

“Burnout in hostels: How it shapes workers’ perceptions of human resources practices”

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BURNOUT IN HOSTELS: HOW IT SHAPES WORKERS' PERCEPTIONS OF HUMAN RESOURCES PRACTICES

Abstract

There are scarce results on burnout in such organizations as hostels and how it influences workers' perceptions of their companies. Therefore, this study aims to analyze burnout of hostel workers and assess how it influences their perceptions of the type of leadership, the kind of support, the existence of feedback sessions, the organizational climate, and the quality of T&D programs. Data were collected from 96 employees of Portuguese hostels; existing validated measures were adapted from relevant literature. A pilot test was conducted to ensure the accuracy of the measures according to the target population. A PLS analysis of survey data provided the following results. Burnout plays a negative role in employees' overall acknowledgment of the organization and their sense of satisfaction and loyalty toward it. Specifically, the most substantial negative effects of burnout were on feedback quality, manager support, and organizational climate ($\beta = -0.557; -0.549; -0.542, p < 0.001$, respectively). Furthermore, the indirect and negative effect of burnout on employee loyalty and employee satisfaction was also verified ($\beta = -0.415; -0.418, p < 0.001$, respectively). Therefore, managers can elaborate well-designed and applied practices based on these factors. Finally, this paper also discusses future research recommendations.

Keywords

hostels, empowering leadership, feedback quality,
manager support, organizational climate

JEL Classification

M10, M14

INTRODUCTION

Hostels are an ever-growing accommodation type that provides not only the accommodation itself but all the experience of meeting new people among fellow guests and even workers due to its relaxed and open atmosphere (Andrade, 2014). However, when this concept is brought up, it is difficult to a priori connect it with the exhaustion felt when workers experience burnout (Maslach, 1982).

The literature stated that companies could adopt different HR practices to influence their employees' feelings toward their organization. It is also essential to determine what type of leadership is used as well as whether manager support is felt and feedback sessions exist (Bandura, 1991). A worker will feel motivated to do the tasks in case these practices are frequent. Similarly, investing in training and development (T&D) of employees' skills will improve their performance (Wentland, 2003).

Although burnout has been studied in other industries, in tourism and particularly in hostels, it is a virtually unexplored phenomenon. Nevertheless, knowing the causes and consequences of this problem is of particular relevance. Professionals in this type of business have been exposed to high levels of stress and workload, which has been enhanced in the post-pandemic context due to the labor shortage.

Although there is extensive research on each of the points separately, there is a need to explore the connections between these concepts. Similarly, there is very little research on the hostels' environment regarding burnout or HR practices. By providing knowledge about the causes and consequences of burnout, this study provides an essential tool for mitigating this problem and creating more sustainable organizations with better service.

1. LITERATURE REVIEW AND HYPOTHESES

Over the last decades, burnout syndrome has been studied, and on January 1, 2022, it was included in the International Classification of Diseases 11th Revision (ICD-11). Although it is not considered a disease, the World Health Organization (WHO) defined it as a condition that may affect people's health (WHO, 2019). An excellent organizational climate, employee satisfaction, and employee loyalty are the result of the good use of the practices referred to above (Locke, 1976). Accordingly, this study aims to explore burnout among hostel workers and assess how it influences their perceptions of the type of leadership, the kind of support, the existence of feedback sessions, the organizational climate, and the quality of T&D programs.

Burnout is a relatively recent concept that has gained visibility over the years. Maslach (1982) defined it as a syndrome of emotional exhaustion, loss of capacity for empathy and impersonal response to customers, reduced professional accomplishment, unproductive work, and fatigue. It is a multifactorial process where social, environmental, and organizational factors influence individual characteristics. Maslach et al. (1997) perceive high workload, lack of self-control, insufficient rewards, breakdown in the community (relationships on the job), absence of fairness, and value conflicts as the organizational risk factors for burnout. The study developed an instrument to measure this syndrome – the Maslach Burnout Inventory (MBI). However, despite all definitions and research presented, there still exists controversy on the context-dependency of burnout (Bianchi et al., 2014).

