



Research Article

Impact of Perceived Organisational Support on Employee Burnout Among Front-Line Hospitality Industry Employees - Evidence from Sri Lanka

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Abstract

This study investigates the influence of perceived organisational support (POS) on employee burnout among front office employees in Sri Lanka's hospitality sector, focusing on 4-star and 5-star hotels. Oldenberg Burnout Inventory with two dimensions (Exhaustion and Disengagement) and POS General Inventory were used to develop the questionnaire. Data were collected through a structured survey of 306 respondents and analysed using SPSS and SmartPLS. Findings reveal a strong and statistically significant negative relationship between POS and employee burnout, suggesting that higher levels of organisational support effectively reduce burnout. Age was found to exert both a direct effect on burnout and a significant moderating effect on the POS–burnout relationship, strengthening the protective role of POS. While gender did not significantly moderate the relationship, tenure emerged as a significant control variable negatively associated with burnout. The model demonstrated strong explanatory power, accounting for 63.6% of the variance in burnout.

Introduction

The hospitality industry, renowned for its customer-centric approach, often overlooks the well-being of its frontline employees. This oversight has far-reaching consequences, leading to increased rates of burnout among these essential workers. According to Sri Lanka Tourism Development Authority, the industry has generated USD 1,136.31 Mn (LKR. 362.426.1 Mn) in 2022 (SLTDA, 2023). A study by Paychex, (2023) revealed that 80.3% of hospitality employees experience high levels of burnout, significantly impacting their job satisfaction and overall mental health. Lin, et al., (2023) highlights that Hospitality sector includes the highest burnout rates and employee turnover due to high stress levels, low work life balance and low perceived organisational support. The demanding nature of the industry, characterized by long hours, irregular shifts, and emotional labour, coupled with inadequate support systems, creates a breeding ground for stress and exhaustion (Zohar, 1994). Consequently, frontline employees in the hospitality sector are particularly vulnerable to burnout (Walters & Raybould, 2007), a condition

that not only compromises individual well-being but also negatively affects organizational performance and customer satisfaction (Le et al., 2023; Pradhan & Hati, 2019; Saito et al., 2024). Hospitality industry comprises with four major disciplines; Front Office (Frontline), Food & Beverage, Room Division, and Banquet (Saito et al., 2024). Front line employees are the ones which directly interact with the customers and tend to have high burnout (Mohd-Shamsudin et al., 2024).

The term "burnout" has been extensively utilised since the 1970s to characterise the stressors encountered by individuals employed in human services sectors. The phrase is predominantly utilised to describe the connection individuals maintain with their employment and the challenges that may arise when this connection deteriorates (Christina et al., 1996). Vallen (1993) characterised this condition as a series of issues encountered in the workplace that lead to a detrimental interaction between persons and their surroundings. Burnout adversely impacts Perceived

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organisational support and results in substantial declines in organisational performance and financial revenue (Yikilmaz & Palabiyik, 2023). Furthermore, it reduces employees' dedication to service and organisational objectives, which is essential in the hospitality sector, hence compromising their performance and satisfaction (Salem, 2015). Demerouti and Bakker (2008) developed another burnout inventory that is similar to Maslach Burnout Inventory, called Oldenberg Burnout Inventory (OLBI). This inventory categorises burnout into two; Exhaustion and Disengagement (Demerouti & Bakker, 2008). This burnout inventory comprises of 16 burnout questions that are scaled to identify the level of burnout in the service sector. Furthermore, Ogunsuji, et al., (2022) have confirmed that the OLBI is an ideal and easy tool for the better understanding of the exhaustion levels and the disengagement of their employees (Ogunsuji et al., 2022; Mohd-Shamsudin et al., 2024).

Perceived organisational support theory posits that the formation of perceived organisational support (POS) arises from employees' inclination to interpret their positive or negative treatment as a reflection of the organisation's preference for or against them (Rhoades & Eisenberger, 2002). Employees are reported to form overarching ideas about the degree to which their business appreciates their efforts and sincerely prioritises their health (Hair et al., 2018; Basely & Morris, 2019). Johlke, et al., (2002, p. 117) assert that the concept of POS is predicated on a social exchange framework of organisational commitment, wherein employees invest their effort and loyalty to the organisation in exchange for the material benefits and social rewards it provides.

However, despite the well-established theoretical linkage between POS and burnout, the existing literature remains limited in several important ways. First, much of the empirical evidence examining POS as a protective factor against burnout has been concentrated in Western or developed service economies, where organisational structures, labour protections, and employee support systems differ significantly from those in emerging markets. Second, within hospitality research, burnout has often been examined as an individual-level outcome of workload and emotional labour, while organisational-level resources such as POS remain underexplored as mechanisms that may mitigate exhaustion and disengagement.

More critically, there is a notable scarcity of research investigating the POS–burnout relationship within Sri Lanka's hospitality industry, which operates under unique post-crisis service pressures, seasonal employment instability, and culturally embedded expectations of emotional service delivery. Sri Lanka represents a distinctive service context where frontline hotel employees face intense guest demands alongside constrained organizational support systems. As such, findings from other regions may not be directly transferable, highlighting a clear contextual and theoretical gap in the literature.

The researcher chose only 4-star and 5-star hotels in Sri Lanka due to the higher levels of employee interaction with guests and demanding service expectations (Walters & Raybould, 2007). This focus aligns with previous research demonstrating a stronger correlation between perceived organizational support and employee burnout in high-stress, customer-facing roles within the hospitality industry (Cheng & Kao, 2022). According to SLTDA registered accommodation establishments, 2023 & 2024 (up to June) report, there are 61 hotels under 4-star and 5-star category spread out through Sri Lanka (SLTDA, 2024).

Therefore, this study responds directly to this gap by empirically examining the extent to which perceived organisational support influences burnout among frontline employees in Sri Lanka's upscale hotel sector. By applying POS theory alongside the OLBI

burnout framework, the study contributes to a more contextually grounded understanding of how organisational resources may buffer burnout within an emerging hospitality market.

This study was conducted to answer its main research question, "To what extent perceived organisational support impact the front-line employees' burnout in the hospitality industry?" using 17-item version of the Survey of Perceived Organisational Support (POS) and the two dimensional Oldenberg Burnout Inventory questionnaire instrument. In order to answer this question, the researchers set four objectives; to assess the level of burnout of front-line employees in the hospitality industry, to assess the level of perceived organisational support among the Hospitality front-line employees, to investigate the potential moderating role of age, gender and tenure on the relationship between perceived organisational support and burnout and to assess the extent to which perceived organisational support can mitigate the risk of burnout among frontline employees.

This research holds significant theoretical, empirical, methodological, and practical implications. Theoretically, it contributes to the existing body of knowledge on Perceived Organisational Support (POS) and burnout, particularly within the hospitality industry. Empirically, the findings provides valuable insights into the prevalence and correlates of burnout among frontline hospitality employees, extending the understanding of this phenomenon. Methodologically, the study employs a quantitative study to examine the complex relationship between POS and burnout. Practically, the research findings can inform the development of effective interventions to enhance organisational support and reduce burnout rates in the hospitality industry, leading to improved employee satisfaction, organizational performance, and customer service quality.

The following section will delve into a comprehensive literature review on "burnout" and "perceived organisational support". Subsequently, the methodology section will detail the research design, data collection methods, and data analysis strategies. The findings section will present the results of the quantitative analysis. The discussion section will then interpret the findings, drawing connections to the existing literature and addressing the research questions. Finally, the conclusion section will summarize the key findings, highlight the limitations of the study, and offer recommendations for future research and practice.

