

## The Moderating Role of Passion for Service in the Hospitality Industry: Burnout Model

บทบาทตัวแปรกำกับของความหลงใหลในการให้บริการในอุตสาหกรรมบริการ:

โมเดลความเหนื่อยล้าในการทำงาน

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### ABSTRACT

The objective of this research was to study the moderating effect of passion for service toward the relationship between burnout and intention to leave among the frontline employees who work in a hotel chain in Bangkok, the targeted population includes 63 hotel-chains in Bangkok, and 554 frontline employees contained suitable data and the moderated multiple regression analysis. The result indicates that passion for service performed the role to reduce the impact of emotional exhaustion and depersonalization on the intention to leave significantly. Based on these finding, the suggestion can be made that the recruiting and retaining the passionate frontline employees who have a passion to work, especially passion to provide service to customers need to be considered as the important factor to reduce the intention to leave which can eventually lead to reduce turnover rate.

### ARTICLE INFO

#### *Article history:*

Received 19 May, 2021

Received in revised form

2 September 2021

Accepted 6 September 2021

Available online

10 March 2022

#### **Keywords:**

Passion (ความหลงใหล),

Burnout (ความเหนื่อยล้า),

Intention to leave

(ความตั้งใจลาออก),

Frontline employee

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## บทคัดย่อ

วัตถุประสงค์ในการวิจัยครั้งนี้เพื่อศึกษาบทบาทของตัวแปรกำกับของความหลงใหลในการให้บริการต่อความสัมพันธ์ระหว่างความเหนื่อยล้าในงานและความตั้งใจลาออกของพนักงานส่วนหน้าที่ทำงานโรงแรมในเครือที่ตั้งอยู่ในกรุงเทพมหานคร กลุ่มเป้าหมายในการศึกษาคือโรงแรมที่อยู่ภายใต้การบริหารของบริษัทเจ้าของในกรุงเทพมหานคร จำนวน 63 โรงแรม โดยมีพนักงานส่วนหน้าจำนวน 554 รายที่สามารถนำข้อมูลมาใช้ในการศึกษาโดยใช้การวิเคราะห์ถดถอยพหุคูณที่มีตัวแปรกำกับ ผลจากการศึกษาพบว่าผลการศึกษาพบว่าความหลงใหลในการให้บริการสามารถทำหน้าที่ลดอิทธิพลของความเหนื่อยล้าของงานในส่วนของความเหนื่อยล้าทางด้านอารมณ์ และการลดความสัมพันธ์ส่วนบุคคลที่มีต่อความตั้งใจออกจากงานได้อย่างมีนัยสำคัญ จากผลการศึกษานำไปสู่ข้อเสนอแนะว่าการเลือกและการรักษานักงานโรงแรมส่วนหน้าที่มีความหลงใหลในการให้บริการเป็นสิ่งสำคัญต่อการให้บริการแก่ผู้เข้าพักและเป็นปัจจัยที่สำคัญในการลดความตั้งใจออกจากงานซึ่งเป็นสิ่งที่นำไปสู่การลดอัตราการลาออกด้วยเช่นกัน

## Introduction

One of the reasons that the hotel industry in Thailand has to face a high cost of training and recruiting is a high turnover rate, and hotels need to solve this issue to reduce their cost of operation in terms of human resources. Burnout is the significant source to generate 20% - 50% of employee's turnover rate, particularly in the hotel industry where around 80% of employees face high degrees of burnout in terms of emotional pressure from their tasks, workload from their service and expectation from their guests (Borysenko, 2019; Paychex, 2019). The uniqueness of the hotel industry is a service concentrated industry where employees need to deliver a polite and friendly service to the customers. To promote the continuous improvement in service quality, employees need to spend a lot of their time and energy; often more than eight hours per day which reduces the opportunity for them to enjoy their leisure activities (Malek, Kline & DiPietro, 2018; Mansour & Tremblay, 2016). It is important for service firms to reduce the employee turnover rate and retain the best employees that contains a high level of knowledge and skill to deliver a high quality service that would attract new customers, retain the existing customers, together with continuously improving the performance to compete with competitors within the industry (Malek et al., 2018; Mansour & Tremblay, 2016). Particularly, the intention to leave is the most important factor that influence turnover rate, as such it is crucial for management in service companies to study and understand the process of employee's turnover (Mansour & Tremblay, 2016). The concept of intention to leave was explained based on the process of employee turnover. It is the main cause of turnover that people evaluated their satisfaction in the comparison with the attractiveness of the benefit they expected to get from their job (Mobley, Griffeth, Hand, & Meglino, 1979).