Since the first definitions of empowering leadership, sharing power and delegating responsibilities have been the fundamental characteristics of this type of leadership (Burke, 1986). Managers transfer power to employees, who become more and more autonomous and able to make impor-

tant decisions about the daily activities of a company. For instance, it can be through supplying information about strategic or operational goals. As a result, employees will see the value of their work, increasing their sense of meaningfulness, self-determination, and impact, along with more active participation (Courtright et al., 2015).

Manager support is crucial for the development and motivation of employees (Bodner et al., 2011). Moreover, it increases job satisfaction and commitment levels (Aquino et al., 1997). Moreover, when workers feel they have a good relationship with their supervisor, they also feel they have the freedom to increase their innovative and creative behavior, contributing to a company with suggestions without the fear of rejection (Anderson et al., 2014). Besides, showing empathy and care opens a door for employees to feel more comfortable sharing worries or problems that may jeopardize their work life. However, on the other hand, sharing this type of information creates an opportunity for supervisors to be aware of what is happening with their workers, making it easier to spot gaps and problems and search for solutions (Darvishmotevali, 2019).

The key to understanding organizational climate is the word "climate." Glisson (2007) stated that climate is the collective perceptions of employees about their work environment. This means organizational climate exists when workers in the same organization share the same perceptions of their company's atmosphere and how that affects them. Being a shared perception, it is both the result and the determinant factor of employee behavior within the organization, originating in the actions of a company and its internal policies, practices, and conditions for work (D'Alleo & Santangelo, 2011). As a result, it will affect staff motivation, turnover rates, and service quality and outcomes.

Training and development (T&D) is considered an HR practice that has more influence over employee job satisfaction and performance, reflected

in the company's outcomes. Katz and Kahn (1978) referred to T&D as a "safeguarding subsystem" to ensure organizational effectiveness. In fact, this is supported by Aguinis and Kraiger (2009), who conclude that this practice aims to develop and enhance employee skills, abilities, and knowledge toward organizational effectiveness. This way, it is also a key component of leadership development (Collins & Holton, 2004). Hence, the employee perception that a company is investing in their career and personal development increases their job satisfaction and retention due to the feeling of obligation to repay this investment (Lee & Bruvold, 2003).

Employee satisfaction is one of the most examined topics in the literature observed. According to Locke (1976), job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Similarly, several studies show that employee satisfaction is often seen as the worker's assessment of the overall job quality (Prajogo & Cooper, 2010). In contrast, it is also possible to relate it to one's perception of the degree of fit between individual and organizational values (Chi & Gursoy, 2009). Many factors can influence the level of employee satisfaction. For example, they include work conditions, wage structure, feeling of security and

good supervision, and training and career development (Chi & Gursoy, 2009) as some of the principal elements that condition workers' perception of satisfaction.

Employee loyalty is connected to employee satisfaction. Loyalty is the inclination of the employee to continue with his/her company (Solomon, 1992). Guillon and Cezanne (2014) refer to it as a multidimensional phenomenon influenced by employees' identification, attachment, commitment, and trust toward the organization, resulting in increased satisfaction emerging from internal evolution and met expectations. This means that loyalty is a reciprocate process – to expect high levels of loyalty from their workers, companies must show similar or higher levels of loyalty toward them.

Based on the literature review and the connections observed between concepts, this study explores the possibility of burnout in hostel workers. Moreover, it assesses how it influences their perceptions of leadership, the kind of support, the existence of feedback sessions, the organizational climate, and the quality of T&D programs. On the other hand, it aims to explore the effects of these perceptions on employees' sense of satisfaction and loyalty. Lastly, it is relevant to evaluate how the existence