Literature Review

This section critically examines the theoretical and empirical foundations underpinning the relationship between perceived organisational support (POS) and employee burnout within the hospitality industry. It begins by exploring the evolution and conceptualisation of burnout, with particular emphasis on its relevance in high-contact service environments. The section then reviews POS theory and its role as an organisational resource that may mitigate employee strain. Subsequently, it synthesises existing research on the relationship between POS and the two dimensions of burnout, exhaustion and disengagement, while considering the influence of tenure, age, and gender. The section concludes by identifying gaps in the literature, developing hypotheses, and presenting the conceptual framework guiding the study.

Burnout in the Hospitality Industry

The notion of job burnout is a relatively novel, yet historically widely discussed phenomenon that has garnered the interest of researchers and academics (Bakker et al., 2004; Maslach C., 1982; Barcza-Renner et al., 2024; Maslach et al., 2001). The term

"Burnout" denotes a longstanding social issue characterised by varying conditions influenced by time, researchers, countries, and languages (Zuniga et al., 2023). Some assert that it is depression itself, a transition from employment, stagnation, fatigue, or depletion. Burnout is regarded as an epidemic in contemporary workplaces (Bianchi et al., 2024).

The term "burnout" was first used in academic discourse in early 1974 by American psychologist Herbert Freudenberger, who investigated the stress responses of volunteers at the free St. Mark's Clinic in New York in his research "Staff Burn-Out." The author employed the word to elucidate the persistent physical and emotional fatigue, reduced productivity, and waning commitment among volunteers (Barcza-Renner et al., 2024). Freudenberger notably encountered occupational exhaustion on two occasions, enhancing his credibility while broadening the discourse on burnout (Jansen et al., 1996). Freudenberger posits that a primary indicator of employee burnout is when an individual exerts more effort and time, yet perceives diminishing achievements (Freudenberger, 1977, p. 26). Importantly, burnout in hospitality is rarely a purely "individual problem"; it is shaped by how organisations design work, allocate resources, and support employees exposed to chronic customer-facing demands. This positions organisational-level factors such as perceived organisational support as theoretically central rather than peripheral to understanding burnout in this sector.

Perceived Organisational Support

Perceived organisational support (POS) refers to employees' beliefs about the extent to which their organisation values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002; Walters & Raybould, 2007). When employees perceive higher support, they are more likely to report favourable work attitudes and outcomes such as greater commitment, satisfaction, and performance; conversely, low POS is linked to elevated stress, withdrawal tendencies, and turnover intentions (Rhoades & Eisenberger, 2002; Tabacchi et al., 1990).

Within high-contact service settings, POS is especially relevant because hospitality employees often rely on organisational resources (e.g., supervisor backing, fair procedures, staffing adequacy, and recognition) to cope with guest demands and emotional labour. In this sense, POS can be understood as a key organisational resource that strengthens employees' capacity to sustain effort and regulate emotion under pressure, thereby reducing burnout risk.

Burnout, a state of emotional, physical, and mental exhaustion, has been widely studied in various occupational settings (Bianchi et al., 2024; Mohd-Shamsudin et al., 2024; Saito et al., 2024; Bakker et al., 2004; Demerouti & Bakker, 2008; Walters & Raybould, 2007). To accurately measure burnout, researchers have developed several inventories. One of the most well-known is the Maslach Burnout Inventory (MBI), which measures burnout across three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001). Another inventory is Copenhagen Burnout Inventory (CBI). This inventory measures burnout as a single dimension, focusing on exhaustion and reduced personal accomplishment (Ogunsuji et al., 2022).

The Oldenburg Burnout Inventory (OLBI) is a widely used alternative to the MBI (Maslach et al., 2001). Unlike the MBI, and CBI, the OLBI focuses on two dimensions: exhaustion and disengagement. Exhaustion refers to feelings of tiredness, fatigue, and a lack of energy, while disengagement involves feelings of detachment, cynicism, and a reduced sense of accomplishment (Demerouti & Bakker, 2008).

Exhaustion and POS

Walters and Raybould (2007) defines perceived organizational support (POS) as "*employees' beliefs about the extent to which their organization values their contributions and cares about their well-being*" (p.148). Exhaustion, a core component of burnout, is characterized by feelings of emotional, physical, and mental fatigue (Bianchi et al., 2024; Bakker et al., 2004). A strong sense of POS can positively impact various employee outcomes, including job satisfaction, commitment, and performance (Rhoades & Eisenberger, 2002). Conversely, low levels of perceived support can lead to negative consequences, such as job stress, burnout, and turnover intentions (Tabacchi et al., 1990). Numerous studies such as Bakker, et al., (2004); Zuniga, et al., (2023); Maslach, (2001); Walters & Raybould, (2007); Bianchi, et al., (2024) have explored the relationship between POS and exhaustion, consistently demonstrating a negative correlation. When employees feel valued and supported by their organizations, they are more likely to experience lower levels of exhaustion. For example, Eisenberger, et al., (2001) found that employees with higher levels of POS reported lower levels of exhaustion. Similarly, Ayoko, et al., (2004) found a significant negative correlation between POS and exhaustion among employees in the hospitality industry. More recent studies have continued to support this negative relationship. For instance, Sun, et al., (2016) conducted a meta-analysis of 124 studies and found a strong negative correlation between POS and exhaustion. They concluded that POS can effectively mitigate the negative impact of job stressors on employee well-being and burnout. When employees perceive that their organization values their contributions, they are more likely to feel motivated and engaged in their work. As a result, they are less likely to experience feelings of exhaustion.

Taken together, these studies support a resource-based interpretation: when employees feel valued and supported, they are less likely to experience sustained energy depletion because organisational care and support reduce the psychological "cost" of job demands. This makes POS a plausible protective factor against exhaustion, particularly for frontline hospitality roles where work intensity and emotional labour are structurally high.

Disengagement and POS

Disengagement, a key dimension of burnout, refers to a state of emotional detachment from one's work. It is characterized by feelings of cynicism, apathy, and reduced effort. Like exhaustion, disengagement can negatively impact job performance, organizational commitment, and overall employee well-being. When employees perceive that their organization values their contributions, they are more likely to feel engaged and motivated. Conversely, low levels of POS can lead to increased disengagement. Numerous studies have explored the relationship between POS and disengagement. For instance, Eisenberger et al., (2001) found a negative correlation between POS and disengagement, suggesting that employees who perceive high levels of organizational support are less likely to experience feelings of detachment and cynicism. Similarly, Halbesleben and Wheeler (2008) examined the mediating role of psychological capital in the relationship between POS and disengagement. They found that POS positively influences psychological capital, which in turn reduces disengagement. Bakker et al., (2004) found a significant negative correlation between both dimensions of burnout (exhaustion and disengagement) and both in-role and extra-role performance. Similarly, Demerouti et al., (2014) reported a negative relationship between disengagement and organisational support in the means of work life balance, leader support and flexible time. Manochehri and Malekmohammadi (2015) also found negative correlations between burnout

components- specially in the disengagement factor and self-reported employee performance. Furthermore, Shaikat, et al., (2017) demonstrated a significant negative relationship between disengagement and both task performance and contextual performance. Lubbadah (2007) conducted his study to understand the burnout and employee performance using OLBI tool as the Burnout instrument. There, the study proved that exhaustion was the strongest predictor of task performance, but disengagement was the most significant predictor of contextual performance and counterproductive work behaviour (CWB). When employees perceive that their organization values their contributions, they are more likely to feel obligated to reciprocate by engaging in positive work behaviors, such as increased effort and reduced disengagement (Westwood et al., 2017; Lubbadah, 2021).