Intention to leave is the consequence of burnout and it is a critical stage prior to an employee's decision to leave (Lee, Chiang & Kuo, 2019). Maslach and Leiter (1999) grounded a theory called the model of burnout to identify the intention to leave, turnover and absenteeism as the form of job withdrawal. However, the model of burnout ignores the influence of a person feeling of enthusiasm towards their tasks that might ease the degree of burnout. Due to the incompleteness, the scholars had introduced and mentioned the important factor which lead to deal with the situation of burnout and intention to leave called passion (Vallerand, 2015). It is expected that passion would ease the degree of burnout in which may lead to turnover rate reduction (Burke, Astakhova & Hang, 2015; Chen, Chang & Wang, 2019).

Passion is an important factor for employees in the hotel business because passionate employees will outperform in all processes and services, be able to deal with unpredictable situations and deliver a high standard of service that exceed customer's expectations (Portobay,

2018). Several scholars have paid attention to the topic of passion and found that passion can decrease the degree of burnout among employees and their intention to leave (Fernet, Lavigne, Vallerand, & Austin, 2017; Shuck, Zigarmi, & Owen, 2015). Therefore, understanding the role of passion can result in reducing the degree of intention to leave from the experience of burnout among the employees, particularly, in the hotel industry.

Unfortunately, the study of the role of passion were mostly empirically tested in Western countries. However, there is little empirical evidence in an Eastern context that investigates if passion would reduce the influence of burnout on intention to leave, particularly in the hotel context. Within the service industry, Lu and Gursoy (2016) and Mansour and Tremblay (2016) have investigated the intention to leave among the hotel employees and found that the generation and the system of leisure benefit can have performed the role of moderator between burnout and intention to leave. Besides, the researchers suggested future study to find the possible moderator to explain the changing the effect of burnout on intention to leave (Lu & Gursoy, 2016; Mansour & Tremblay, 2016). Moreover, the researchers have called for further study to validate the impact of burnout on intention to leave among frontline employees. Mills, Li, & Marchica (2019) considered the passion as the moderator variable between negative affect, life satisfaction on internet gaming disorder and found that passion has a potential to perform the role as moderator between theses variables.

Consequently, the current study aims to respond to the data from previous studies by investigating the association between burnout and intention to leave. The study contributes to the model of burnout of Maslach and Leiter (1999) by considering the passion as the moderator that would buffer the relationship between burnout and intention to leave.

### **Burnout**

The concept of burnout was originated in the 1970s by Freudenberg (1975) and Maslach (1976). Later, definition and construction of burnout, Maslach Burnout Inventory (MBI) was developed and empirically tested on the professional human service in 1981. The theory of burnout posits that burnout is a psychological syndrome that contains the feeling of emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1981; Maslach, Jackson & Leiter., 1986). Maslach and Leiter (1999) proposed the burnout model to explain the antecedents and consequents of burnout. The model of burnout employed theory of burnout based on the concept of Maslach and Jackson (1981) and Maslach et al. (1986) to explain the elements of burnout.

Emotional exhaustion or exhaustion is the feelings of people being drained of energy to perform their work, the main sources of emotional exhaustion came from personal conflict at workplace and work overload (Maslach et al., 1986; Maslach, 1998; Maslach, Schaufeli & Leiter., 2001; Maslach & Jackson, 1981; Maslach & Leiter, 1999). Depersonalization, as the result of emotional exhaustion, refers to the explanation of the circumstance that one person is isolated from people, especially, in terms of cynical attitude (Maslach & Jackson, 1981; Maslach, 1998). Moreover, Leiter & Maslach (1988) and Maslach et al. (2001) indicated the positive association between emotional exhaustion and depersonalization. It has been argued that when people feel a lack of energy to work over a long period, they will not desire to interact with other people. This model provides an explanation on job withdrawal among employees. It is argued that when people are lacking energy to cope with the problems and isolate from other people, these indicators indicated negative feeling among the employee and would provide a negative results rather than positive ones. In the recently studies, Wen, Zhou, Hu and Zhang (2020) and Kilroy, Flood, Bosak, and Chênevert (2016) considered the emotional exhaustion and depersonalization to represent the degree of burnout among the frontline employees and health care personnel because the emotional exhaustion as the starting point of burnout to create the depersonalization. Kilroy et al. (2016) argued that the component of

personal accomplishment was excluded from their study due to the concept was statistically isolated from emotional exhaustion and depersonalization. Moreover, the researchers argued that personal accomplishment was more represented as a personality trait rather than stress from work and job. The study of Kilroy et al. (2016) and Wen et al. (2020) were aligning with Maslach et al. (2001) mentions that the taking care or providing the service to people contains a lot of emotional exhaustion, when the employees perceived a high degree of emotional exhaustion, the degree of depersonalization also increased. Furthermore, the model of burnout (Maslach and Leiter, 1999) as the main model of this study desired also considered emotional exhaustion as the main component and lead to depersonalization while personal accomplishment was isolated, it implied that the personal accomplishment was not relied on any dimension of burnout or contains a low contribution to explain the degree of burnout when compare with the emotional exhaustion and depersonalization. This study is grounded by model of burnout developed by Maslach and Leiter (1999) and aims to seek the way to reduce the degree of burnout on the job withdrawal by considering the potential factor such as the passion for service of people in the service setting that might lead to the contribution of the new knowledge in burnout theory.