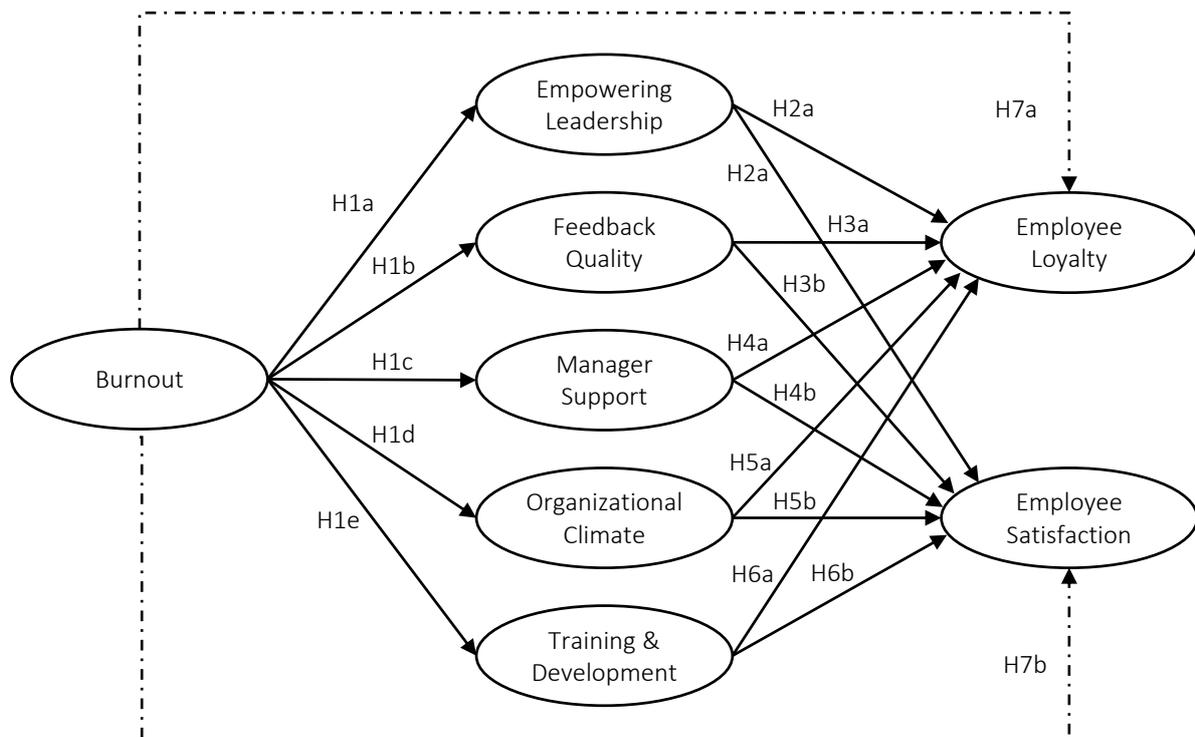


Figure 1. Conceptual model

of burnout influenced workers' satisfaction and loyalty. Accordingly, a conceptual model can be proposed (Figure 1) to guide this study, containing all hypotheses meant to be tested.

The conceptual model considers the following hypotheses:

H1a: The possibility of burnout is negatively related to employees' perception of empowering leadership.

H1b: The possibility of burnout is negatively related to employees' perception of feedback quality.

H1c: The possibility of burnout is negatively related to employees' perception of manager support.

H1d: The possibility of burnout is negatively related to employees' perception of organizational climate.

H1e: The possibility of burnout is negatively related to employees' perception of training and development.

H2a: The perception of empowering leadership is positively related to employee loyalty.

H2b: The perception of empowering leadership is positively related to employee satisfaction.

H3a: The perception of feedback quality is positively related to employee loyalty.

H3b: The perception of feedback quality is positively related to employee satisfaction.

H4a: The perception of manager support is positively related to employee loyalty.

H4b: The perception of manager support is positively related to employee satisfaction.

H5a: The perception of organizational climate is positively related to employee loyalty.

H5b: The perception of organizational climate is positively related to employee satisfaction.

H6a: The perception of training and development is positively related to employee loyalty.

H6b: The perception of training and development is positively related to employee satisfaction.

H7a: The possibility of burnout is negatively related to employee loyalty.

H7b: The possibility of burnout is negatively related to employee satisfaction.