Collectively, this evidence suggests that POS matters not only for reducing exhaustion but also for preventing psychological withdrawal. In guest-facing work, disengagement is particularly damaging because service quality depends on employees' emotional presence, responsiveness, and willingness to go beyond minimum task requirements. Therefore, examining POS as a predictor of both burnout dimensions provides a stronger conceptual basis for understanding employee sustainability in hospitality settings.

Overall, these studies consistently suggest a negative correlation between burnout, particularly its exhaustion and disengagement dimensions, and various aspects of employee performance which leads to the first hypothesis of this study;

H₁: Perceived Organisational Support (POS) has a significant negative impact on Employee Burnout (BO) among front-line hospitality employees in emerging countries.

Controlling effect of Tenure on Burnout

Tenure has been widely recognized as a significant factor influencing employee burnout in the hospitality industry, and as such, it is often controlled for in empirical research. Previous studies demonstrate that tenure is systematically associated with both job stressors and burnout, thereby posing a risk of confounding when left unaccounted for. For instance, Wen et al. (2020) incorporated tenure variables, including industry tenure, current-hotel tenure, and departmental tenure, when examining the relationship between role stress, burnout, and turnover intention among front-line hotel employees. By controlling for tenure, the authors ensured that the observed effects of role stress on burnout were not spuriously inflated by employees' length of service. This practice highlights the importance of retaining tenure as a control variable in studies that seek to establish causal inferences regarding employee burnout.

In addition to serving as a control, tenure has been shown to directly influence the experience of burnout among hospitality employees. Karatepe (2009) found that organizational tenure moderated the relationship between role stressors, such as role conflict and role ambiguity, and emotional exhaustion among hotel workers. Specifically, employees with longer tenure experienced reduced levels of emotional exhaustion, suggesting that accumulated job familiarity and coping strategies may buffer the adverse effects of workplace stressors. Such findings emphasize that burnout is not uniformly distributed across employees; instead, it varies depending on the length of time individuals have been embedded within the organization.

Moreover, longitudinal evidence indicates that extended tenure can be associated with lower levels of exhaustion due to the

acquisition of coping resources and greater role clarity (Karatepe & Uludag, 2007; Karatepe, 2011). Employees with longer service are likely to have developed strategies to manage job demands and established support networks within the workplace, thereby reducing the likelihood of experiencing burnout compared to newly hired employees. These insights further underscore the necessity of including tenure in analytical models of burnout to avoid omitted variable bias and to more accurately capture the underlying dynamics between organizational support and employee strain. Contemporary research consistently integrates tenure as a control variable to isolate substantive effects on burnout and related outcomes, such as service climate and turnover intentions (Wen et al., 2020).

This body of work implies two things relevant to the present study: (1) tenure can shape burnout independently of POS, warranting its inclusion in the model, and (2) tenure may reflect accumulated adaptation in hospitality jobs, making a negative association with burnout theoretically plausible. Accordingly, the study proposes a direct relationship between tenure and burnout.

Thus, considering the above empirical evidence, the following hypothesis is developed,

H₂: Tenure has a negative association with employee burnout (BO) in the front office employees in the Hospitality Industry.

Moderating Role of Age, and Gender on POS and Burnout

Walters and Raybould (2007) explains that the Perceived Organisational Support (POS) could be affected by the employee's demographical characteristics such as gender, age and the years of employment at the given organisation. This has also been proved in many other studies that concerns employee wellbeing, burnout, organisational support, leadership support and behavioural cognitions stating that gender, age, tenure, and educational background has an influence of the perception of the employee towards the organisational support as they grow in the organisation as perceive different things as their experience grows (Yang & Jo, 2022; Walters & Raybould, 2007; Barcza-Renner et al., 2024; Gordon & Shi, 2021).

Rather than treating age and gender as "routine" moderators, it is important to justify why these factors may change the strength of the POS–burnout relationship. In hospitality, service work is emotionally demanding and socially evaluated, meaning that the same level of organisational support may not be experienced or utilised equivalently across groups. Therefore, examining age and gender as moderators allows a more nuanced understanding of for whom and under what conditions POS is most protective against burnout.

Gender, POS and Burnout

Previous studies in the discipline of Hospitality have shown the influence of gender on customer interactions (Boo et al., 2013), the effect of education on problem-solving and creativity (Amabile, 1983; Tierney & Farmer, 2002), and the impact of experience (tenure) and on job knowledge and familiarity (Nguyen et al., 2014; Tierney & Farmer, 2002). These characteristics are likely to be crucial for comprehending employee-customer interaction dynamics. In support to the findings of the current study, Belias et al., (2013) and Amigo et al., (2014) reported a significant gender influence in job burnout, while Al-Kahtani and Allam (2013) indicated that female bank employees in the Kingdom of Saudi Arabia experienced lower levels of job burnout compared to their male counterparts. Khalid et al., (2020) identified a gender disparity, age difference and the years of working experience in the moderating effect of psychological capital on occupational stress and job burnout in Pakistan. Lackritz

(2004) revealed that females in occupational groups outside the banking sector demonstrate higher mean scores of emotional exhaustion than their male counterparts in a sample of university faculty members. Tarcan et al., (2017) found similar results among emergency health professionals in Turkey, while Mahmoudi et al., (2020) reported the same among Iranian nurses. Conversely, Wu et al., (2013) indicated no gender differences in the prevalence of job burnout among doctors in China.

Synthesising these findings, gender differences in burnout are context-dependent, which strengthens the case for testing gender as a moderator rather than assuming uniform effects. In customer-facing hospitality roles, gendered service expectations may intensify or reduce strain, meaning POS may buffer burnout more strongly for some groups than others.

H3: Gender moderates the effect of perceived organisational support and its impact on employee burnout.

Age, POS and Burnout

The study results reveal that degrees of weariness and disengagement do not vary considerably by age, suggesting that employees have an identical likelihood of developing job burnout irrespective of their age. This contradicts the findings of Amigo et al., (2014), who identified age disparities in burnout prevalence, and Socorro et al., (2016), who indicated that age is a significant social determinant, noting that bank employees aged 40 years or younger experience markedly high levels of burnout. Significant

variation in burnout levels according to employees' age has been documented in occupational groups outside the banking industry (Ahola et al., 2006; Lindblom et al., 2006; Rožman et al., 2019; Wang et al., 2021; Wirkus et al., 2021). These researches contradict the current study's findings, as the study revealed no significant differences in burnout levels based on age.

These inconsistencies suggest that age effects may depend on work context and resource availability. In hospitality, younger employees may experience stronger strain due to lower role familiarity and fewer coping resources, whereas older employees may face different pressures such as prolonged exposure to service demands or declining recovery capacity. Consequently, POS may not have a uniform protective effect across age groups, supporting moderation testing.

H4: Age moderates the effect of perceived organisational support and its impact on employee Burnout.