Prior research had studied the effect of burnout towards intention to leave in several organizations within the service industry such as medical treatment and education. For instance, Tziner, Rabenu, Radomski and Belkin (2015) studied the influence of burnout on intention to leave among 124 hospital physicians in Israel and found that burnout is positively correlated with intention to leave. Boamah and Laschinger (2016) also investigated the impact of burnout on intention to leave among 215 new graduate nurses in in United Kingdom and found that the burnout has a positive correlation with intention to leave significantly. In the context of education, Lu and Gursoy (2016) studied the impact of burnout on intention to leave among 613 high school teachers in the United States and indicated the result was aligned with the two studies of Tziner et al. (2015) and Boamah and Laschinger (2016). More recently, the investigation of Lee et al. (2019), based on 946 nurses in Taiwan, offered the same findings. However, Wang, Jin, Wang, Zhao, Sang and Yuan (2020) investigated the job satisfaction and burnout to explain the turnover intention among 1,148 primary care providers in China in a hospital context. Inconsistent with the prior study, it is found that the high level of emotional exhaustion and depersonalization had no significant impact on turnover intention when compared with the low job rewards, long working hours, heavy workloads, inferior personal value, and poor organization management (Wang et al., 2020). Due to the insignificant findings, the researchers suggested future research to repeat the investigation in different country to explain the impact among of these factors.

Thus, multiple scholars who have previously employed the theory of burnout as developed by Maslach and Leiter (1999) to explain the degree of intention to leave in several contexts have all reached the same conclusions. However, when includes the other factors that participants perceived a high value than burnout, the emotional exhaustion and depersonalization might not have performed the role of explanation the impact on turnover intention of intention to leave. To reach consensus, it is worthy to empirically test and confirm the burnout out model in the different environment; the current study proposes emotional exhaustion and depersonalization as the proxy for burnout and puts forward the following hypothesizes:

**H1a.** Emotional exhaustion has a positive influence with intention to leave.

**H1b.** Depersonalization has a positive influence with intention to leave.

### **The moderating role of passion for service**

Passion is the concept that explains the situation when people are willing to invest their effort and time to do something (Vallerand, Blanchard, Mageau, Koestner, Ratelle, Le'onard,

& Gagne, 2003). Several researchers claimed that passion can reduce the degree of burnout (Birkeland, Richardsen & Dysvik, 2018; Castillo, Álvarez, Esteva, Queralt, & Molina-García, 2017) and intention to leave (Burke, Astakhova, & Hang, 2015; Zigarmi, Galloway, & Roberts, 2018). Passion is defined as the circumstance in which an individual possesses love of an activity and values doing it (Vallerand, 2015). Vallerand et al. (2003) purposed the Dualistic Model of Passion (DMP) is the concept that explains the passion of people towards important activities such as work and education, reading, active arts, individual sport, and interpersonal relationships that they like and willing to spend the time to do it based on two types of passion. Harmonious passion (HP) is the result of autonomous internalization which explains the feelings that people are willing to perform their activity without any circumstantial pressure to perform it and tended to produce a positive effect; while obsessive passion (OP) emerged from the controlled internalization aspect to describe the feelings that people are pressured to perform the activity due the realization of how important is it toward their life and tended to produce more negative effect (Vallerand, Salvy, Mageau, Elliot, Denis, Grouzet, & Blanchard., 2007; Vallerand, et al., 2003). For instance, when people desire to achieve the activity or task without being pressure which represented the harmonious passion while the feelings that people are pressured to perform the activity due the realization of how important is it toward their life (Vallerand, 2010; Vallerand, et al., 2003). Therefore, the harmonious passion (HP) as the main factors to produce the positive impact rather than negative impact, and this study purpose to reduce the degree of intention to leave among the frontline employees who work in a hotel, the harmonious passion (HP) in the context of service need to consider and apply in the framework and previous researchers defined this terms as passion for service. Passion for service is the terms in which started from the perspective of entrepreneur before applying to employee perspective to represent the feeling of the overwhelming love for service in their lives and desire to create the way to distribute their service to others and focus to their service rather than focus on business outcome (Cardon, Glauser, & Murnieks, 2017). Cardon et al. (2017) found that the source of passion for service was harmonious passion which lead to contribute to the positive outcomes such as discussion with others to find the best solution to enhance the business performance. Shum, Gatling and Shoemaker (2018) also proposed a model which related to the competency for frontline director / manager based on 30 senior hospitality leaders who defined the competency of passion for being of service and creating the meaningful participations between guest and employees to create the relationships. Similarly, Chen et al. (2019) found that the harmonious passion is important for frontline employees that could shield themselves from being emotional exhausted when they have to deal with demanding customers. Because the frontline employees desired to provide their service to other people without any pressure to perform and deliver their service as an important part of their life, hence, the frontline employees contain a few degrees of emotional drain from their service. Tian, Song Kwan and Li(2019) implied the result supported with Chen et al. (2019) that the harmonious passion of frontline employees contributed the positive result in terms of proactive service performance which lead to develop the way to serve and meet the customers' expectation in terms of service quality and satisfaction. Because the harmonious passion among the frontline employees driven by their preference towards their service (Tian, Song, Kwan, & Li, 2019).