2. METHODOLOGY

2.1. Participants

The target population was employees from hostels in mainland Portugal, working in the management, reception, housekeeping, bar/kitchen, and other areas to verify the results amongst various working positions. The study found no age interval or gender or nationality preference. The sample hostels were identified on a search on the Hostelworld platform because it is the leading hostel booking platform (Hostelgeeks, 2022).

The study used a non-probability sampling method with convenience sampling, given that all workers from each hostel had the same chance to answer the surveys. However, only a part of them decided to contribute. The sampling frame of this study consisted of 96 answers from workers of 13 different hostels, from a total population of 42 hostels contacted. All hostels approached were rated between 8 and 10 (out of 10) on the Hostelworld.

This study's sample comprises 58% female and 40% male respondents. There is no relevant difference given that the hostel work is not stereotyped as primarily for men or women. The results also show that 2% of the participants consider themselves as having "Other" gender. Regarding the age range, the results concluded that most participants are between 18 and 30 years (60%). This can be justified by the fact that hostels are mainly an environment for young people, and companies prefer to have staff with which their customers will identify themselves. A minority of workers are 40 or older (9%), and 32% of the participants range from 30 to 40.

Regarding the geographic location, there is a significant group of participants from hostels in Lisbon, 64%. It is easy to justify as most hostels that answered this study's questionnaire are from Portugal's capital. Nevertheless, 18% of answers were from Porto, followed by 9% from Coimbra, and, finally, Faro, Braga, Évora, and Leiria with 2% each.

The work areas were divided into management, reception, housekeeping, bar/kitchen, or other. Reception and management were the areas with the most percentage of workers answering (42% and 31%, respectively). This can be explained by the fact that these workers received the email sent for the study and might have not passed it to other team members. 16% of the answers are from housekeeping teams, followed by 7% corresponding to "Other," where the only mention of the area was "Marketing." Bar/Kitchen had reduced participation by only 4%.

2.2. Variables

In this study, the dependent variable is burnout, and the antecedents are empowering leadership, feedback quality, manager support, organizational climate, and training and development. Furthermore, the paper evaluated how these variables influenced the independent variables: employee loyalty and satisfaction. The study also considered sociodemographic factors such as age, gender, geographic location, and work position. Finally, validated scales were used to measure all variables.

Using Van Dierendonck and Nuijten (2011) measurement model, empowerment leadership was analyzed. This scale assesses the level of empowerment leaders give to employees in a particular organization. It is composed of seven items, and the participants rated each item on a five-point Likert scale ranging from "Never" to "Always."

To measure feedback quality, the feedback environment scale (FES) was used (Levy & Steelman, 2004). This scale was developed to assess how feedback is provided from the supervisor and co-worker sources. In this study, the main goal was to evaluate the supervisor source; it is the reason for discarding co-worker source. Therefore, a selection was made amongst the different components

of feedback present in the scale (source credibility, feedback quality, feedback delivery, favorable feedback, unfavorable feedback, source availability, and promotion of feedback seeking). The scale used was composed of nine items.

Manager support was measured using SE-SC8 scale (Gonsalvez, 2021). A scale of five items was used related to clusters of manager support, and they were measured using a five-point Likert scale ranging from "Never" to "Always." To measure organizational climate, the scale chosen was the working environment scale (Røssberg et al., 2004), composed of ten items that assess how workers feel at their workplace. The participants rated each item on a five-point Likert scale ranging from "Never" to "Always."

Training and development six-items scale was extracted from a scale constructed by Nanjundeswaraswamy et al. (2020), originally meant to evaluate the quality of work life of employees in mechanical manufacturing small and medium enterprises (SMEs) in Karnataka, India. Employee loyalty was measured using an adapted scale from Homburg and Stock (2004). This scale measures the level of loyalty workers feel toward their company. It is composed of five items. To measure employee satisfaction, the paper chose a scale from Homburg and Stock (2004), assessing the general level of satisfaction. The scale was composed of six items that participants rated on a five-point Likert scale. The same scale was used for the two previous constructs.

To measure burnout levels, the Portuguese version of the Maslach Burnout Inventory (MBI) was employed (Maslach et al., 1996), translated and adapted by Melo et al. (1999). The adapted scale was shortened from 22 items to 18 items after an analysis of the main components (Melo et al., 1999). Participants rated each item on a five-point Likert scale.