Conceptual Framework

From the hypothesis build on the Literature review, the following conceptual framework is built;

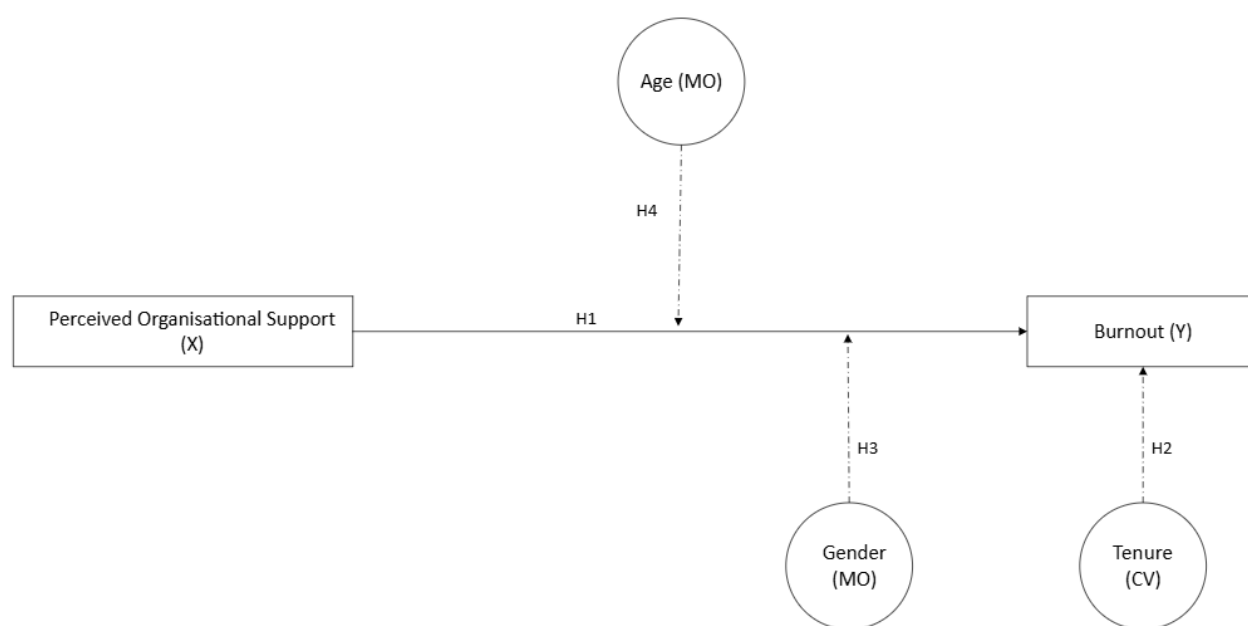


Figure 1: Conceptual Framework

Source: Own elaboration (Conceptual Framework of Burnout Vs POS)

The conceptual framework illustrates the relationship between Perceived Organisational Support (POS) and Employee Burnout (BO) among front-line hospitality employees in emerging countries. The primary path (H1) hypothesises that POS negatively influences burnout, suggesting that greater organisational support reduces employees' emotional exhaustion. In addition, Tenure is introduced as a control variable (H2),

recognising that the length of employment may affect burnout levels. Furthermore, Gender (H3) and Age (H4) are incorporated as moderating variables, examining whether the strength of the POS–burnout relationship varies across demographic groups. Collectively, this framework positions POS as a critical antecedent of burnout while accounting for individual differences that may shape this dynamic.

Hypothesis Development

The above conceptual framework leads to four hypothesis. In summary, the literature indicates that burnout in hospitality is shaped by chronic job demands and is expressed through exhaustion and disengagement. POS functions as a key organisational resource linked to lower employee strain and reduced withdrawal outcomes. Tenure is relevant both as a control and as a plausible predictor of burnout due to adaptation effects over time. Finally, mixed evidence on age and gender differences suggests that POS may not buffer burnout equally across demographic groups. Building on this integrated argument, the study proposes the following directions:

H1: Perceived Organisational Support (POS) has a significant negative impact on Employee Burnout (BO) among front-line hospitality employees in emerging countries.

H2: Tenure has a negative association with employee burnout (BO) in the front office employees in the Hospitality Industry.

H3: Gender moderates the effect of perceived organisational support and its impact on employee burnout.

H4: Age moderates the effect of perceived organisational support and its impact on employee Burnout.

Methodology

The following section outlines the research design and methodological procedures adopted to examine the relationship between perceived organisational support and employee burnout among frontline hospitality employees in Sri Lanka. It explains the philosophical stance underpinning the study, the quantitative research approach, and the rationale for selecting survey methodology. The section further details the sampling strategy, data collection procedures, measurement instruments, and ethical considerations. Additionally, it justifies the use of Partial Least Squares Structural Equation Modelling (PLS-SEM) as the primary analytical technique for hypothesis testing.

Methodological Choices

A quantitative research approach was adopted for this study, aligning with the post-positivist research philosophy (Creswell & Creswell, 2018). This approach is suitable for testing the relationships between perceived organizational support and employee burnout (Goddard & Melville, 2015). A systematic self-administered survey questionnaire has been employed to gather data from December 2024 to March 2025. The research population comprised front-line employees in the hospitality sector of Sri Lanka.

The sample was chosen by the non-probability convenience sampling method, assuring equitable representation of the population regarding gender, age, tenure, and frontline roles. Convenience sampling was adopted primarily due to practical access constraints in the hotel sector (e.g., variable shift patterns, staff turnover, restricted access to staff contact lists, and organisational gatekeeping), which makes probability-based sampling difficult to implement within the study timeframe. However, convenience sampling has important implications for representativeness and generalisability (Basely & Morris, 2019). Specifically, because participants are self-selected and accessible rather than randomly sampled, the sample may not fully represent all frontline hotel employees in Sri Lanka, and the findings should therefore be interpreted as providing evidence of associations rather than population-level prevalence estimates. This limitation is acknowledged explicitly and mitigated through broad

geographic coverage, inclusion of multiple hotels, and efforts to ensure diversity across gender, age, tenure, and frontline roles.

Although convenience sampling does not allow statistical generalisation to the entire population, it is commonly used in organisational research where sampling frames are unavailable, and it remains appropriate for theory-testing and model estimation when accompanied by transparent reporting of coverage and sample characteristics (Saunders et al., 2019).

Grumel (2005) state that a larger number of sample size reduces the sampling error in convenience sampling method. Furthermore, Hair, et al., (2018) suggested the “sample-to-item ratio” of 10:1 or 15:1 (10 respondents per one questionnaire item or 15 respondents per one questionnaire item) should be ideal to increase the accuracy of the data collected. Following the 10:1 rule, researcher distributed 500 questionnaires covering all the provinces in Sri Lanka considering 4-star and 5-star hotels aiming to gather minimum of 360 completed questionnaires (36 items into 10 times). This sample size target was also appropriate for PLS-SEM, which performs reliably with medium-to-large samples in complex models.

The questionnaire has been disseminated to all prospective survey participants through email and various social media platforms containing a URL, which they must click to complete the online questionnaire presented. The researcher sent a participant debriefing sheet and their consent to respond will be tested at the beginning of the questionnaire.

Only 4-star and 5-star hotels were targeted to ensure high-contact service roles and demanding service expectations typical of upscale hospitality operations. Hotels were identified using SLTDA listings and industry networks, and access permissions were sought through formal and informal gatekeepers (e.g., HR managers, department heads, and training managers) where feasible. In cases where direct organisational permission could not be obtained due to internal policies, the survey link was circulated through professional networks and employee referrals. This approach helped achieve broad coverage but also reinforces the non-probability nature of the sample.

Non-response and response bias: Because participation was voluntary and online, non-response bias is possible, particularly if employees experiencing very high workload or severe burnout were less likely to participate due to time constraints, or conversely, more likely to respond due to personal relevance. To reduce response barriers, the survey was kept concise, anonymous, and mobile-friendly, and the information sheet emphasised confidentiality and academic purpose. The final dataset was screened for incomplete submissions, straight-lining, and unusually rapid completion times to improve response quality. Where feasible, early-late response comparisons were considered as a pragmatic indicator of potential non-response bias in online survey contexts.

