during the COVID-19 crisis. Another reason for an increase in work-family conflict during COVID-19 would be due to a weakening of family engagement and an increase in COVID anxiety among the employees (Trougakos, Chawla & McCarthy, 2020; Novitasari, Sasono & Asbari, 2020; Karakose, Yirci & Papadakis, 2021). This reason is further reinforced by the results showing that employees during the COVID-19 crisis have significantly more difficulty making family plans because of work, have greater trouble connecting with their families, and have no energy to do family tasks due to work.

As for work-family facilitation, the results show that there is a significant decrease in the way employees feel from before COVID-19 to during COVID-19 in that they have fewer opportunities to complete both personal and work tasks, they are less happy with the time they have with their families and feel that their work gives them less knowledge that can help them with their family lives. A reason for this decline in work-family facilitation during COVID-19 could be due to schools, daycare centres and other facilitation facilities having been closed. This means that the parents must spend more time taking care of the children rather than working. This has made their work-life balance increasingly challenging to maintain (Fisher, Languilaire, Lawthom, Nieuwenhuis, Petts, Runswick-Cole & Yerkes, 2020). Additionally, many hotels have downsized in their staff numbers which has meant that the remaining staff have more

work to do. This will mean that they work longer hours and become tired, meaning they will not have as much time for their family as before. It has also been noted that certain facilitation facilities such as technology can actually make the employee more stressed rather than helping facilitate their needs in terms of work (Vaziri, Casper, Wayne & Matthews, 2020).

Employee burnout has increased significantly during the COVID-19 crisis. This result corresponds with the factors that are well known to increase during the pandemic mentioned in other sources. The main factors are high-level workload (James, Kotzé & Van Rooyen, 2005), heightened time pressure (Rabatin, Williams, Baier Manwell, Schwartz, Brown & Linzer, 2015), lack of supplies or staff members (Puleo, 2011) and role conflict (Yip & Rowlinson, 2009; Kilfedder, Power & Wells, 2001). These factors are known to be prevalent during the COVID-19 crisis in the hotel industry and significantly contribute to increases in stress which increases the chances of employee burnout. Additionally, they are all well-known stressors that are known to provoke work-family conflicts (Schaufeli, Maslach & Marek, 1993; Moss, Good, Gozal, Kleinpell & Sessler, 2016). Therefore, this supports the claim that work-family conflict can significantly contribute to employee burnout.

### **5.2.2 Objective#2: To investigate the impact of employee characteristics and job characteristics of work-family conflict, work-family facilitators and employee burnout.**

Many previous studies have shown that both employee characteristics and job characteristics have been known to play a significant part in how an employee's stress levels may vary. This in turn may prompt them to have significantly more work-family conflict which can result in the employee becoming burnt out (Sampson, 2016; Leka & Jain, 2010; Ahmed, Donepudi, Rahman, Chowdhury, Islam, Tohfa & Kader, 2020; Syazreena Azmi, Shahid & Alwi, 2016). Many studies have pointed out that demographic features such as gender, age and marital status can contribute a substantial amount towards work-family conflict and burnout (Gjonça & Calderwood, 2004; Ahmed, Donepudi, Rahman, Chowdhury, Islam, Tohfa & Kader, 2020). However, this study found that gender did not show any significant differences to do with work-family conflict, work-family facilitation and employee burnout, which supports Duxbury & Higgins (2008) who mention that both male and female are sharing more of their roles with each other now. Studies have also indicated that job characteristics also impact employees' work-family conflict, work-family facilitation and burnout. The main characteristics known to cause

substantial amounts of stress are to do with job function and job position (Syazreena Azmi, Shahid & Alwi, 2016; Zohar, 1994).

### **Gender**

According to Ismail (2018), it is suggested that female employees would be more at risk of suffering from work-family conflict. Mainly because of the irregular hours coupled with house chores at home. Doherty (2004) and Thévenon (2009) also concluded that female employees would be more susceptible and vulnerable from suffering from work-family conflict. However, this study has found that there are no major differences between both male and female employees in the hotel industry. These findings are supported by Duxbury & Higgins (2008) who concluded that male and female employees have an equal vulnerability of experiencing work-family conflict.