2.3. Data collection and analysis

Before launching the questionnaire to the selected companies, a pilot test was conducted on a convenience sample of three Master students and three hostel workers. It was requested to highlight any possible problematic questions or misspelled words, and respondents were encouraged to share

any other feedback regarding the survey. All comments were considered to adapt the questionnaire and close the final version.

The final version of the survey was sent in a link by email to 42 different hostels located in Portugal rated from 8 to 10 (out of 10) on the Hostelworld platform (Appendix A). Although the email explained the purpose of the study, when opening the link, there was again a brief introduction before starting to answer, and it provided the researcher's contact for questions that might have arisen. In addition, the questionnaire had a version in Portuguese and another in English so that it could be more inclusive.

The conceptual model for this study was tested by using structural equation modeling (SEM), respectively, partial least squares (PLS), which is a variance-based structural equation modeling technique, through SmartPLS 3 software (Ringle et al., 2015). The reliability and validity of the measurement model were evaluated to analyze and interpret the results, and then the structural model was assessed.

3. RESULTS

In order to evaluate the quality of the measurement model, individual indicators of reliability, internal consistency reliability, convergent validity, and discriminant validity were considered (Hair et al., 2017). Indicators of reliability show the suitability and capability of items generated for a certain variable to answer the main research question. For example, an item with a standardizing factor loading above 0.5 is held to have fulfilled

the threshold for reliability, as well as being significant at $p < 0.001$ (Hair et al., 2017). The survey results showed that the standardizing factor loadings of all items were indeed above 0.5 (values range from 0.922 to 0.594) and were all significant at $p < 0.001$. When it comes to internal consistency reliability, the goal is to assess the consistency of the results across items related to the same variable, measured by the composite reliability (CR) values and the Cronbach's alpha values – both should surpass the cut-off of 0.7 (Hair et al., 2017). The results confirmed internal consistency reliability, as shown in Table 1.

Convergent validity was also assessed to understand to which extent an item correlates positively with other items related to the same variable (Hair et al., 2017), being evaluated and confirmed on three key points. The first point is that all items have positive and significant loads. Second, all items had CR values higher than 0.7. Lastly, the average variance extracted (AVE) met the value of 0.5 for all items (Bagozzi & Yi, 1988), as shown in Table 1. Similarly, the paper used a two-step approach to evaluate discriminant validity. This aspect shows to which extent each item is truly distinct from the others by empirical standards.

On the one hand, the Fornell and Larcker criterion was used, which requires that an item's square root of AVE is greater than its highest correlation with any other item (Fornell & Larcker, 1981). The diagonal in bold refers to the square root of AVE and the numbers below the relevant correlations. On the other hand, the heterotrait-monotrait criterion (HTMT) was tested, where it is required that HTMT ratios meet the threshold value of 0.85 (Henseler et al., 2015; Hair et al., 2017). Therefore, as

Table 1. Composite reliability, average variance extracted, correlations, and discriminant validity

Variables	α	CR	AVE	1	2	3	4	5	6	7	8
Burnout	0.851	0.881	0.543	0.737	0.463	0.617	0.675	0.507	0.487	0.526	0.335
Empowering leadership	0.916	0.934	0.673	-0.510	0.821	0.710	0.715	0.891	0.786	0.826	0.586
Employee loyalty	0.727	0.879	0.784	-0.560	0.604	0.885	0.775	0.821	0.832	0.732	0.573
Employee satisfaction	0.857	0.899	0.691	-0.673	0.698	0.664	0.831	0.666	0.641	0.744	0.455
Feedback quality	0.936	0.946	0.665	-0.557	0.860	0.712	0.679	0.815	0.917	0.868	0.470
Manager support	0.926	0.945	0.774	-0.549	0.745	0.690	0.616	0.864	0.880	0.882	0.504
Organizational climate	0.856	0.896	0.634	-0.542	0.770	0.594	0.682	0.795	0.796	0.796	0.603
Training and development	0.953	0.962	0.808	-0.325	0.579	0.491	0.474	0.487	0.483	0.568	0.899

Note: α – Cronbach alpha; CR – Composite reliability; AVE – Average variance extracted. Bolded numbers are the square roots of AVE. Below the diagonal elements are the correlations between the constructs. Above the diagonal elements are the HTMT ratios.

confirmed in Table 1 by observing the values above the diagonal in bold, there is discriminant validity.