Past empirical research has found significant causal relationships among passion, emotional exhaustion, and depersonalization (Birkeland & Buch, 2015; Crespo-Hervás et al., 2019; Fernet, Lavigne, Vallerand & Austin, 2014; Mills et al., 2019; Tre'panier, Fernet, Austin, Forest & Vallerand, 2014). It is found that job demands have a negative correlation with HP and a positive correlation with OP among teachers and students, while job resources seemed to be significantly correlated in the opposite directions (Fernet et al., 2014; Tre'panier et al., 2014). Birkeland and Buch (2015) utilized the DMP to describe the phenomenon of burnout

and life satisfaction of 411 healthcare service employees from four municipalities in Norway. The study found that HP reduce the degree of burnout and increase the degree of life satisfaction; whereas OP enhance the degree of burnout and decrease the level of life satisfaction.

The scholars also investigated the harmonious passion (HP) and obsessive passion (OP) as the role of moderator to reduce the impact of independent variables on dependents variables (Crespo-Hervás, Calabuig-Moreno, Prado-Gascó, Añó-Sanz, & Núñez-Pomar., 2019; Mills et al., 2019). For instance, Crespo-Hervás et al. (2019) found that the harmonious passion (HP) moderated the relationship between service quality in terms of coaching on future intention to perform the professional sport among 302 athletes in Spain. Furthermore, Crespo-Hervás et al. (2019) and Mills et al. (2019) have called for further study to investigate the role of passion and how it impacts the stress in the workplace. It is expected that individual passion would moderate the influence of stress toward people attitude and behavior. Therefore, the current study hypothesizes that:

**H2a.** Passion for service moderates the relationship between emotional exhaustion and intention to leave.

**H2b.** Passion for service moderates the relationship between depersonalization and intention to leave.

## Method

The study focuses on frontline employee who was the first person in the organization that deliver service to create customer satisfaction (Karatepe & Karadas, 2015; Robinson, Kralj, Solnet, Goh, & Callan, 2016). In hotel business, frontline employees include reservations, sales representative, reception, porter service, concierge, and food and room service (Henderson, 2018). These are the job that heavily rely on human resources rather than automated resources to directly serve and participate with guests or tourists.

## Participants

This study gathered data from the frontline employees who work in international chain hotels located in Bangkok, Thailand such as Accor, Starwood, and Marriott. These international chain hotels have set a high standard to differentiate themselves from their competitors. It is important that all hotel branches both follow and achieve the same standard requirements although they located in different location. Hence, the targeted population in this study were the frontline employees from 63 hotel-chains in Bangkok.

To promote social distancing during the coronavirus pandemic (COVID-19), an online questionnaire was sent to the respective human resource departments to gather the data from frontline employees. The 1,000 survey questionnaires were distributed in January and 791 were returned by June of which 554 contained suitable data. The instructions were clearly justified on the cover page of the questionnaire. Furthermore, to enhance the attention and response rate, the researcher indicates a promise of a 20-baht donation for each completed questionnaire to the "Operation Smile Thailand" which is a non-profit organization that help Thai children who are suffering from cleft lips and/or cleft palates. The sample size of this investigation applied the rule of thumb of Hair, Black, Babin and Anderson (2018), the preferred ratio was 15 observations for each independent variable. To determine the number of sample size. The equations indicate 26 parameters and 4 error term. Accordingly, based on the rule of thumb preferred the ratio of observations to variables equal to 15:1 (Hair, Black, Babin & Anderson., 2018), hence, the sample size for this study required 15 observation x 30 variables = 450 employees. This usable rate which contains 55.4% that covered the preferred ratio which required 450 respondents. In total, 62.80 percent of respondents were female and 37.20 were male, age between 21 -25 (32.10%) work less than 1 year (30.3%). Majority of respondents

were single (70.20 percent), have a bachelor degree (66.20 percent) and most of respondents works as a greeter or hostess (39.70)

### Instruments

All of the question items were translated back and forth as the original version was developed in English. The measurement items were translated to Thai by a bilingual speaker and translated back to English to check the content and the meaning of both versions (Brislin, 1990). A seven-point Likert scale was employed to rate the items in the questionnaire with 1 = strongly disagree and 7 = strongly agree. The Cronbach's alpha exceeds a threshold of 0.7 (Hair, Black, Babin & Anderson., 2018). The measurement items of this study were based on the constructs as following:

**Emotional exhaustion:** Emotional exhaustion was termed based on the concept of Maslach and Jackson (1981) that refers to the feeling of people drained of energy to perform their work which contained the nine items (i.e. "I feel emotionally drained from my work", "I feel used up at the end of the workday").