According to Doherty (2004) and Thévenon (2009), work-family facilitation schemes would be more beneficial to female employees due to them having two big roles to fulfil, that being at work and at home. This is a classic example of a potential time-based conflict which is known to be a big trigger for work-family conflict (Brough, O'Driscoll & Biggs, 2009). However, the findings of this research expose that there are no major differences between both male and female in terms of their feelings towards their hotel's work-family facilitation. A possible reason for this result could be that the hotel has a very low occupancy rate due to the COVID-19 crisis and allows staff members, especially female employees to complete all work-related tasks and go home on time.

Prior studies have concluded that there is no significant difference between the burnout rate and both male and female employees (Kara & Uysal, 2018; Willemse, 2006; Karatepe, 2010; Cheng Chieh Lu & Gursoy, 2013). However, another study found that males have been found to have a higher degree of burnout when compared to their female employee counterparts (Sak, 2018). Whereas according to Goswami and Dsilva (2019), found that female employees felt a higher degree of burnout than their male coworkers. This research found that there were no major differences between both male and female to do with burnout. This supports the conclusions of previous studies about there being no major variations between male and female burnout (Kara & Uysal, 2018; Willemse, 2006; Karatepe, 2010; Cheng Chieh Lu & Gursoy, 2013). Another reason to consider may be that because of COVID-19, most of the high-

pressure work ceased due to the very low occupancy of the hotels in Phuket (Manakitsomboon, 2021).

### **Age**

As seen in the literature review, age has been used as a determining factor to see how much work-family conflict an employee has. According to past research, the older the employee, in this case, baby boomers, the less work-family conflict they will have because the baby boomers prioritise work over life (Bennett, Beehr & Ivanitskaya, 2017; Lu & Gursoy, 2013). Generation X appear to always be looking for a job that can provide a good balance between work and life. They are also less committed to their employers than the baby boomers (Festing & Schäfer, 2014; Benson & Brown, 2011). Millennials seem to prioritise life over work, with a much lower work ethic than previous generations (Twenge, Campbell, Hoffman & Lance, 2010). However, in this study, the results showed that employees aged 40 or younger have more of a challenge making time to complete family tasks. However, all the other variables are shown not to have any significant differences between the age ranges. This signifies that all the age ranges have similar thoughts or feelings to do with work-family conflict during COVID-19. A possible reason for this mentioned in another source could be because many of the responsibilities have remained the same for the employees in relation to their ages from before to during the COVID-19 crisis (Cikic & Bilinovic-Rajacic, 2020).

Past studies have indicated that Gen X and the Millennials would be the most concerned about their work-family facilitation at their hotels, especially when compared to Baby Boomers (Bennett et al, 2017; Lu et al, 2013). However, the results of this study have shown that there is no significant difference between all the age groups. This indicates that all ages have the same perception of work-family facilitation during COVID-19. This corresponds with this study since the majority of the samples are from Gen X and Millennials, who both show greater importance towards having a good work-life balance (Festing & Schäfer, 2014; Benson & Brown, 2011; Twenge, Campbell, Hoffman & Lance, 2010).

Previous studies show that older generations can deal with stress much better and are therefore less likely to become burnt out than younger generations (Sánchez-Pujalte, Mateu, Etchezahar & Gómez Yepes, 2021; Vagni, Giostra, Maiorano, Santaniello & Pajardi, 2020). This study revealed that employees aged over 40 suffered the least burnout when

compared to their younger colleagues. This, therefore, confirms that as in the literature review older employees are less susceptible to burnout than younger employees. A reason for this could be as mentioned in past research that older employees have more experience in changes and have gotten used to quick schedule changes (Vagni et al, 2020).

