Job Performance Management: The Burnout Inventory Model and Intention to Quit their Job among Hospitality Employees

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This study investigates the impact of burnout on the employees' intention to quit and the latter's impact on job performance. A developed model was constructed to determine the factors of burnout and their effects as well as the effect of the intention to quit a job on employees' performance. As the study is conducted in a conservative community, the model took into consideration cultural and religious factors. The study used a self-administered questionnaire adapted from previous pioneering studies of burnout to examine the various intertwined relationships in the proposed model, which was achieved using an SEM technique. The findings show that burnout dimensions significantly affect the intentions to quit a job which in turn had a significant impact on job performance. Theoretical and managerial implications were suggested accordingly.

Key words: *Burnout Inventory Model, Intention to Quit, Job Performance.*

Introduction

Hospitality is a highly labour-intensive industry. The success of any hospitality organization depends mainly on the employees' performance, the tourists' level of satisfaction, and decisions to revisit (Masa'deh et al., 2017; Chen et al., 2013). Employee's poor performance can affect hotels' market share and their competitive status. Thus, understanding the factors that affect employees' performance is a key success for the hospitality sector. Previous studies discussed job performance from different perspectives: the effect of motivational factors on job performance (Arabi et al., 2013), the impact of leadership styles on employees' performance (Awamleh et al., 2005), the effect of empowerment on employees' performance (Masa'deh, 2016; Meyerson and Dewettinck, 2012), and the impact of job stress on job performance (Al Qaied, 2015). In a country like Jordan, contextualized by strict cultural religious norms, other factors are likely to be influential.

Job burnout emerged as a concept in the 1970s and received scholars' attentions two decades ago. Job burnout is not an ongoing process that unfolds over time and requires clarification in terms of the attributed factors (Bakker and Costa, 2014). Most studies undertaking burnout were conducted in western societies and thus the antecedent environments that enhance the burnout were different; personality characteristics is one example of this difference (Karatepe and Uludag, 2007).

In response to this gap, many studies have used the Maslach Burnout Inventory (MBI) model as an appropriate measurement tool that could adequately explain specific reasons behind job burnout according to three aspects: emotional exhaustion (O'Neil and Xiao, 2010), personal accomplishment (Kilic et al, 2016), and depersonalization (Pelit and Turkmen, 2008).
The previous studies were conducted in western societies and thus the antecedent environments that enhance the burnout were different; with personality characteristics as one example (Buick and Thomas, 2001). Accordingly, this study investigates the impact of burnout on employees' job performance and extends the MBI model by testing the impact of the socio-cultural and religious factors on employees' intentions to quit as well as the consequent job performance.

Literature Review

The main consequences of burnout are diminished job performance and desire to quit (Maslach and Leiter, 2016). The other consequences are: absenteeism, marital and familial disharmony, diminished self-esteem, difficulties in concentration, social isolation, adverse physical symptoms, and psychological disorder such as depression and apathy (Kuruuzum et al., 2008), or seeking other opportunities with better conditions and less working hours (Ozbag and Ceyhun, 2014). In addition, work-leisure conflict contributes to increasing job burnout and intention to quit (Mansour and Tremblay, 2016) unless there is psychological empowerment (Hechanova et al., 2006). This means that also, job satisfaction and job characteristics can be used to predict job burnout (Kuruuzum et al., 2008). According to Kuruuzum et al., the job characteristics specific to burnout are excessive workload, task complexity, diminishing support of senior managers, and role ambiguity which increase emotional exhaustion and decrease performance levels.

The three dimensions of the MBI model are the social and cultural image of hotel careers, and feelings of injustice could create exhaustion, loss of identity, feeling of alienation, and depression (Shani and Pizam, 2009). In many contexts, the MBI dimensions are described as job stress. When revising how the three dimensions are measured, they could be linked to the organizational stress. The most widely used scale to measure and interpret job burnout is the Maslach Burnout Inventory (MBI) model, which is defined as "a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind" (Maslach and Jackson, 1981). This model attributes job burnout to three principal factors: emotional exhaustion, depersonalization, and personal accomplishment.