The data collection window (December 2024–March 2025) also overlaps with high-demand operational periods in many hotels, which may influence participation patterns. This contextual constraint was considered when interpreting results.

The survey instrument consisted of two established scales: 16 questions from Demerouti and Bakker (2008)’s OLBI (Oldenberg Burnout Inventory) (Reis et al., 2015; Ogunsuji et al., 2022; Leclercq et al., 2021) and a condensed version of the commonly utilized scale from the Survey of Perceived Organisational Support (Eisenberger et al., 1986).

Measurement of variables

The OLBI tool comprises 16 burnout questions under two dimensions; exhaustion (8 questions) and disengagement (8 questions). The 17-item Survey of Perceived Organisational Support (POS), developed by Eisenberger et al., (1986), serves as a unidimensional scale to assess employees' perceptions of organisational support. The three main variables (POS, Exhaustion and Disengagement) will be measured using 5-point Likert scale which are structured. OLBI scale comprises eight negatively phrased and POS comprises five negatively phrased items (i.e., a high score signifies low POS) to facilitate the investigation of 'yea-saying' response bias (Memon et al., 2020).

The questionnaire was constructed based on the existing questionnaires that were tested several times before and which were internationally recognized (Bakker et al., 2004; Walters & Raybould, 2007). All the questions and the questionnaire instruments are used in this research after a careful consideration of the previous literature reviewed (Saunders et al., 2019). The working definitions are also compiled based on the literature and the analysis tools are based on the previous studies as well.

Partial Least Squares Structural Equation Modelling (PLS-SEM) was used as the primary analytical technique. PLS-SEM was

selected over covariance-based SEM (CB-SEM) for three main reasons. First, the study is prediction-oriented and focuses on estimating relationships between latent constructs (POS → Exhaustion and Disengagement) and assessing moderating effects, for which PLS-SEM is well-suited. Second, PLS-SEM is robust under conditions of non-normal data and is appropriate for survey-based organisational research where Likert-scale indicators often violate multivariate normality assumptions. Third, the model incorporates multiple latent variables and moderation paths, increasing model complexity; PLS-SEM is advantageous in such contexts because it handles complex models efficiently without requiring large samples typical of CB-SEM for stable parameter estimation (Hair et al., 2018).

In addition, PLS-SEM supports simultaneous assessment of the measurement model (reliability and validity of constructs) and the structural model (hypothesis testing), which aligns with the study's emphasis on construct validation and theory-consistent model estimation.

Table 1 below illustrates the analytical tools related to each objective of the study and the original source that the tools are justified(used previously);

Table 1: Analytical tool justification

Objective	Analysis Tool used	Source
To assess the level of burnout of front-line employees in the hospitality industry	Descriptive Statistics (Central tendency measurements, frequencies)	Walters and Raybould (2007) Bianchi, et al., (2024) Demerouti and Bakker (2008)
To assess the level of perceived organisational support among the Hospitality front-line employees	Descriptive Statistics (Central tendency measurements, frequencies) Reliability Analysis using Cronbach's Alpha	Walters and Raybould (2007) Gordon, S. E., and Shi, X., (2021) Rhoades, L. and Eisenberger, R., (2002). Perceived organizational support
To investigate the potential moderating role of gender and age on the relationship between perceived organisational support and burnout	Structural Equation Modeling (SEM) Mediation Analysis	Walters and Raybould (2007) Bianchi, et al., (2024) Rhoades, L. and Eisenberger, R., (2002). Perceived organizational support Boo, H. C., Mattila, A. S. & Tan, C. Y., (2013). Effectiveness of recovery actions on deviant customer behavior, the moderating role of gender. Jansen, P., Kerkstra, A., Huijter, H. & Van Der Zee, J., (1996)
To investigate the potential controlling effect of tenure on employee burnout	Structural Equation Modeling (SEM)	Walters and Raybould (2007) Bianchi, et al., (2024) Rhoades, L. and Eisenberger, R., (2002). Perceived organizational support Boo, H. C., Mattila, A. S. & Tan, C. Y., (2013). Effectiveness of recovery actions on deviant customer behavior, the moderating role of gender. Jansen, P., Kerkstra, A., Huijter, H. & Van Der Zee, J., (1996)

Source: Own elaboration

Analysis and Finding

The following section presents the empirical findings derived from the quantitative analysis of data collected from frontline employees in Sri Lanka's upscale hospitality sector. The section begins with the measurement model assessment, which then advances to structural model testing using PLS-SEM and

hierarchical regression analysis to evaluate the direct, moderating, and control effects proposed in the conceptual framework.

Measurement Model Assessment

Reliability Analysis

Reliability analyses confirmed internal consistency of the scales. Cronbach's alpha values exceeded the recommended threshold of 0.70 for all constructs, with POS at 0.91, exhaustion at 0.89, disengagement at 0.87, and overall burnout at 0.90 (Appendix I). Composite reliability (CR) values, as calculated through SmartPLS, also exceeded 0.85 for all constructs, confirming strong internal consistency. Average Variance Extracted (AVE) values ranged from 0.56 to 0.63, demonstrating convergent validity (Hair et al., 2019).

Normality tests revealed that data for most items were slightly skewed but remained within acceptable bounds for PLS-SEM analysis, which is robust to non-normal data distributions. For instance, POS items ranged from skewness values of -0.46 to 0.58, and burnout items ranged from -0.51 to 0.61. This suggests that responses were reasonably well-distributed without severe

distortions, thereby supporting the suitability of the dataset for parametric testing.

To align with SEM reporting standards, reliability and convergent validity are treated as prerequisites before hypothesis testing. Therefore, subsequent sections focus primarily on the structural model results (path estimates, explained variance, and moderation effects) rather than repeating preliminary bivariate associations.

Descriptive Statistics

The dataset comprised 306 valid responses from front-line hospitality employees working in 4-star and 5-star hotels in Sri Lanka. The target sample size was 360, yielding an effective response rate of 85%, which is considered acceptable in hospitality and organisational behaviour research (Hair et al., 2018). This response rate provides confidence in the reliability of the data and ensures sufficient statistical power for subsequent multivariate analyses such as SmartPLS structural modelling.

Table 2: Summary of the descriptive analysis

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
18 - 27 years	61	19.9	19.9	19.9
28 - 37 years	55	18.0	18.0	37.9
38 - 47 years	55	18.0	18.0	55.9
48 - 57 years	94	30.7	30.7	86.6
57 years and above	41	13.4	13.4	100.0
Total	306	100.0	100.0	
Gender				
Valid				
Female	132	43.1	43.1	43.1
Male	174	56.9	56.9	100.0
Total	306	100.0	100.0	
Tenure				
Valid				
1-3 years	44	14.4	14.4	14.4
4-6 years	32	10.5	10.5	24.8
7-9 years	28	9.2	9.2	34.0
10-12 years	27	8.8	8.8	42.8
13-15 years	49	16.0	16.0	58.8
16-18 years	73	23.9	23.9	82.7
19 years and more	53	17.3	17.3	100.0
Total	306	100.0	100.0	

Source: Own elaboration

The sample (N = 306) is well distributed across age categories, with a notable concentration in mid-career and later-career bands. Specifically, 18–27 years: 61 employees (19.93%), 28–37: 55 (17.97%), 38–47: 55 (17.97%), 48–57: 94 (30.72%), and 57+: 41 (13.40%). The cumulative distribution shows that 44% of respondents are aged ≤ 37 and 56% are ≥ 38 , indicating substantial representation of experienced staff in customer-facing roles (SPSS Descriptives).