### **Marital Status**

Past research has concluded that the marital status of an employee poses little significance when looking at work-family conflict (Panisoara & Serban, 2013; Frone, Russell & Barnes, 1996; Lewis, Gambles & Rapoport, 2007). Furthermore, past research has also found that marital status does not affect job satisfaction (Bedeian, Burke & Moffett, 1988; Wu, Chang & Zhuang, 2010; Wang, Lee & Wu, 2017). In contrast, this study found that employees who are married or in a relationship have a higher likelihood of having work-family conflict, especially in terms of changing family plans for work and attending social activities. This is also supported in past research, where the job induces great friction in a relationship (Bedeian, Burke & Moffett, 1988; Wu, Chang & Zhuang, 2010; Wang, Lee & Wu, 2017). Additionally, the COVID-19 crisis would have caused disruptions to the working schedules of the employees which were being changed often due to staff members resigning, taking extended periods of leave or being made redundant by the hotel.

As for work-family facilitation to do with marital status, past research indicated that work-family facilitation programs can be very beneficial for building a good family atmosphere at home (Choi et al, 2012). It would then be expected to benefit employees with families more than employees who do not. However, this study shows that there are no significant differences between the two groups. A reason for this result could be due to over half of the samples who answered the questionnaire being single and therefore require less work-family facilitation than employees who are married or in a relationship or who have children.

Marital status has been known to be a contributing factor to whether an employee will suffer from burnout or not. A previous study found that employees who are single, widowed or divorced and have no children had a higher chance of suffering from burnout (Cañadas-De la Fuente et al, 2018). However, Asgari (2012) concluded that marital status does not significantly impact the burnout of an employee. This research found that hotel employees who are Single/Divorced/Widowed/Single Parent have a greater difficulty waking up for work.



This supports the conclusion made by Cañadas-De la Fuente, Ortega, Ramirez-Baena, De la Fuente-Solana, Vargas & Gómez-Urquiza (2018). However, it also supports Asgari (2012) in the fact that the only variable to show a significant difference was about the difficulty of the employee waking up.

A clear reason for this would be because the employee's workload is being cut due to the COVID-19 crisis. This means they are getting to spend additional days at home or be able to get home on time. This would prove to be beneficial to the employee's work-life balance as this would be improving it.

### **Job Function**

Thomas, Brown & Thomas (2016) and Mamesa (2012) said that the stress levels that can produce work-family conflict are the same between the front and back of house employees. The reasons highlighted are that both front and back of the house employees work shift work hours and back of house employees have stress which is induced by their managers rather than guests. However, this study found that front of house employees feel unsuccessful in their work-life balance and have more conflicts with their families to do with work. This supports Faulkner & Patiar (1997), Belotti (2016), Syazreena Azmi, Shahid & Alwi (2016) results about the front of house employees being more inclined to have work-family conflicts than the back of the house employees because the front of house employees in hotels have to deal with angry guests and unpredictable situations. This can make the employee more irritable at home resulting in work-family conflict.

This research has shown that the variables found to be significantly different are gaining knowledge to help employees with their family lives, happy with the time that employees can spend with their family, and supervisor support. All these variables show that the back of the house employees have a more positive result and therefore a more positive opinion of their hotels work-family facilitation. This is supported by Kanten (2014) who mentioned that the back of house employees would benefit more from work-family facilitation than the front of house employees. A possible reason could be job sharing being more common in the workplace due to the staff cutbacks because of the COVID-19 crisis. Job sharing would allow the back of the house to integrate more with other staff members from different departments, giving them more social interaction which is known to alleviate stress (Wu, Zhao, Yu, Chen, Wang & Song et al, 2020).

This study also supports Wen, Zhou, Hu & Zhang (2020) and O'Neill & Davis (2011) who found that front of the house employees have experienced more burnout than the back of house employees. A possible reason for this could be that the front of house employees have a higher amount of multitasking jobs, high demands and targets to complete with much lower resources. These are common characteristics of the front of the house positions, but during COVID-19, the situation for them has got worse mainly due to the major cutbacks made by the hotels. This would mean that employees would be assigned more multitasking jobs than normal, which is known to be a big stressor, this could cause more stress and burnout (Peifer & Zipp, 2019).