Emotional exhaustion is the most influential factor on job burnout and refers to the diminishment of one's energy and depleted emotional resources (Cordes and Dougherty, 1993). Emotional exhaustion may lead to tension and frustration as employees are usually not able to perform their tasks and gradually lose their sense of responsibility towards the customers (Kuruuzum et al., 2008; Njagi, Manyasi & Mwania 2018). Unfortunately, it frequently happens to those who have direct and recurrent contacts with clients such as, frontline employees of hotels (Karatepe, 2010). However, emotional exhaustion is best measured by the level of enthusiasm about the profession, the after-work feeling, employee's ability to endure the job, the level of fatigue caused when dealing with people, job limitations and restrictions, work shifts, and cognitive and emotional exhaustions (Maslach and Leiter, 2016; Parveen & Chikhaoui 2018).

The second factor in the MBI model, diminished personal accomplishment could be related to low morale, inefficiency and incapability, and inability to cope (Maslach and Leiter, 2005). It is also attributed to emotional regulation strategies such as, surface and deep acting and

genuine emotion expression (Huang and Guo, 2001). According to Karatepe and Uludag (2007), the only factor in the MBI model that exerts negative influence on job performance, where employees may have detached attitudes toward others and then low performance (Brotheridge and Grandey, 2002). This negative feeling is characterized by a tendency towards a negative self-evaluation and a sense of personal failure (Lee and Ashforth, 1996). As a result, a low sense of work efficiency in addition to unsuccessful completion of employees' work and/or interaction with others are a result (Sohn et al., 2016). This factor is measured by the way an employee deals with customers, how much she/he is useful and energetic in her/his job, is job-active and successful, and creates a comfortable environment for customers while overcoming job emotional problems (Gulalp et al., 2008).

The third factor that the study adopts is depersonalization which is defined as dealing with customers as objects rather than persons (Kuruuzum et al., 2008). Here, the employee is characterized as being cruel, pessimistic, cold, indifferent and passive towards customers (Prinz et al., 2012). If not mediated, depersonalization turns into a cynical behaviour towards customers and their motivations pushing employees away from the ideal work environment (Maslach et al., 2001). Depersonalization is measured by the evaluation of the services offered to customers and their comments and by the opportunity given to the employees to suggest modifications to the services (Maslach and Leiter, 2016).

Tourism and hospitality careers are socially perceived as low status ones (Pizam, 1982), triggered by the socio-cultural and religious backgrounds typical of such workers and this is a new factor that the study adds to the MBI model. According to Szivas (1999), a career is evaluated by its contribution to society, the employee's lifestyle, and the fusion of duties. In this context, Kusluvan (2003) states that the "image of an occupation is not always clear and unambiguous even when that image has the status of a generally accepted reputation. Different individuals can have different images of the same occupation which can be attributed to different propensities and to diverse stocks of experiences and observations."

Unlike western societies, Jordan is a conservative one, where choosing a career is affected by the sociocultural and religious bounds (Badarneh, 2015). In addition, the negative attitude toward tourism careers could also be influenced by low salaries, low work skills and little chance of advancement (Richardson, 2009). Intention to quit is highly cost-effective element to explore for an organization (Birdir, 2002). Scholars viewed this phenomenon as either the decision to leave work, which causes an organization material losses, or as the loss of morale among the workers who decide to stay in the organization (Ongori, 2007). In addition, when turnover is discussed, the issue of 'intention to quit' has often been overlooked (Griffeh et al., 2000). However, turnover refers to actual departure from the workplace by employees (Price,

2001), while 'intentions to quit' reflect the intention that precedes this departure (Cotton and Tuttle, 1986). As the 'intention to quit' may lead to turnover, the use of the former as a factor in this research is seemingly logical and appropriate (Fang, 2001). Accordingly, intention to quit is a significant predictor of leaving an actual work situation (Griffeth et al., 2000; Tett and Meyer, 1993).