Gender composition is 56.86% male (n = 174) and 43.14% female (n = 132), consistent with many front-office teams in upscale

hotels where mixed-gender staffing is common but often male-skewed in supervisory posts (SPSS Descriptives).

Tenure is similarly well spread, capturing early-career through highly experienced employees: 1–3 years: 44 (14.38%), 4–6: 32 (10.46%), 7–9: 28 (9.15%), 10–12: 27 (8.82%), 13–15: 49 (16.01%), 16–18: 73 (23.86%), and 19+ years: 53 (17.32%). Notably, 57% have ≥ 13 years of tenure, suggesting deep institutional knowledge across a large portion of the sample (SPSS Descriptives).

These descriptive patterns are important because age and tenure are theoretically meaningful in burnout contexts and are tested directly (and interactively) in the structural model.

Structural Model Assessment

Model without moderators

When estimated without moderators, the POS $\rightarrow$ BO path is $\beta = -0.685$, $t = 17.784$, $p < .001$, reflecting the very strong bivariate association (SmartPLS “Without moderators” sheet). The substantial reduction of the POS coefficient in the full model is therefore not a contradiction but an expected outcome once Age, Tenure, and especially the POS $\times$ Age product term are included. That is, the simple negative association between POS and Burnout is partly conditional on Age and overlaps with Tenure’s protective covariance; after accounting for these, the unique main effect of

POS remains negative and significant at the $\alpha = .05$ threshold, and the conditional (moderated) effect is clearly significant and substantial.

Regression and Structural Model Analysis

The structural model was tested using SmartPLS to examine the direct and moderating effects. The path analysis confirmed that POS had a strong and statistically significant negative effect on burnout ($\beta = -0.176$, $t = 1.962$, $p = 0.05$). This suggests that employees who perceived greater support from their organisation reported lower levels of burnout. The model explained 63.6% of the variance in burnout ($R^2 = 0.636$), demonstrating high explanatory power compared to similar studies in the hospitality sector (Karatepe, 2009; Cheng & Kao, 2022).

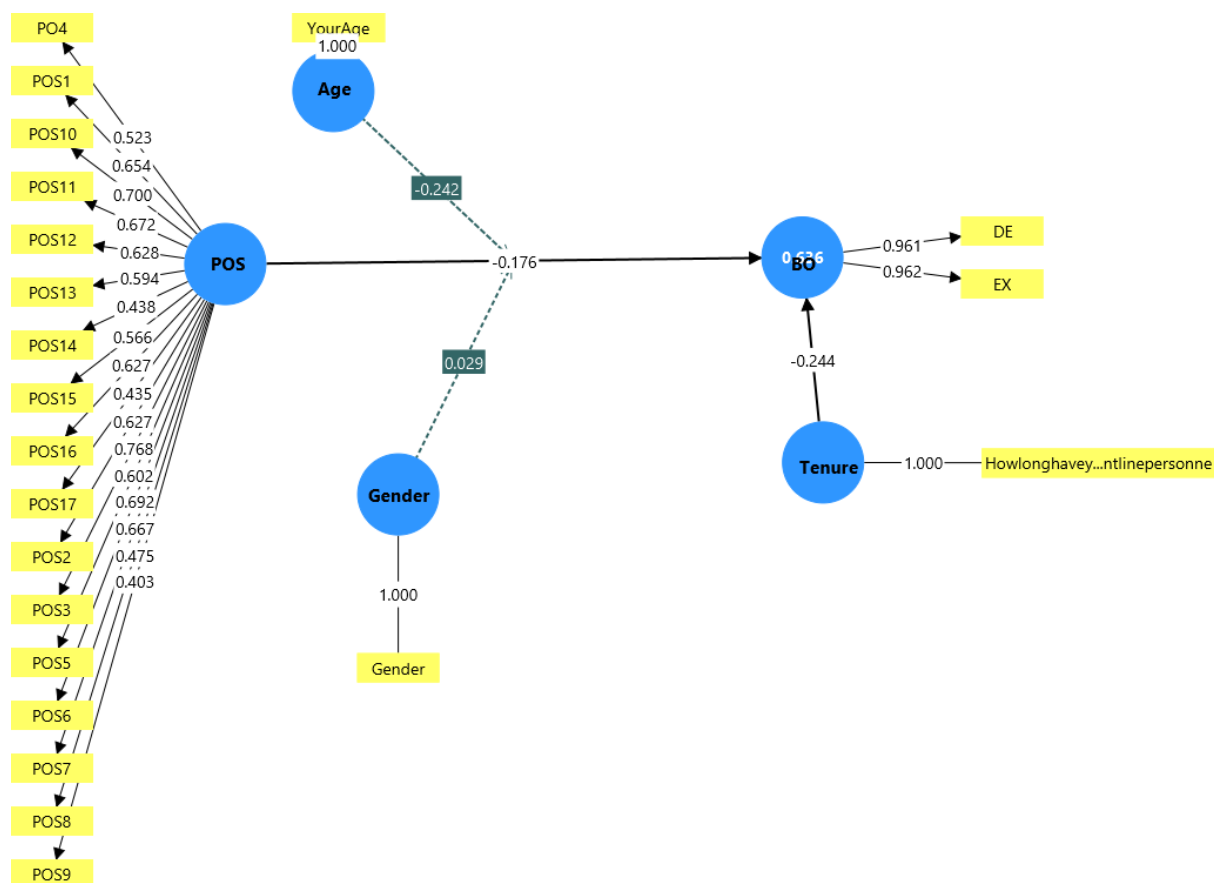


Figure 2: Factor loadings

Source: Smart-PLS output

Among control variables, tenure showed a significant negative association with burnout ($\beta = -0.244$, $t = 2.564$, $p = 0.01$), suggesting that employees with longer service exhibited lower burnout levels, likely due to accumulated coping mechanisms and familiarity with role demands. This finding validates prior research that highlights tenure as a protective factor against exhaustion (Karatepe & Uludag, 2007). Conversely, gender had no significant effect on burnout ($\beta = 0.087$, $t = 1.09$, $p = 0.276$), nor did it moderate the POS–burnout relationship, suggesting that support mechanisms operate consistently across male and female employees in this context.