### **Job Position**

According to past research, the managers have been the ones who have suffered from the most work-family conflicts when compared to other positions. This is more so in the hotel industry due to the poor work-life balance that the industry working hours entail (Kasper, Meyer & Schmidt, 2005; Leaptrott & McDonald, 2011). However, according to Wolfe, Phillips & Asperin (2014), the supervisor who can be classified as the entry-level manager have experienced more work-family conflict than the middle-level managers. The results in this study support this by showing that the supervisor is suffering from more work-family conflict than the other job positions. The reason for this could be because the supervisor is playing an ever more vital role in the hotel with the staff numbers being cut, there are fewer people to do all of the jobs that need to be completed by the end of the shift due to the COVID-19 crisis. Also, the personal relationships between the supervisors and operational staff may be strained as the supervisor has to constantly adjust the schedule to meet the demands of the hotel and employees. This may cause friction between both parties as the operational staff are looking to work as much as possible to maintain their jobs and the supervisors have to enforce unpopular policies given to them by their managers.

According to Kasper, Meyer & Schmidt (2005), the managers would be the ones who benefit the most from work-family facilitation due to the managers being the ones who tend to work the most irregular schedules, work the most hours per week and who ultimately carry the responsibility for the work or service conducted. However, this research found that all the job positions had no significant differences between them. Therefore, suggesting that every job position feels the same way about their hotel work-family facilitation. This could possibly be due

to good communication between the managers and their subordinates in terms of making them understand the current situation to do with COVID-19 and the business. Most will know that all the businesses in Phuket have had a steep decline due to the COVID-19 crisis (Ashworth, 2020). Therefore, this would minimize any negative perceptions toward the hotel's work-family facilitation aspect.

When looking at burnout and job positions, it has been found that managers stand the highest chance of suffering from burnout (Anthony-McMann, Ellinger, Astakhova & Halbesleben, 2016). However, when refining the scope to the hotel industry, past research indicates that the supervisors in the front of the house have the highest chance of suffering from burnout, closely followed by operational staff members. In contrast, this study found that operational employees and supervisors have been suffering more from burnout than managers. A possible reason for this could be these are the two positions with the highest contact with the guests in the hotel (Stutts & Wortman, 2006). They also have to deal with the most complaints and are expected to handle difficult situations (Ahmad, Barakbah & Majdi, 2021; Wang, Lv, Qian & Zhang, 2019). COVID-19 could also be a big stressor for both of these positions as the hotels around Phuket are making significant cutbacks, especially in staff numbers. Employees in these positions may be suffering from increased stress by not knowing if they will have a job at the hotel in the future.

### **5.2.3 Objective#3: To examine the relationship between work-family conflict, work-family facilitation and employee burnout.**

This study found that the more work-family conflict the employee suffers from, the increased likelihood the employee will burnout. However, the more work-family facilitation the employee experiences the less likely the employee will burnout. This result corresponds with Karatepe (2010) who found that work-family conflict has a significant relationship with employee burnout and fatigue of the employee. It also supports Ledgerwood, Crotts and Everett (1998) who found that by having a supportive organization with good work-family facilitation can help to reduce mental exhaustion and employee burnout.

Moreover, the results show that work-family conflict has a higher magnitude than work-family facilitation. It shows that work-family conflict is more prominent and is having a more significant impact on employee burnout than work-family facilitation is on reducing

employee burnout. A possible reason for this as mentioned before could be the increased stressors that the employees are facing due to the downsizing of the workforces in the hotels across Phuket (Dirani, Abadi, Alizadeh, Barhate, Garza & Gunasekara et al, 2020).