Job performance is an essential element of any hospitality organization due to its importance in measuring labour force efficiency and the level of the organizational success (Tsai et al. 2010). Job performance is also an indicator of productivity, which is understood as being whether a person executes his/her job duties and responsibilities well (Dobre, 2013). It is necessary to create an appropriate atmosphere that allows the employee to work without obstacles, fatigue, or boredom (Dollard et al., 2003). One of the useful tools in improving performance is motivation, which might reinforce the desire of individuals to improve their productivity (Boachie-Mensah and Dogbe, 2011). In this regard, other factors may influence productivity, such as education, training, work experience and/or self-assessed abilities. On the other hand, the desire of better performance is also influenced by the physical and social conditions of the work and the needs of the individual where the latter is divided into three main types: physiological, social and self-needs (Sutermeister, 1971).

The review of the literature on burnout highlighted the scarcity of research in this area in the hospitality industry. Research on burnout that used the MBI model only utilized the three factors mentioned previously and ignored the religious and socio-cultural factors. The hospitality industry in Jordan is facing a chronic labour shortage and a high level of employee turnover. Therefore, the current study attempts to determine the moderating relationship of the intention to leave work between the MBI factors and the job performance. Accordingly, the following model and hypotheses were proposed:

Figure 1. Research Model
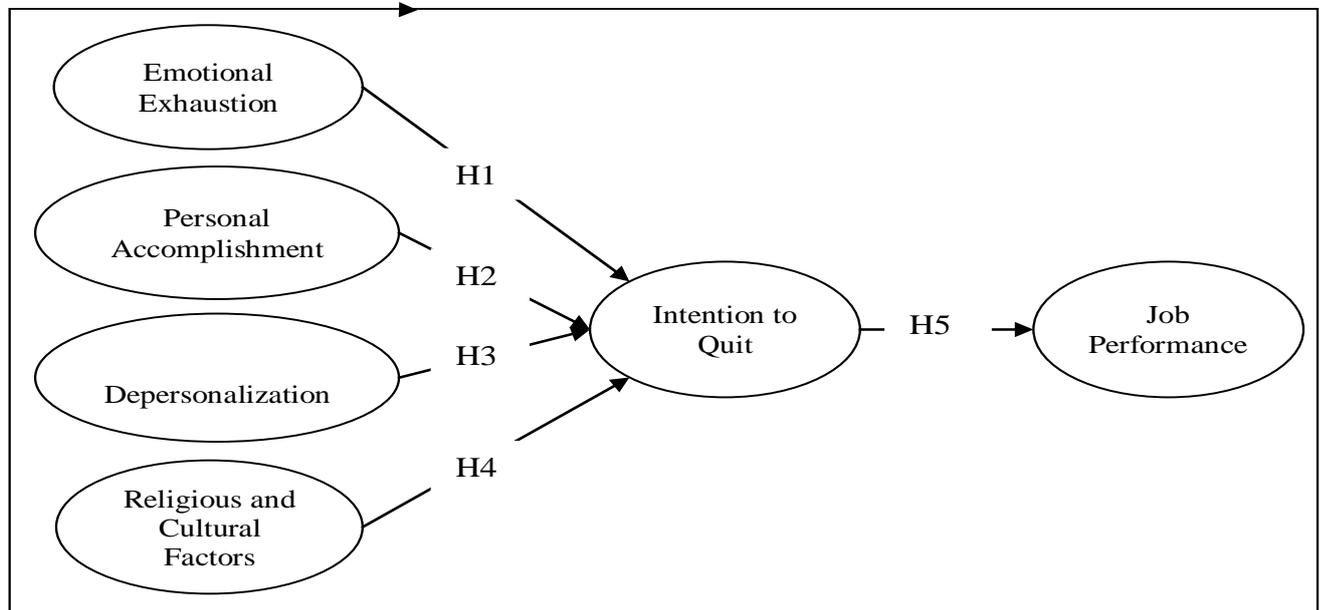
The study hypotheses include:

H1: There is a positive effect of emotional exhaustion on intention to quit

H2: There is a positive effect of personal accomplishment on intention to quit

H3: There is a positive effect of depersonalization on intention to quit

H4: There is a positive effect of religious and cultural factors on intention to quit

H5: Intention to quit positively mediates the relationship between burn out factors (emotional exhaustion, personal accomplishment, depersonalization, religious, and cultural factors) and job performance.