Before evaluating the structural model, a check for collinearity was conducted (Hair et al., 2017). Kock and Lynn (2012) state that “two or more variables are said to be collinear if they measure the same attribute of an object.” This was assessed by checking the VIF values, which should all be below the critical value of five (Hair et al., 2017). The values ranged from 1.00 to 4.81, which indicates no collinearity between variables.

To assess the structural model, the predictive accuracy was assessed by checking the magnitude of R² value, also known as the coefficient of determination, and the Stone-Geisser Q² values as a measure of the model’s predictive relevance (Hair et al., 2017). With regards to the predictive accuracy, the R² value for all endogenous variables empowering leadership, employee loyalty, employee satisfaction, feedback quality, manager support, organization climate, and training and development reached the minimum value of 10% (respectively 26%, 62%, 54.5%, 31.1%, 30.1%, 29.3%, and 10.6%). Regarding Q² values, all of them surpassed the minimum value of zero (0.16, 0.41, 0.30, 0.18, 0.22, 0.17, and 0.07, respectively), which indicates the predictive relevance of the structural model.

Table 2 concludes that burnout in hostel workers has a significantly negative influence on their per-

ception of the companies’ HR practices to study, namely empowering leadership, feedback quality, manager support, organizational climate, and training and development ($\beta = -0.510, p < 0.001$; $\beta = -0.557, p < 0.001$; $\beta = -0.549, p < 0.001$; $\beta = -0.542, p < 0.001$; $\beta = -0.325, p < 0.05$, respectively). This means that H1a, H1b, H1c, H1d, and H1e are all supported.

Although hypotheses H2a to H6b are not supported by the results, p-values are all superior to 0.05. However, it is vital to refer that there exist some critical relationships. For example, empowering leadership practices positively influence employee satisfaction ($\beta = 0.304, n.s.$). Similarly, when feedback quality levels are high, the organizational climate is perceived as good, and when there are adequate programs for training and developing employees’ capacities, the satisfaction of workers appears to increase (accordingly, $\beta = 0.181, n.s.$; $\beta = 0.297, n.s.$; $\beta = 0.056, n.s.$). On the other hand, employee loyalty seems to be increased by feedback quality, manager support, and training and development programs ($\beta = 0.486, n.s.$; $\beta = 0.288, n.s.$; $\beta = 0.195, n.s.$). Moreover, empowering leadership seems to negatively influence employee loyalty ($\beta = -0.252, n.s.$), just as manager support relationship with employee satisfaction ($\beta = -0.031, n.s.$), and organizational climate and employee loyalty ($\beta = -0.192, n.s.$). Lastly, it was possible to observe two significant indirect negative relations supported by the results. First, the results showed that

Table 2. Structural model assessment

Path	Path Coefficient	Standard Deviation	T Statistics	P Values
Burnout → Empowering leadership	-0.510	0.117	4.345	0.000
Burnout → Feedback quality	-0.557	0.117	4.748	0.000
Burnout → Manager support	-0.549	0.119	4.630	0.000
Burnout → Organizational climate	-0.542	0.132	4.100	0.000
Burnout → Training and development	-0.325	0.145	2.249	0.025
Empowering leadership → Employee loyalty	-0.252	0.261	0.967	0.334
Empowering leadership → Employee satisfaction	0.304	0.221	1.375	0.170
Employee satisfaction → Employee loyalty	0.371	0.219	1.697	0.090
Feedback quality → Employee loyalty	0.486	0.267	1.820	0.069
Feedback quality → Employee satisfaction	0.181	0.282	0.641	0.522
Manager support → Employee loyalty	0.288	0.176	1.639	0.102
Manager support → Employee satisfaction	-0.031	0.287	0.107	0.915
Organizational climate → Employee loyalty	-0.192	0.183	1.047	0.296
Organizational climate → Employee satisfaction	0.297	0.221	1.343	0.180
Training and development → Employee loyalty	0.195	0.134	1.449	0.148
Training and development → Employee satisfaction	0.056	0.133	0.419	0.675