Turning to work-family facilitation, having less of a magnitude on employee burnout could be to do with the cutting back on any work-family facilitation programs by the hotels to save costs and also in society to reduce the spread of COVID-19. For example, all schools, daycare centres and other social facilities were closed which would have decreased any work-family facilitation the employee had and increased work-family conflict due to the COVID-19 crisis (Fisher, Languilaire, Lawthom, Nieuwenhuis, Petts, Runswick-Cole & Yerkes, 2020).

### **5.3 Suggestions**

After reviewing the results above, it can be seen that the COVID-19 crisis has had a significant impact on hotel employees. This study provides a clear insight into how employee work-family conflict and burnout levels have increased and how work-family facilitation levels have remained the same or decreased due to the COVID-19 crisis. In addition, the study looks at the different demographic and job characteristics and compares them to the amount of work-family conflict, work-family facilitation and burnout of the employees within them. The results from this study can show managers in hotels that more attention is needed to employees' feelings and thoughts when a crisis occurs.

This research hopes to provide a clear insight into how hotel employees have been feeling during the COVID-19 crisis. Moreover, how the effects and turmoil of the crisis have contributed to them suffering from burnout. Owners, managers and Human Resources managers should be aware of the additional strain the crisis has incurred to staff members and how the stress of the crisis is reducing staff productivity. If left unchecked, will cause the organization to lose potential revenue and clientele. However, more importantly, it will cause employees to suffer from significant mental strains which could potentially lead to physical deterioration. To tackle this:

**Objective 1:**

Due to seeing an overall increase from before the COVID-19 crisis to during it in work-family conflict and employee burnout, also coupled with a decrease in work-family facilitation from before the COVID-19 crisis to during it. The main key points showed that managers should firstly allow their staff to express how they feel about ongoing changes to the organisation and their potential future at the organisation. This is important as future job security is known to be a big potential stressor. Managers should also ensure that all staff members have received adequate training whether it is because they are new or using new technology when working from home. This should be done by outgoing members of staff who know the facilities and operations well of the hotel. Training would also play a crucial role in job sharing, where the employees have to work in different departments due to the hotels being low on staff. Training for this would be essential to allow the employee working in the different departments to enable them to work efficiently without making many mistakes.

**Objective 2:**

Certain demographic and job characteristics also showed to have significant difference in work-family conflict, work-family facilitation and employee burnout. Managers should also take into consideration and closely monitor younger employees working in the front of the house. Due to them having less experience in the industry through challenging times and would be expected to work harder than others. Managers should ensure that they listen to the thoughts of these employees and make sure all work is distributed fairly in terms of quantity and shift scheduling. The research also found that the supervisors also have the highest burnout, managers should be aware of the increased stress placed upon their supervisors and should try not to overburden them with increased workloads and ensure that they have adequate time off.

**Objective 3:**

The multiple regression model also showed that work-family conflict is a significant influencer in triggering employee burnout, whilst work-family facilitation helps prevent employee burnout. Also, providing surveys on staff feelings and thoughts about work and family life, this survey should be conducted once every three months and would give a clear understanding of what problems the staff members are facing. Another proposal could be to allow

staff members and their families to stay in the hotel and use the staff facilities as a way to increase their work-family facilitation and decrease work-family conflict.

#### **5.4 Limitations and Future Studies**

Work-family conflict, work-family facilitation and employee burnout are very interesting topics to investigate especially during COVID-19. A limitation of the study was that only hotel employees in Phuket were used which was the only province in Thailand to welcome international tourists during the COVID-19 crisis. Another limitation to the study was that the study asked the samples to recall their past feelings from over a year ago before the COVID-19 crisis. For future studies, it would also be very interesting to look at the different factors affecting work-family conflict and employee burnout to do with shift work schedules. Additionally, looking at whether the individual has more than one career, it can be found that many people have to do second jobs after. Another factor to look into could be whether the employee is a care giver to either their elderly relatives or their children. Any future study should also be conducted in other provinces or other countries, as to give a wider perspective on the topic. Also, other industries could be compared to the hotel industry, most notably the tourism industry.