Research Methodology

This study utilized a quantitative approach to assess the impact of a burnout inventory model and the employees' intentions to quit job on their performance. A self-administered questionnaire was used to collect data from the selected respondents. The study population included all 5-star hotels (totalling 15) in Amman; the capital city of Jordan. Among them, four hotels are represented in the sample: Crowne Plaza, Four Seasons, Meridian, and Royal. To ensure the content validity, four academic experts in tourism and hospitality fields evaluated the questionnaire. In addition to the demographic factors, the questionnaire included items adapted from previous studies (Maslach and Jackson, 1981; Maslach, and Leiter, 2005; Maslach et al., 2001; Ozbag, and Ceyhun, 2014; Schaufeli et al., 2008; Cordes and Dougherty, 1993; Badarneh, 2015; and Alananzeh, 2014) to measure burnout dimensions (emotional exhaustion, personal accomplishment, depersonalization), and religious- cultural

factors, intention to quit, job performance, and the suggested relationships among them. These items were rated on a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). The study was conducted between August 2017 and November 2017. The questionnaire was personally administered to each subject at each selected hotel. Subjects were selected using a random sampling technique. The number of distributed questionnaires were 317, 267 questionnaires were considered valid after deleting outliers.

Data Analysis and Results
Descriptive Analysis

For the demographic factors, the data shows that the gender of the respondents is mainly males (91.8%). Most of the respondents fall between 20-30 years old accounting for 39.3% and married (52.1%). The income is similar to other comparable professions, where most of the employees (general staff) earn more than 400$ a month as they are considered educated (having a post-secondary certificate). Work experience of less than five years is noticeable in the housekeeping department employment profile.

The descriptive analysis of the independent and dependent variables was presented as shown in Table 1 and Table 2 below.

Table 1: Constructs and Measurement Items

Construct	Measurement Items	M	Std.
Emotional Exhaustion (EE)	EE1: I feel that I have lost my enthusiasm about my profession.	3.84	1.196
	EE2: I feel exhausted spiritually when I arrive home after work.	4.18	1.026
	EE3: I feel I can't stand this job even one more day.	4.02	1.069
	EE4: It is really tiring for me to deal with people all day long.	4.18	1.041
	EE5: I feel I get tired of my current job.	4.22	1.036
	EE6: I am of the opinion that my job puts limitations on me.	4.03	1.076
	EE7: My shifts at work make me exhausted.	4.11	1.094
	EE8: It makes me stressful to be in a direct communication with people.	4.04	1.086
	EE9: I feel I get exhausted at work both emotionally and cognitively.	4.01	1.035

Diminished of Personal Accomplishment (PA)	PA1: I can't get how the customers feel easily.	3.93	1.118
	PA2: I can't deal with the customers' problems directly.	3.73	1.261
	PA3: I don't believe that I become useful through my job.	3.79	1.382
	PA4: I don't feel energetic.	3.78	1.453
	PA5: As a responsibility, I couldn't create an environment in which the customers feel comfortable at work.	3.65	1.415
	PA6: I don't feel active and vigorous while I am working.	3.71	1.411
	PA7: I am not successful at my profession.	3.84	1.485
	PA8: I couldn't overcome my emotional problems caused because of my job with ease.	3.72	1.480
Depersonalization (DP)	DP1: I feel I behave insensitive to the customers.	3.92	1.382
	DP2: I feel I have got senseless towards people since I started this job.	4.05	1.308
	DP3: I am worried that my job makes me hard-hearted.	4.12	1.300
	DP4: I do not care about the problems the customers face up with.	4.18	1.334
	DP5: I feel the customers think that I am responsible for some of the problems they face up with.	4.08	1.334
Religious-Cultural Factor (RC)	RC1: The spread of the culture of shame in the community regarding work in tourism and hotel sector.	3.98	1.020
	RC2: The difficulty of performing social duties during working in the hotel sector.	3.79	1.125
	RC3: Religious teachings reject the work in a hotel that offers alcoholic beverages.	3.64	1.265
	RC4: The community is conservative regarding women going out late for the purposes of hotel work.	3.77	1.223
	RC5: The community is conservative regarding travel for the purposes of hotel working.	3.96	1.047
	RC6: The community is conservative regarding		