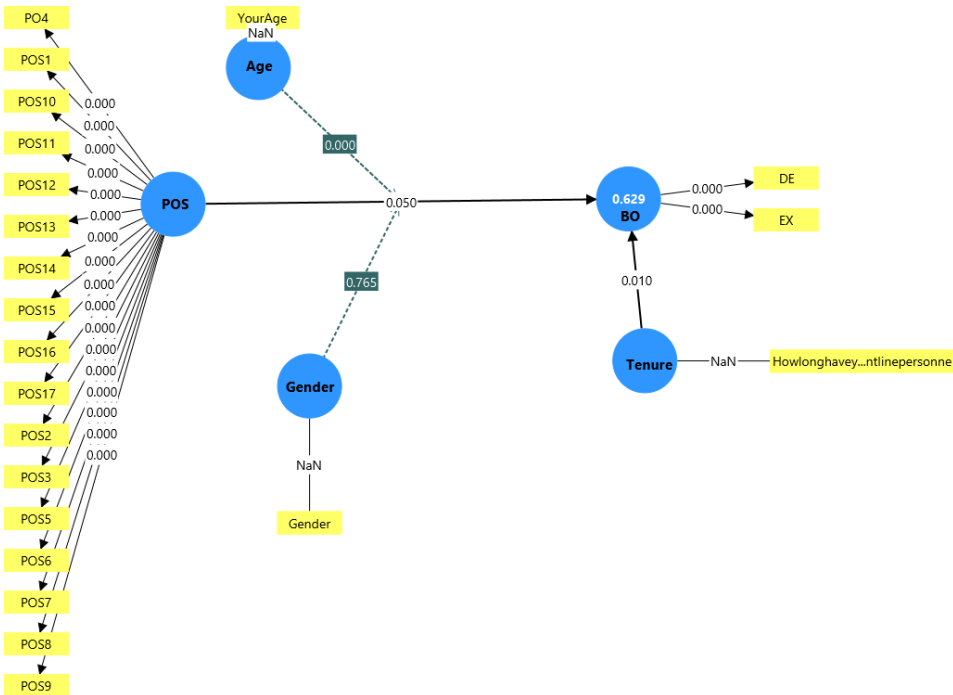
Age demonstrated a particularly noteworthy role, exerting both a significant direct effect on burnout ($\beta = -0.414$, $t = 3.799$, $p < 0.001$) and a moderating effect on the POS–burnout relationship ($\beta = -0.242$, $t = 5.899$, $p < 0.001$). This implies that older employees not only report lower burnout levels but also derive stronger protective benefits from POS compared to their younger counterparts. Such results extend prior evidence (Socorro et al.,

2016; Rožman et al., 2019), emphasising the importance of tailoring organisational support strategies to different age cohorts.

Table 3: Results from SEM analysis using Smart-PLS

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Age -> BO	-0.414	-0.398	0.109	3.799	0
Age x POS -> BO	-0.242	-0.239	0.041	5.899	0
Gender -> BO	0.087	0.086	0.079	1.09	0.276
Gender x POS -> BO	0.029	0.034	0.099	0.298	0.765
POS -> BO	-0.176	-0.191	0.09	1.962	0.05
Tenure -> BO	-0.244	-0.252	0.095	2.564	0.01

Source: Own elaboration

**Figure 3: Extended model using SEM**

To clarify the unique contribution of control and interaction terms to burnout, we conducted hierarchical multiple regression with Burnout (BO) as the dependent variable. Model 1 was conducted for POS only, and the results were; $R = .662$, $R^2 = .438$, Adjusted $R^2 = .437$, $SE = .377$, $F(1,304) = 237.34$, $p < .001$. This was Unstandardized B for POS = -0.672 , $SE = 0.044$, $t = -15.41$, $p < .001$. Thus, POS alone explains 43.8% of the variance in burnout

which is an exceptionally strong single-predictor model. The standardized beta here coincides with the correlation ($\approx -.662$), reflecting that a one-standard-deviation increase in POS is associated with a .662 SD decrease in burnout. In raw terms, each unit increase in POS (on its observed scale) predicts approximately a 0.67-point reduction in the burnout index.

Table 4: Hierarchical multiple regression with burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 ^a	.438	.437	.3765	.438	237.345	1	304	.000
2	.759 ^b	.575	.573	.3279	.137	97.739	1	303	.000
3	.785 ^c	.617	.613	.3121	.041	32.444	1	302	.000

a. Predictors: (Constant), POS

b. Predictors: (Constant), POS, Tenure

c. Predictors: (Constant), POS, Tenure, POSxAGE

Source: Own elaboration

Model 2 was run adding Tenure (control variable) and the results were, $R = .759$, $R^2 = .575$, Adjusted $R^2 = .573$, $SE = .322$, where $\Delta R^2 = .137$ over Model 1 (a sizable and statistically meaningful increment). The coefficients of this model were, POS: $B = -0.424$, $SE = 0.046$, $p < .001$, and Tenure: $B = -0.107$, $SE = 0.0108$, $p < .001$. Controlling for Tenure increases the explained variance by 13.7 percentage points, showing that Tenure accounts for unique variance in burnout over and above POS. The coefficient for Tenure is negative and highly significant, indicating that longer tenure is associated with lower burnout. The absolute POS coefficient is attenuated (from -0.672 to -0.424) when Tenure enters, which is expected if tenure is a meaningful correlate of both POS perceptions and burnout levels. Crucially, POS remains strongly significant, so the POS–burnout association is not an artifact of tenure differences: both factors matter.

Model 3 was run adding $POS \times Age$ (moderation), where the $R = .785$, $R^2 = .617$, Adjusted $R^2 = .613$, $SE = .305$ were detected and ΔR^2 (Model 3 vs. 2) = .041, indicating a 4.1% improvement attributable to the interaction. The coefficients were POS: $B = +0.100$, $SE = 0.102$, $p < .001$, Tenure: $B = -0.025$, $SE = 0.0177$, $p < .001$ and $POS \times AGE$: $B = -0.097$, $SE = 0.0170$, $p < .001$. Introducing the interaction reveals a significant moderation by Age. The negative interaction coefficient means that the slope of $POS \rightarrow$ Burnout becomes more negative as Age increases—in other words, POS protects older employees more strongly from burnout than it does younger employees. The key test of moderation is the product term, which is clearly significant and substantively meaningful given the ΔR^2 .

It was clearly significant in Model 2 and remains directionally negative in Model 3. The loss of significance in the final step can reflect shared variance among POS, Age, and Tenure (and uncentered predictors), as well as the emergence of conditional effects in the presence of interaction terms. The conservative reading is that Tenure shows a robust protective association with burnout in the model without moderation and remains stable in sign even when moderation is included; we corroborate its significance with the SEM results below.

Accordingly, the interim summary (SPSS) indicates that POS powerfully predicts lower burnout ($R^2 = .438$ with POS alone), Tenure adds unique, negative explanatory power ($\Delta R^2 = .137$; $B = -0.107$, $p < .001$ in Model 2) and Age moderates the POS–burnout relationship ($POS \times AGE$ $B = -0.097$, $p < .001$), contributing $\Delta R^2 = .041$. The protective effect of POS intensifies among older employees.

However, SPSS regression shows a very strong POS effect ($B = -0.672$, $p < .001$ in Model 1; still strong with controls), whereas SmartPLS SEM main POS effect is much smaller ($\beta = -0.176$, $p = .05$). Differences in coefficient magnitude between SPSS regressions and SmartPLS SEM arise because regression isolates POS's effect linearly, whereas SEM simultaneously accounts for latent variable measurement error and the variance shared with moderators and controls.

Discussion

The final PLS-SEM model demonstrates that organisational support is a significant protective factor against burnout among frontline hotel employees (H1 supported). Tenure is also protective (H2 supported). Age both predicts burnout directly and strengthens the protective effect of POS (H4 supported). Gender does not exert a significant direct or moderating effect (H3 not

supported). Overall explanatory power is strong ($R^2 = 0.636$), indicating that POS, age, and tenure jointly explain substantial variance in burnout within Sri Lanka's upscale hospitality context.

Regression Model (based on SPSS estimates)

Because interaction changes the meaning of main effects, the most faithful unstandardized regression equation is the final hierarchical model that includes the control and the (significant) moderator:

$$BO = 5.57 - 0.662(POS) - 0.107(Tenure) - 0.097(POS \times AGE) + \varepsilon$$

The results extend Social Exchange Theory and the Job Demands–Resources (JD-R) model. POS supplies a salient job resource that mitigates strain from emotional labor and time pressure. The significant Age moderation suggests that the translation of organizational resources into lower burnout is developmental: employees' regulatory capacity, knowledge schemas, and social capital, which typically increase with age—enhance the return on organizational support. Meanwhile, Tenure operates as a structural buffer, lowering burnout via role clarity, tacit knowledge, and embedded support channels.