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## APPENDIX A

### แบบสอบถาม (Questionnaire)

#### ส่วนที่ 1 – ข้อมูลประชากรและลักษณะงาน

#### **Work – family conflict, work – family facilitation and employee burnout during COVID-19 in the hospitality and tourism industry**

การศึกษาความขัดแย้งระหว่างงานกับครอบครัว, การส่งเสริมกันระหว่างงานกับครอบครัว และ  
ภาวะหมดไฟในการทำงานของพนักงานในธุรกิจการท่องเที่ยวและโรงแรมในช่วงสถานการณ์โค

#### วิด ๑๕

#### (Part 1-Demographic and Job Characteristics)

#### 1. ข้อมูลเชิงประชากร (Demographic information)

##### 1.1 เพศ (Gender)

ชาย (Male)  หญิง (Female)

##### 1.2. อายุ (Age)

20 ปีหรือต่ำกว่า (20 or younger)  21-30  31-40  41-50  51-60

61 ปีขึ้นไป (61 and above)

##### 1.3. สถานภาพการสมรส (Marital Status)

โสด (Single) /หย่าร้าง (Divorced) /เป็นม่าย (Widowed)

แต่งงาน (Married) /กำลังคบหา (In a relationship)  ผู้ปกครองเลี้ยงเดี่ยว (Single Parent)

##### 1.4. สัญชาติ (Nationality)

ไทย (Thai)  ต่างชาติ (Foreigner)

##### 1.5. วุฒิการศึกษาสูงสุด (Highest Degree of Education)

ประถมศึกษา (Primary School certificate)  มัธยมศึกษาตอนต้น (Secondary School)

มัธยมศึกษาตอนปลายหรือเทียบเท่า (High school or equivalent certificate)

ประกาศนียบัตรชั้นสูง (Diploma) ปริญญาตรี (Bachelor's degree)

สูงกว่าปริญญาตรี (Higher than bachelor degree)

อื่น ๆ (Other) โปรดระบุ (Please specify) .....

1.6. รายได้เฉลี่ยต่อเดือน (บาท) (Average Monthly Income in THB)

9,000 หรือต่ำกว่า (or lower)  9,001-20,000  20,001-30,000  30,001-40,000

40,001-50,000  50,001 ขึ้นไป (and above)

2. ลักษณะงาน (Job Characteristics)

2.1 โปรดระบุว่าคุณทำงานในแผนกใด (Please specify which department you work in)

.....

2.2 ตำแหน่งงาน (Job Position level)

พนักงานระดับปฏิบัติการ (Operation Staff)  หัวหน้างาน (Supervisor)

ผู้จัดการ/ผู้ช่วยผู้จัดการ (Manager/Assistant)  อื่นๆ โปรดระบุ

(Other, please specify) .....

2.3 ระยะเวลาที่คุณทำงานในตำแหน่งปัจจุบัน (ปี) (Number of year(s) working in the current position)

$\leq 1$   1-3  4-5  6-9   $\geq 10$

2.4 จำนวนชั่วโมงการทำงานต่อสัปดาห์ (Working hours per week)

$\leq 20$   21-34  35-42  43-60   $\geq 61$

2.5 ในช่วง 6 เดือนที่ผ่านมา คุณใช้วันลา (เช่น ลากิจ/ลาป่วย/ลาพักผ่อน) ไปแล้วทั้งหมดกี่วัน?

(How many voluntary leave days did you take during the last 6 months?)

10 มากกว่า 30 วัน (or more days)

7-9 วัน (days)

4-6 วัน (days)

1-3 วัน (days)

ไม่เคยลา (never take leave)

โปรดกาเครื่องหมาย / เพื่อระบุความคิดเห็นในปัจจุบันนี้ โดยใช้เกณฑ์การประเมินดังนี้

Please indicate your level of agreement with each of the following statements.