	going out late for the purposes of hotel work.	3.88	.964
	RC7: Religion stands negatively against working in the tourism and hospitality sector.	3.99	.975
	RC8: The demand of my work interferes with my family and family life.	3.96	.978
Intention to Quit (IQ)	IQ1: I want to leave this organization very much.	4.00	1.316
	IQ2: As soon as I get another acceptable job, I will quit.	4.19	1.375
	IQ3: I am setting up to go away my work inside the subsequently six or five months.	4.07	1.241
Job Performance (JP)	JP1: The results of my achievement do not meet the expected results.	4.06	1.176
	JP2: I feel that I can't accomplish my duties and responsibilities on the best way.	4.07	1.166
	JP3: I do not rely on myself in completing tasks and work assigned to.	4.19	1.100
	JP4: I feel that I have lost the ability to adapt to job environment and do my tasks.	4.24	1.108
	JP5: I prefer to work individually not in teams.	4.36	1.119
	JP6: I feel that I have lost the ambition to be excellent with my performance comparing to other co-workers.	4.21	1.080
	JP7: I can't take appropriate action on problems as necessary.	4.15	.996
	JP8: It becomes hard to collaborates with other department members as necessary.	4.09	.987
	JP9: I feel that I can't respond appropriately to feedback on job performance.	4.04	.969

Table 2: Overall Mean and Standard Deviation of the Study's Variables

Type of Variable	Variables	Mean	SD	Level
Independent Variables	Emotional Exhaustion	4.07	0.86	High
	Diminished of Personal Accomplishment	3.77	1.17	High
	Depersonalization	4.07	1.20	High

	Religious-Cultural Factor	3.87	0.86	High
Mediating Variable	Intention to Quit	4.09	1.17	High
Dependent Variable	Job Performance	4.16	0.89	High

Based on the items' means, respondents had high scores for all variables. Job performance scored the highest mean among the six variables. The item "I prefer to work individually not in teams" had the highest mean within job performance. Intention to quit ranked second. Within intention to quit, the item " As soon as I get another acceptable job, I will quit" had the highest mean. Emotional exhaustion ranked third, and the highest mean was scored for the items "I feel exhausted spiritually when I arrive home" and "It is really tiring for me to deal with people all day long". Depersonalization had the same score of the emotional exhaustion, and the item " I do not care about the problems the customers face up with" scored the highest mean. Religious-cultural factor ranked forth, and the item " Religion stands negatively against working in the tourism and hospitality sector" had the highest mean. The least mean was scored for the diminished personal accomplishment. Within it, the item ……" scored the highest mean. However, among the six variables' means, no significant differences were found.

Measurement Model

Confirmatory factor analysis was used to test the properties of the instrument items. In fact, the measurement model shows how latent variables are assessed for the observed variables. It declares the reliability and validity of the variables' responses for the latent variables (Hair et al., 2006). Table 3 belowshows different types of 'goodness of fit' indices in assessing this study's initial specified model. Based on these 'fit' indices, the measurement model appeared to fit well with the sample data after Hair et al. (2010).

Table 3: Measurement Model Fit Indices

Model	x^2	df	P	x^2/df	IFI	TLI	CFI	RMSEA
Final Model	2577.99	804	0.00	3.21	0.84	0.82	0.83	0.091

Table 4 below shows the factor loadings, Cronbach alpha, composite reliability, and Average Variance Extracted (AVE) for the variables. As the factor loading' indicators exceeded 0.50, the convergent validity was achieved (Creswell, 2009). Factor loadings exceeded 0.50 and the values of composite reliability exceeded 0.60. Thus, a high level of internal consistency

was demonstrated for the latent variables. Further, the value of AVE exceeded 0.50 and thus proved the convergent validity after Hair et al. (2006).

Table 4: Properties of the Final Measurement Model

Constructs and Indicators	Cronbach Alpha	Composite Reliability*	AVE**
Emotional Exhaustion	0.931	0.92	0.57
Personal Accomplishment	0.944	0.90	0.55
Depersonalization	0.943	0.91	0.66
Religious-Cultural Factor	0.918	0.91	0.56
Intention to Quit	0.873	0.81	0.60
Job Performance	0.941	0.93	0.61

Following Fronell and Larcker's (1981) formula, the composite reliability calculation is expressed by the following equation:

Composite Reliability = $(\Sigma Li)^2 / ((\Sigma Li)^2 + \Sigma Var (Ei))$

where Li is the standardized factor loadings for each indicator, and Var (Ei) is the error variance associated with the individual indicator variables.