**Depersonalization:** Depersonalization as the factors related to the degree of emotional exhaustion which refers to the feeling of avoiding to participate with members and others such as "I don't really care what happens to some recipients.", "I worry that this job is hardening me emotionally" (Maslach & Jackson, 1981). The reliability of emotional exhaustion and depersonalization indicates 0.95 and 0.846 respectively.

**Passion for service:** Passion for service refers to the harmonious passion based on the concept of Vallerand et al. (2003) that represented the feeling of people willing to perform their task without any pressure to do it or HP. Passion for service contained seven items to represent the degree of this construct, and this study adopts Vallerand et al. (2003) and replace "this activity" to "providing a service" such as "Providing a service allows me to live a variety of experiences" and "Providing a service allows me to live memorable experiences". The construct of passion for service indicates 0.97 of Cronbach's alpha.

**Intention to leave:** Mobley et al. (1978) defined this terms to represent the feeling of people which evaluated between the benefit of current job and new job before decide to leave the organization based on three items. For instance, "I am actively searching for an acceptable alternative to this organization." and "When I can, I will leave the organization." The reliability of this construct shows .90 of Cronbach's alpha.

**Control variables:** Gender, age, and tenure were controlled due to these variables might influence emotional exhaustion and turnover intention (Reb, Narayanan, Chaturvedi, & Ekkirala, 2017). Hence, this study has included these three control variables into the regression to demonstrate the impact of control variables on independent variable, moderator, and dependent variable.

### Data analysis

To validate the scale or set of measure on how well the items are able to define the concept of study accurately. The convergent validity as the widely accepted forms to assess the degree to which two measures of the same concept were correlated (Hair, Black, Babin & Anderson., 2018). Orthogonal varimax employed to separate the factor also mentions the Kaiser-Meyer-Olkin (KMO) and Barlett's test of Sphericity, to indicate a significant correlation among the items. All of construct meet the requirement of the convergent validity. To minimize or eliminate the common methods variance of measurement among the intendent and dependent variables, the participant was ensured for an anonymous and provides a declaration indicating that there are no right or wrong answers in responding to all the questions in this questionnaire. The Harman's single-factor test employed to verify the majority of variance in one factor based on factor analysis and marker variable (selected the smallest

observed correlation among the variables as a representative for common method variance) to minimize or eliminate the common method bias (Podsakoff, MacKenzie, Lee & Podsakoff, 2003; Thoumrungroje, 2017).

## Findings and Discussion

### Findings: Descriptive statistics

The descriptive statistics in Table I includes means, standard deviations, correlations and reliability all of variables of this study.

**Table 1.** Descriptive statistics

Variables	Mean	SD	$\alpha$	(1)	(2)	(3)	(4)
(1) Emotional exhaustion	2.488	1.286	0.94	-			
(2) Depersonalization	2.064	1.084	0.86	0.528*	-		
(3) Passion for service	6.033	0.8430	0.87	-0.361*	-0.384*	-	
(4) Intention to leave	1.919	0.9221	0.86	0.483*	0.353*	-0.285*	-

Note:  $n = 554$ .  $\alpha$  = Cronbach's  $\alpha$ . The numbers in the cell (1) – (4) are correlation coefficients of one with another variable \* Significant at 0.05 level.

### Findings: Hypotheses testing

The SPSS version 22 was employed to examine all the hypotheses in this study. The test of regression for hypothesis H1a suggested that / emotional exhaustion accounts for a significant amount of variation in the intention to leave. The R-square for this model is 0.235 showing the model accounts for 23.5% of the observed variation in the intuition to leave. The ANOVA test of significance of the overall model produced an F-statistic test of 42.063 (4 and 549 degree of freedom), with the p-value less than 0.01. Furthermore, for hypothesis H1b the depersonalization accounts for a significant amount of variation in the intention to leave indicates R-square for this model is 0.128 showing the model accounts for 12.8% of the observed variation in the intuition to leave. The ANOVA test of significance of the overall model produced an F-statistic test of 20.199 (4 and 549 degree of freedom), with the p-value less than 0.05 Hence, it is shown that emotional exhaustion and depersonalization positively and significantly influenced the level of intention to leave among the frontline employees, as such hypothesis H1a and H1b were supported (Table 2 and Table3).