4 = Strongly agree เห็นด้วยอย่างยิ่ง 3 = Agree เห็นด้วย 2 = Disagree ไม่เห็นด้วย

1 = Strongly disagree ไม่เห็นด้วยอย่างยิ่ง

ก่อน สถานการณ์ Before COVID					ปัจจุบัน NOW			
1	2	3	4		1	2	3	4
				Part 2 - ความขัดแย้งระหว่างงานกับครอบครัว (Work-family conflict)				
				ฉันต้องเอาเวลาบางส่วนของครอบครัวและชีวิตส่วนตัวมาใช้ในการทำงาน (The demands of work get in the way of my family and life).				
				จำนวนเวลาที่ฉันใช้กับงานทำให้มันยากสำหรับฉันที่จะทำภารกิจของครอบครัว (The amount of time my job takes up makes it challenging to complete my family tasks).				
				เนื่องจากภาระและหน้าที่งานของฉัน ทำให้ฉันต้องเปลี่ยนแปลงของครอบครัว (Due to my work responsibilities, I have to make changes to my family plans).				
				หลังจากเลิกงาน เมื่อกลับถึงบ้านฉันพบว่ามันยากมากในการปฏิสัมพันธ์กับครอบครัว (I find it hard to connect with my family after coming home from work).				
				ฉันไม่มีความพึงใจเท่าเทียมกันกับบทบาทของฉันต่อครอบครัวและการทำงาน (I feel discontent with my roles in my family and work life).				
				เพราะงานทำให้ฉันรู้สึกหมดพลังในการทำภาระหน้าที่ของครอบครัว (I feel I have no energy to do family tasks due to my work).				

ก่อน สถานการณ์ Before COVID					ปัจจุบัน NOW			
1	2	3	4		1	2	3	4
				Part 2 - ความขัดแย้งระหว่างงานกับครอบครัว (Work-family conflict)				
				โดยรวมแล้ว ฉันไม่สามารถรักษาสมดุลระหว่างงานและชีวิตส่วนตัว/ ชีวิตครอบครัวได้อย่างดี (All in all, I feel unsuccessful in balancing my work and personal/family life).				
				ฉันรู้สึกว่าการเข้าร่วมกิจกรรมทางสังคมหรือชุมชนเป็นเรื่องที่ยาก (I find it difficult to attend social/community activities).				
				ชีวิตการทำงานทำให้ฉันมีปัญหาเกี่ยวกับครอบครัว (I have conflicts with my family to do with my work life).				

โปรดกาเครื่องหมาย / เพื่อระบุความคิดเห็นในปัจจุบันนี้ โดยใช้เกณฑ์การประเมินดังนี้

Please indicate your level of agreement with each of the following statements.

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1 = Strongly disagree ไม่เห็นด้วยอย่างยิ่ง

ก่อน สถานการณ์ Before COVID					ปัจจุบัน NOW			
1	2	3	4		1	2	3	4
				Part 2 - การส่งเสริมกันระหว่างงานและครอบครัว (Work-family facilitation)				
				สิ่งที่ควรทำที่สุดคือการแยกเรื่องงานออกจากเรื่องครอบครัว (It is best to keep family matters separate from work).				
				ฉันได้รับโอกาสมากมายในการทำงานและภารกิจส่วนตัวให้ ออกมาดี (I am given plenty of opportunities to do both my job and my personal duties well).				
				การให้ความยืดหยุ่นแก่นักงานในการทำงานสำเร็จ ถือเป็น แนวทางที่ดีในการทำธุรกิจ (Providing employees flexibility in finishing work tasks is seen as a good approach in doing business).				
				งานของฉันช่วยพัฒนาฉันให้มีความรู้เพิ่มขึ้น ซึ่งสามารถทำให้ ฉันดูแลครอบครัวได้ดีขึ้นด้วย (My work helps me develop more knowledge that helps me with my family life).				
				ฉันมีความสุขมากกับช่วงเวลาที่ได้อยู่กับครอบครัว (I am very happy with the time that I have with my family).				