The formula for the variance extracted is:

Average Variance Extracted = $\Sigma Li^2 / (\Sigma Li^2 + \Sigma Var (Ei))$

where Li is the standardized factor loadings for each indicator, and Var (Ei) is the error variance associated with the individual indicator variables.

Structural Model

The SEM analysis revealed that emotional exhaustion, depersonalization, and religious-cultural factors directly, positively, and significantly affected employees ' intentions to quit the job' ($\beta = 0.714$, t = 15.255, p = 0.000; $\beta = 0.268$, t = 7.950, p = 0.000; and $\beta = 0.258$, t = 5.505, p = 0.000); thus, H_1, H_3, and H_4 were accepted. Also, 'intentions to quit the job' were found to be directly and positively impacting job performance. Consequently, H_5 was accepted (see Table 5). However, H_2 was rejected as ($\beta = 0.011$, t = 0.325, p = 0.745); the diminishment of personal accomplishment did not impact the intention to quit a job. Furthermore, the coefficient of determination (R^2) of the research endogenous variables in terms of intentions to quit the job and job performance were 0.55 and 0.48 respectively, which indicates that the model does moderately account for the variation of the proposed model.

Table 5: Summary of Proposed Results for the Theoretical Model

Research Proposed Paths	Coefficient Value	t-value	p-value	Empirical Evidence
H1: EE → IQ	0.714	15.255	0.000	Supported
H2: PA → IQ	0.011	0.325	0.745	Not supported
H3: DP → IQ	0.268	7.950	0.000	Supported
H4: RC → IQ	0.258	5.505	0.000	Supported
H5: IQ → JP	0.575	15.795	0.000	Supported

EE: Emotional Exhaustion; PA: Personal Accomplishment; DP: Depersonalization; RC: Religious-Cultural Factor; IQ: Intention to Quit; and JP: Job Performance.

Discussion and Conclusion

The level of job performance is a priority for any service organization. Hospitality organizations' success and development as well as tourists' level of satisfaction are tied to employees' performance (Alananzeh, 2017; Masa'deh et al., 2017). Therefore, it is very essential to continuously measure and enhance employees' job performance and react against the factors that may affect their performance. Related studies discussed the reasons behind the job stress and burnout and provided managerial related strategies. This study examined the impact of employees' intentions to quit on job performance. In addition, the factors that create or stir up the desire to quit were tested. Burnout was found to include four factors: emotional exhaustion, depersonalization, religious-cultural attitudes, and the diminishing of personal accomplishment. Emotional exhaustion had the highest score as rated by the study participants. They showed very low enthusiasm for their jobs, were spiritually exhausted when arriving home after work, and got tired dealing with people all day long. The shifts at work left them exhausted, and the direct communication with people made them stressed.

The depersonalization factor was rated as the second important factor that stirs up the desire to quit the job, employees affirmed that they consequently behave insensitively to the customers. In a similar context, Hu and Cheng (2010) examined the influence of job stress on burnout and found significant effect. They referred to the role of task characteristics, workload, and the changing and complex environment on burnout in the hotel sector. For the current study area, many changes causing job instability and high seasonality occurred because of the political crisis in the region that started in 2010. Another possible interpretation is the noticeable increasing cost of living in Jordan that makes hotel employees' salaries inappropriate. Such negative changes are likely to create poor future expectation towards hospitality careers. Koc and Bozkurt (2017) showed that negative expectations of

employees could act as an antecedent of burnout and learned helplessness in the hospitality sector.   O'Neil and Xiao (2010) found that emotional exhaustion played the role of a function of occupational and organizational characteristics. They presented another possible interpretation that the hospitality environment is susceptible to the creation of the antecedents of burnout (Ahmed, Majid & Zin, 2016; Ali & Haseeb, 2019; Haseeb, Abidin, Hye, & Hartani, 2018; Haseeb., 2019; Suryanto, Haseeb, & Hartani, 2018).