The moderated multiple regression analysis for the two hypotheses includes the analyzing of four steps. Step 1 analyzed the impact of control variables on intention to leave (IL), Step 2 analyzed the main effect of emotional exhaustion (EE) and depersonalization (DE) on intention to leave (IL), Step 3 analyzed the control variables and the main effect of emotional exhaustion (EE) and passion for service (PS) on intention to leave (IL), and Step 4 analyzed the interaction based on calculating the standardized scores of emotional exhaustion (EE) and passion for service (PS) and generated the moderator variable EE x PS (emotional exhaustion x passion for service) and DE x PS (depersonalization x passion for service). The p-value and unstandardized beta coefficients of the interaction of emotional exhaustion, depersonalization and passion for service were investigated to determine whether the moderation effect significantly influence the intention to leave among the frontline employees. For instance, the interection of EE x PS (emotional exhaustion x passion for service) indicatesR-square for the model is 0.258 showing the model accounts for 25.8% of the of the observed variation in the intention to leave. The ANOVA test of significance of the overall model produced of F-statistic test of 31.629 (6 and 547 degree of freedom) with the p-value less than 0.01. Besides, the interaction of DE x PS (depersonalization x passion for service) R-square for the model is 0.160 showing the model accounts for 16.0% of the observed variation in the intention to leave. The ANOVA test of significance of the overall model produced of F-statistic test of 17.363 (4 and



549 degree of freedom), with the p-value less than 0.05. The result of moderated multiple regression analysis for hypothesis H2a and H2b shows that the interaction term between emotional exhaustion and passion for service, and depersonalization and passion for service were significant, respectively. Thus, hypothesis H2a and H2b were supported (Table 2 and 3).

**Table 2.** Moderated multiple regression analyses for passion for service on the relationship between emotional exhaustion and intention to leave

Independent variable	Intention to leave (IL)			
	Step1	Step2	Step3	Step4
<b>Intercept</b>	2.051	1.101	2.051	1.968
<b>Control variable</b>				
Gender	-0.030	0.006	-0.001	0.006
Age	-0.022	-0.001	0.001	0.002
Tenure	0.001	0.018	-0.022	-0.016
<b>Main effects</b>				
Emotional exhaustion (EE)		0.347**	0.314**	0.313**
Passion for service (PS)			-0.141**	-0.138**
<b>Interactions</b>				
EE x PS				-0.094**
R <sup>2</sup>	0.002	0.235	0.249	0.258
Adjusted R <sup>2</sup>	-0.004	0.229	0.242	0.249
Δ R <sup>2</sup>	-	0.227	0.014	0.009
F	0.318	42.063	36.337	31.629
Tolerance range	0.413-0.946	0.412-0.995	0.412-0.944	0.409-979
VIF range	1.06-2.42	1.00-2.43	1.06-2.42	1.02-2.45

Note: Dependent variable is intention to leave (IL).

\* denotes significance level of 0.05; \*\*denotes significance level of 0.01

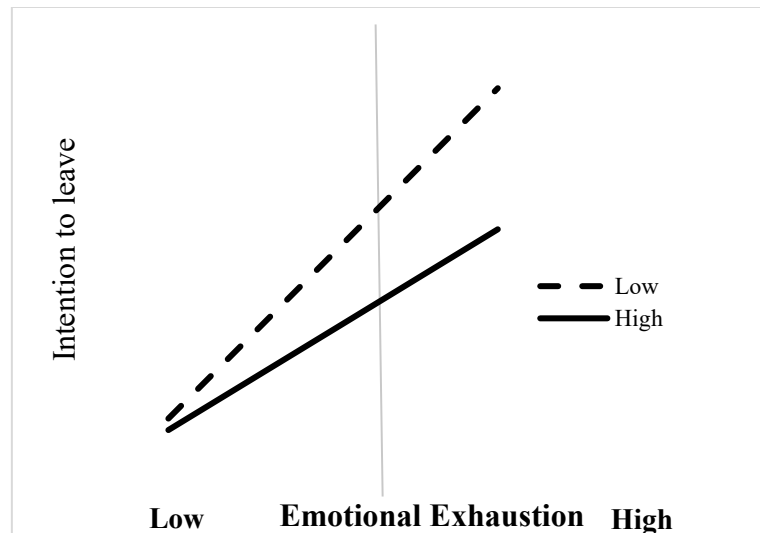
**Table 3.** Moderated multiple regression analyses for passion for service on the relationship between depersonalization and intention to leave

Independent variable	Intention to leave (IL)			
	Step1	Step2	Step3	Step4
<b>Intercept</b>	2.051	1.422	2.709	2.629
<b>Control variable</b>				
Gender	-0.030	-0.008	-0.018	-0.017
Age	-0.022	-0.027	-0.020	-0.021
Tenure	0.001	-0.004	-0.011	-0.010
<b>Main effects</b>				
Depersonalization (DE)		0.303**	0.245**	0.242**
Passion for service (PS)			-0.192**	-0.183**
<b>Interactions</b>				
DE x PS				-0.077*
R <sup>2</sup>	0.002	0.128	0.154	0.160
Adjusted R <sup>2</sup>	-0.004	0.121	0.146	0.151
Δ R <sup>2</sup>	-	0.119	0.026	0.009
F	0.318	20.119	19.943	17.363
Tolerance range	0.413-0.946	0.413-0.996	0.412-0.945	0.412-0.982
VIF range	1.06-2.42	1.00-2.42	1.06-2.43	1.02-2.43

Note: Dependent variable is intention to leave (IL).