โปรดกาเครื่องหมาย / เพื่อระบุความคิดเห็นในปัจจุบันนี้ โดยใช้เกณฑ์การประเมินดังนี้

Please indicate your level of agreement with each of the following statements.

4 = Strongly agree เห็นด้วยอย่างยิ่ง 3 = Agree เห็นด้วย 2 = Disagree ไม่เห็นด้วย

1 = Strongly disagree ไม่เห็นด้วยอย่างยิ่ง

ก่อน สถานการณ์ Before COVID					ปัจจุบัน NOW			
1	2	3	4		1	2	3	4
				Part 3 - อาการเหนื่อยหน่าย (Burnout)				
				ฉันรู้สึกเหนื่อยล้าหลังเลิกงานในแต่ละวัน (I feel emotionally exhausted at the end of the work day).				
				ฉันรู้สึกว่ามันยากมากสำหรับฉันในการตื่นไปทำงาน (I find it very hard to wake up for work).				
				ฉันรู้สึกว่ากระตุ้นให้ตัวเองไปทำงานเป็นสิ่งที่ยาก (I find it hard to motivate myself to go to work).				
				ถ้ามีบริษัทอื่นมาเสนองานให้ฉัน ฉันจะตอบรับโดยไม่ลังเล (If I was offered another job in another company I would accept it without hesitation).				
				ฉันรู้สึกว่าร่างกายหมดเรี่ยวแรงหลังจากหมดเวลางานในแต่ละวัน (I feel physically exhausted after my shift ends).				
				สิ่งเดียวที่ฉันอยากทำเมื่อกลับถึงบ้าน คือ การนอน (All I want to do when I get home is to go to bed).				
				งานนี้ทำให้ฉันรู้สึกว่าฉันทำงานหนักเกินไปแล้ว (I feel I work too hard in this job).				
				ฉันมีความรู้สึกหงุดหงิดมากขึ้น ทั้งในที่ทำงาน และที่บ้าน (I feel more irritable at work and at home).				

ก่อน สถานการณ์ Before COVID					ปัจจุบัน NOW			
1	2	3	4	Part 3 - อาการเหนื่อยหน่าย (Burnout)	1	2	3	4
				ฉันรู้สึกเหนื่อยล้าหมดแรง (I feel burnt out).				

## APPENDIX B

### Certificate of approval from the Institutional Review Board



Certificate of Approval of Human Research Ethics  
Center for Social and Behavioral Sciences Institutional Review Board,  
Prince of Songkla University

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Document Number: 2021 – St – Fht – 034 (Internal)

Research Title: Work – family conflict, work – family facilitation and employee burnout during COVID-19 in the hotel industry

Research Code: PSU IRB 2021 - St - Fht 036 (Internal)

Principal Investigator: Mr. Daniel Eason

Workplace: Master of Business Administration Program in Hospitality and Tourism Management (International Program), Faculty of hospitality and tourism, Prince of Songkla University, Phuket campus

Approved Document: 1. Human Subjects  
2. Instrument  
3. Informed Consent

Approved Date: November 22, 2021

Expiration Date: November 22, 2023

This is to certify that the Center for Social and Behavioral Sciences Institutional Review Board, Prince of Songkla University has approved for Ethics of this research in accordance with Declaration of Belmont. And please report the research result every year in the AP-007 form.

*Sasitorn Phumdoung*

(Professor Dr. Sasitorn Phumdoung)

Committee Chairman of Center for Social and Behavioral Sciences  
Institutional Review Board, Prince of Songkla University





**VITAE**

**Name** Mr. Daniel Eason

**Student ID** 6330121005

**Educational Attainment**

<b>Degree</b>	<b>Name of Institution</b>	<b>Year of Graduation</b>
Bachelor of Business Administration	Prince of Songkla University	2020

**Work - Position and Address**

-

**Scholarship Awards during Enrolment**

100% Grants for Assistant Researchers Scholarship Master of Business Administration, Faculty of Hospitality and Tourism

**List of Publications and Proceedings**

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