The religious- cultural factor was rated as the third factor that affects employees' desire to quit. The Islamic-Arabic community is conservative and views working in the tourism and hotel sectors negatively. It is also difficult to perform social duties while working in the hotel sector. In addition, Islamic teachings reject the concept of work in a hotel that offers alcoholic beverages. For similar reasons, a study on Jordanian residents' perceptions toward tourism careers showed a negative image of tourism careers although a good number of the sample were tourism employees (Badarneh, 2015). Diminishing personal accomplishment factor was rated as the least important effect on the intentions to quit where these participants reported that they accepted it was their duty to create a relationship with customers but still need to know more about how the customers feel in order to deal with the customers' problems directly. They do not feel energetic, active or vigorous while working. This dimension of burnout shows the necessity of its focus in internal marketing including professional training programs, and professional recruitment processes (Ahmed, Majid & Zin, 2016; Ali & Haseeb, 2019; Haseeb, Abidin, Hye, & Hartani, 2018; Haseeb., 2019; Suryanto, Haseeb, & Hartani, 2018).

The tested hypotheses reveal that emotional exhaustion, depersonalization, and religious-cultural factor significantly affect employees' intentions to quit. However, diminished personal accomplishment did not impact their intentions to quit. Rouleau et al., (2012) disclosed that diminished personal accomplishment was the least factor that affects employees' intention to quit. Knani and Fournier (2013) found that diminished personal accomplishment has a low level of impact on employee turnover. Also, intention to quit was found to have direct and positive impact on employee job performance. For Chen et al (2013), employees may cope with job dissatisfaction and cognitive exhaustion. Specifically it is posed that negative feelings to clients occur to reduce their cognitive dissonance, and therefore mere emotional labour does not necessarily lead to higher performance. Further, understanding the moderating role of internal marketing in such a study would lead to more meaningful findings. Chiang and Liu (2017) emphasized that internal marketing is a definite factor that impacts burnout and thus intention to quit. However, internal marketing to be successful must be designed based on employee preferences and then implemented carefully and continuously in order to reduce the intention to quit.

Theoretical and Practical Implications

This study provides a developed model that includes several levels using causal interaction between the elements of the research. The model explains the intention to quit and offers managerial suggestions to contain the intention to quit before it occurs and drives the organization toward intolerable losses. Understanding the reasons behind employee intentions to quit enables the organization to avoid sudden shortage in their human resources especially during high seasons. Maslach Burnout Inventory model was tested with a further factor added to this inventory model (cultural-religious factor) which shows an impact on employees' intentions to quit.

In addition, this study contributes to the literature by measuring the impact of burnout factors on employees' intentions to quit and by analyzing the impact of intention to quit on job performance. The development of the burnout model, regarding job performance is of great importance for hoteliers and tourism stakeholders. This proposed study model is considered as the hub for others to search for further reasons that could affect employee and organizational performance. In addition, researchers could extend this model and examine other factors that could affect employees' intentions to quit. Some of these factors could relate to the role of internal marketing, specific factors of job satisfaction, and socio-cultural characteristics of employees. Mixed approach studies are recommended for further research in this context. The results of the employee survey should be supported by a qualitative method which addressed by the relevant management to problem solve ways to deal with negative findings.

Based on this study, some managerial implications could be suggested with regard to employee intention to quit. In addition to the obvious ones (e.g. good salaries, fair treatments, dealing with workload), professional recruitment procedures are strongly recommended since respondents in response to burnout dimension data especially in the context of diminished personal accomplishment. Further, hotels' human resources department must be knowledgeable enough about the scientific strategies and their applications to deal with burnout and employee turnover. A good example of these strategies is the coping strategy. It could be defined as: *"an individual's overt attempts to alleviate or respond to stressful conditions at work strategy"* (Hu and Cheng, 2010). The coping strategy can ameliorate an employee's attitudes and perceptions under different conditions that relate to the burnout dimensions. Finally, promotional campaigns could be organized in cooperation between the government and local media to ameliorate the social image of the tourism career in Jordan.

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