\* denotes significance level of 0.05; \*\*denotes significance level of 0.01

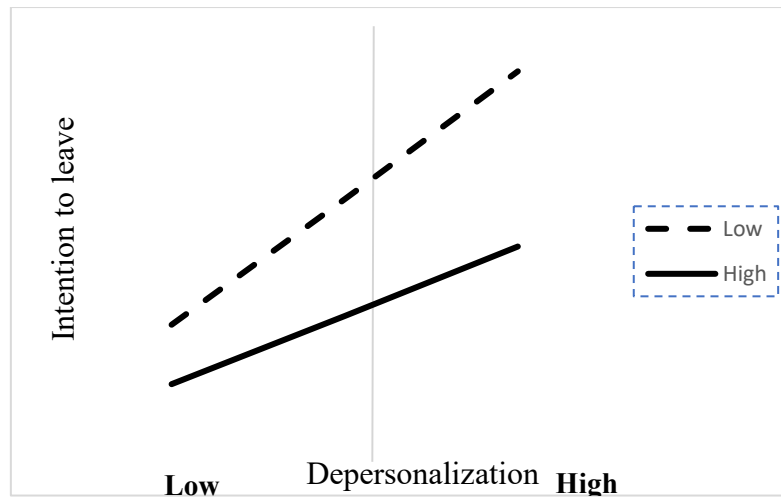
The pick a point approach was applied to the analysis of simple slopes or spotlight analysis when the researchers desired to describe and discuss the interaction of multiple regression. The standard error among the variable were required to estimate the conditional effect of independent variable on dependent variable with involving the moderator value of interaction. The approach also was applied to determine the center point of the moderator to estimate the conditional effect of independent variable on dependent variable in terms of high and low degree when interact in multiple regression. This investigation applied the PROCESS developed by Hayes (2017) to estimate and plot the interaction among the variables to study the moderating effect of passion for service on the relationship between emotional exhaustion, depersonalization, and intention to leave.



**Figure 1** The moderating effect of passion for service on the relationship between emotional exhaustion and intention to leave

Note: Dotted line denoted a low passion for service, Solid line denoted a high passion for service

The result of the moderating effect of passion for service on the relationship between emotional exhaustion and intention to leave in Figure 1 indicates that the positive relationship between emotional exhaustion and intention to leave is weaker when passion for service is high. In the other words, the frontline employees who contains a high degree of emotional exhaustion with high degree of passion for service, has lesser intention to leave. Simple slope generated the result that high passion for service as a significant positive,  $t = 5.84$  ( $\beta = 0.329$ ,  $p < 0.01$ ) and the positive relationship for low passion for service also significantly related to the intention to leave  $t = 9.67$  ( $\beta = 0.543$ ,  $p < 0.01$ ). Hence, the interaction plot indicates that the slope for low passion for service is sharper than high passion for service ( $\beta$  Low PS = 0.543  $>$   $\beta$  High PS = 0.329). The interaction between emotional exhaustion and passion for service indicates a negative impact refers to the interaction between two factors EExPS generated the lower impact towards intention to leave then considered only emotional exhaustion.



**Figure 2** The moderating effect of passion for service on the relationship between depersonalization and intention to leave

Note: Dotted line denoted a low passion for service, Solid line denoted a high passion for service

The result of Figure 2 indicates the moderating effect of passion for service on the relationship between depersonalization and intention to leave. This figure indicates the positive relationship between depersonalization and intention to leave is weaker when passion for service is high. It is indicated that frontline employees who contains a high degree of depersonalization with high degree of passion for service, the feeling of intention to leave is significantly decrease. Simple slope generated the result that high passion for service as a significant positive,  $t = 3.25$  ( $\beta = 0.198$ ,  $p < 0.01$ ) and the positive relationship for low passion for service also significantly related to the intention to leave  $t = 6.27$  ( $\beta = 0.365$ ,  $p < 0.01$ ). Hence, the interaction plot indicates that the slope for low passion for service is sharper than high passion for service ( $\beta$  Low PS =  $0.365 > \beta$  High PS =  $0.198$ ). The interaction between depersonalization and passion for service indicates a negative impact refers to the interaction between two factors DExPS generated the lower impact towards intention to leave then considered only depersonalization.