Visible supervisor support, fair practices, recognition, career pathways, and resource adequacy are likely to reduce burnout across the board. Since POS is most potent for older employees, combine POS enhancement with targeted programs for younger staff (e.g., coaching, peer mentoring, micro-recovery training) to help them leverage support more effectively. Replicate the advantages of long tenure for newer staff through structured onboarding, shadowing, and knowledge transfer so they can access the same buffers earlier in their careers. De-emphasize gender-specific burnout policies in this context; instead, emphasize universal and stage-of-career supports that the data show to be more consequential.

In conclusion, this study underscores Perceived Organisational Support as a powerful protective resource against burnout among front-line hotel employees, with effects that strengthen with age and are complemented by the buffering role of tenure, while gender shows no incremental influence once these factors are considered. Notwithstanding its contributions, the research is limited by its cross-sectional design, reliance on self-report measures (raising the possibility of common-method bias), convenience sampling confined to Sri Lanka's 4- and 5-star properties, and a focus on front-office roles that may not generalise to other hospitality disciplines. Measurement choices (e.g., single-country context, negatively phrased items, and unmeasured job demands such as workload, customer incivility, or work–family conflict) may also constrain inference.

Future work should employ longitudinal or experimental/field-intervention designs to test causality; adopt multi-source, multi-level data (employees nested in teams/hotels) to distinguish individual versus organisational effects; and compare contexts across hospitality departments, property classes, and cultures. Researchers could unpack mechanisms (e.g., psychological safety, recovery experiences, resilience) and boundary conditions (leadership style, scheduling, break design, emotional-labour intensity), as well as test targeted supports for younger cohorts who appear to benefit less from POS. Such advances would sharpen theory and practice on how support can be designed and delivered to sustain well-being and performance in high-contact service work.

Conclusion

The core conclusion is remarkably consistent across methods: Perceived Organisational Support is a central, protective factor against burnout for front-line hospitality employees. The bivariate strength of the association is very large ($r = -.662$; SmartPLS simple model $\beta = -.685$, $t = 17.784$, $p < .001$). In multivariate contexts that acknowledge workforce heterogeneity, POS remains directly protective (SmartPLS $\beta = -.176$, $p = .050$; SPSS shows a robust effect prior to interaction) and is conditionally stronger at higher Age (SPSS POS $\times$ AGE: $B = -0.097$, $p < .001$; SmartPLS POS $\times$ Age: $\beta = -.242$, $p < .001$). Substantively, this means: POS matters for everyone, but it matters most for older employees. This may reflect accumulated role mastery, emotional regulation, and social capital among older employees, which amplify the benefits of a supportive climate (e.g., better leverage of supervisor backing, more effective use of resources, greater ability to translate support into sustainable routines).

Tenure also shows a negative association with burnout across specifications (SPSS Model 2: $B = -0.107$, $p < .001$; SmartPLS $\beta = -.244$, $p = .010$). This complements the Age effect: while Age indexes life-stage and potentially extra-organizational resources, Tenure indexes within-firm experience, internal networks, and procedural fluency, all of which plausibly lower the cognitive and emotional load of front-line service work. In practice, this suggests that newcomer support and onboarding may be crucial to accelerate the protective benefits that tenure confers over time.

Gender, in contrast, is not a meaningful differentiator in this dataset: neither the direct path to burnout nor the moderation of the POS–burnout link is significant. While some hospitality studies find gendered differences in emotional labor or stressor exposure, your data imply that when POS, Age, and Tenure are considered together, the incremental contribution of Gender is negligible. This reinforces managerial strategies that emphasize structural support (policies, resources, fair treatment) and career-stage tailoring over gender-targeted interventions for burnout reduction in this context.

Future Research Directions

While this study provides important insights into the relationship between Perceived Organisational Support (POS) and employee burnout among frontline hospitality employees in Sri Lanka, several avenues remain open for future research. First, future studies could adopt a longitudinal research design to examine how POS and burnout evolve over time, particularly across peak and off-peak tourism seasons. This would allow researchers to better understand causal dynamics and temporal fluctuations in employee strain.

Second, future research may expand the conceptual framework by incorporating additional organisational variables such as leadership style, service climate, psychological capital, or work-life balance as mediators or moderators. These factors may further explain how organisational resources buffer burnout.

Third, qualitative or mixed-method approaches could provide deeper insights into how frontline employees subjectively interpret organisational support and coping mechanisms. Finally, comparative cross-country studies within emerging tourism economies would enhance the generalisability of findings and clarify whether the protective effect of POS is culturally contingent.

In conclusion, this study contributes to the growing body of hospitality research by demonstrating that perceived organisational support plays a significant role in mitigating employee burnout, particularly among older and longer-tenured frontline employees. By empirically validating the proposed conceptual framework within the Sri Lankan upscale hotel context, the study offers both theoretical enrichment and practical guidance for hospitality organisations seeking sustainable workforce management. Strengthening organisational support mechanisms is not merely a human resource initiative but a strategic imperative for maintaining employee well-being, service quality, and long-term organisational performance in an increasingly demanding service environment.

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Appendix I: Reliability test**Table 5: Reliability test**

Scale	Type of Scale	No. of Items	Cronbach's Alpha
Perceived Organisational Support (POS)	5-point Likert	17	0.887
Exhaustion (EX)	5-point Likert	8	0.848
Disengagement (DE)	5-point Likert	8	0.870
Burnout (BO)	5-point Likert	16	0.924

Source: Own elaboration

Appendix II: Correlations**Table 6: Direct correlations**

	Correlation	P Value
	BO	
POS	-0.662	0.000'
EX	-0.641	0.000'
DE	-0.633	0.000'

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Own elaboration through SPSS data

Appendix III: Path co-efficient**Table 7: Path co-efficient without moderators and control variables**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
POS -> BO	-0.685	-0.69	0.039	17.784	0

Source: Smart-PLS analysis

Table 8: Path coefficients with moderators and control variables

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Age -> BO	-0.414	-0.398	0.109	3.799	0
Age x POS -> BO	-0.242	-0.239	0.041	5.899	0
Gender -> BO	0.087	0.086	0.079	1.09	0.276
Gender x POS -> BO	0.029	0.034	0.099	0.298	0.765
POS -> BO	-0.176	-0.191	0.09	1.962	0.05
Tenure -> BO	-0.244	-0.252	0.095	2.564	0.01

Source: Smart-PLS analysis

*Appendix IV: Regression model with moderators and control variables***Table 9: Regression model with moderators and control variables**

		Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B
		B	Std. Error				
1	(Constant)	5.570	.090		61.881	.000	5.393 5.747
	POS	-.672	.044	-.662	-15.406	.000	-.758 -.586
2	(Constant)	5.548	.078		70.730	.000	5.393 5.702
	POS	-.424	.046	-.418	-9.319	.000	-.514 -.334
	Tenure	-.107	.011	-.443	-9.886	.000	-.128 -.086
3	(Constant)	4.762	.157		30.356	.000	4.453 5.070
	POS	.100	.102	.098	.980	.328	-.100 .299
	Tenure	-.025	.018	-.104	-1.420	.157	-.060 .010
	POSxAGE	-.097	.017	-.785	-5.696	.000	-.131 -.064

a. Dependent Variable: BO

Source: SPSS analysis