## Discussion

The purpose of this investigation is to study the moderating role of passion for service in the hospitality industry based on the theory of burnout (Maslach & Jackson, 1981) and to explain the reducing the impact of emotional exhaustion and depersonalization on intention to leave among the frontline employees in international hotel chains, located in Bangkok. The main finding of this investigation found that the passion for service moderate both relationships between emotional exhaustion and depersonalization on intention to leave. The interaction between emotional exhaustion and passion for service (EExPS) and depersonalization and passion for service (DExPS) generated a lower impact than considered either emotional eexhaustion or depersonalization. For instance, when the frontline employees feel emotionally drained from their tasks by providing a service to people all day was really a strain to them, the degree of intention to leave was significantly weaker when they perceived that providing the service allows them to face a variety of experience to service the guest around the world. Also, when the employee expresses their love for service as an important part of their life, it leads to create and prove their service as much as they can although the employee wants to overlook the requirement of guests or customers and do not care what happens to the guest. The next finding also indicates the emotional exhaustion and depersonalization as the sources to increase

the degree of intention to leave. For instance, when the frontline employees feel used up at the end of the workday and working too hard on their services, they will think a lot about leaving this hotel.

Accordingly, the findings of this study contributed to the model of burnout based on the concept of Maslach and Leiter (1999) in terms of integrating the two concept between passion for service and burnout introduced and indicates the passion for service as the moderator based on the concept of Vallerand (2003) in the theory of burnout (Maslach & Jackson, 1981) to reduce the impact of emotional exhaustion and depersonalization on intention to leave as the one of several form of job withdrawal to extend the scope of burnout theory. Furthermore, to contribute to the theories and frameworks that have been developed in a Western context by empirically tested in an Eastern context. The objective is to disclose if the Western thoughts will have similarities or differences findings when it was investigating in different setting, such as in Eastern environment. This is done in a particular by considering passion as a moderator that moderate the impact of burnout on intention to leave in the hotel industry in Bangkok, Thailand. The findings contributed to the managerial? in hotel chains by enlightening management on how to deal with burnout circumstance that would lead to intention to leave among frontline employees who are the first port that have interrelationship with customer. By knowing the important of passion, management can reduce turnover rate by recruiting and retaining the frontline employee who have a passion to work, especially passion to provide service to customers. For instance, even if service employees perceive in losing the energy to work because of personal conflict and work overload at workplace; however, service passionate employees have less intention to leave their job though they are experiencing of burnout. In other words, although frontline employees experienced burnout from their work however, if they have a passionate on their work, the feeling to find another job have decrease and still stay to work in the hotel.

### **Limitation and future research**

This investigation contains three main limitations. Firstly, this study aims to explain the burnout phenomenon of hotel chains located in the context of Bangkok, Thailand, hence, by examining and testing the role of passion for service as moderator variables between the relationship of burnout and intention to leave only in hotel staffs in Thailand may not promote the generalization of the framework. Accordingly, the further study should employ this framework to test hypothesizes in other countries / cities to generate the degree of generalization. However, the quantitative technique allows to reach a higher sample size to represent the entire population. Secondly, this investigation considered emotional exhaustion and depersonalization as independent variables and passion for service based on dualistic model of passion (DMP) as the moderator variable to explain the intention to leave situation; however, there are still variables that may have the potential to explain the intention to leave phenomenon that can impact the burnout effect on intention to leave. Then, considering the other form of job withdrawal such as absenteeism, physical illness, drops in self-esteem and depression is important to contribute of this theory. Finally, this examination utilized quantitative data based on a questionnaire to explain the impact among the emotional exhaustion, depersonalization, passion for service, and intention to leave. Nevertheless, gathering data from a single or key informant in the same period might emerge a common method variance in which affects the interpretation (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Thourmrunroje, 2017). Hence, the selection of the statistical tools to reduce the degree of common method variance by investigating from the supervisor's aspects. This investigation employed the procedural remedies and statistical remedies to minimize or eliminate the common methods variance of measurement among the intendent and dependent variables.

## Conclusion

This study indicates that passion for service moderated the impact of emotional exhaustion and depersonalization on intention to leave. Burnout as the main source to generate and increase the intention to leave and turnover, respectively. Although, Bangkok contains the six factors to convince the tourists or guests around the world to leisure and spend their money in this place, but if the hotel lacked professional employees to accommodate the tourists or guests, it might lead to rank down as the first or best destination in the world. The high degree of passion for service can reduce the degree of intention to leave when emotional exhaustion and depersonalization among the chain hotel in Bangkok. When passion for service performed the role of moderator between emotional exhaustion and depersonalization on intention which indicates a lower impact than considered only exhaustion and depersonalization on intention. Therefore, the passion for service can reduce the impact of emotional exhaustion and depersonalization on intention to leave significantly, and lead to contribute the model of burnout based on the concept of Maslach and Leiter (1999) which the passion for service potentially performed the role as moderator.

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