Table 3. Bootstrap results for indirect effects

Path	Original Sample	Standard Deviation	T Statistics	P Values
Burnout → Employee loyalty	-0.415	0.109	3.822	0.000
Burnout → Employee satisfaction	-0.418	0.109	3.853	0.000

the higher the possibility of burnout among workers, the lower their loyalty ($\beta = -0.415$, $p < 0.001$) or satisfaction with the work environment ($\beta = -0.418$, $p < 0.001$), as presented in Table 3.

4. DISCUSSION

The results show that all the hypotheses that state that burnout negatively influences the perception of company practices and environment (empowering leadership, feedback quality, manager support, organizational climate, and training and development) are supported (namely, H1a to H1e).

On the one hand, according to Freudenberg (1974) and Maslach (1982), burnout is precisely a condition of exhaustion that makes the individuals with that condition develop a sense of an unhealthy work environment, supporting H1d, as well as a negative perception of most of the company's practices. On the other hand, organizational climate is defined as the employees' construct of the organizational internal policies, practices, and conditions for work. This perception of an unhealthy environment will lead to poor individual performance (Barth, 1974), which turns the process into a negative snowball. Although not supported by the study, it is also vital to highlight that H4b showed a positive relationship between organizational climate and employee satisfaction.

On the other hand, there are some risk factors appointed as the triggers of this condition: high workload, insufficient rewards, and conflicts (Freudenberg, 1974; Maslach, 1982). This is relevant for this study as these factors relate to the practices analyzed in the sense that they can all be prevented. For instance, if a company provides its employees with leaders who believe in the workers as individuals, value their work, and encourage them to participate actively (Courtright et al., 2015), the chances of employees developing a sense of helplessness are lower. In comparison, if there is constant feedback and manager support, workers will feel motivated to share the problems or wor-

ries that may be threatening their performance at work (Anderson et al., 2014), as well as keep developing themselves, alongside with training and development programs. Finally, if an employee feels support and investment, he/she is most likely to develop a healthy relationship with the organization (Lee & Bruvold, 2003). All the latter practices mentioned, if applied, prevent burnout in organizations since, according to WHO (2019), this syndrome results from workplace stress not adequately managed, and support accordingly H1a, H1b, H1c, and H1e.

Two significant indirect relations were also revealed by H7a and H7b. Thus, employee loyalty can be a result of employee satisfaction. When workers' satisfaction levels are high, there are more chances to remain loyal to a company and the other way around (Chi & Gursoy, 2009). Therefore, burnout negatively influences both concepts.

Employee satisfaction is seen as the evaluation of workers of the general quality of their current job (Hsu & Wang, 2008; Prajogo & Cooper, 2010; Jung & Yoon, 2015 cited in Amin et al., 2017) and the extent to which employees' expectations are fulfilled (Abraham, 2012). Therefore, as proved by the results, a worker experiencing the condition of burnout is doubtfully unsatisfied with his work, supporting H7b. Once more, despite not being confirmed by this study, empowering leadership, feedback quality, and training and development (H2b, H3b, and H6b) showed a positive relationship with employee satisfaction.

Furthermore, if loyalty is the will of an employee to remain in the organization due to the satisfaction felt toward it (Solomon, 1992), it is clear that the syndrome will erase that inclination, given support to H7a. This negative relationship between burnout and satisfaction and loyalty is most likely to bring companies higher turnover rates and lower their competitive advantage and work efficiency (Kim et al., 2016; Rice et al., 2017). Moreover, although the hypotheses were not validated, employee loyalty was increased by feedback

quality, manager support, and training and development (H3a, H4a, and H6a, respectively).

Lastly, results show three negative relationships that the literature review did not note, such as empowering leadership and employee loyalty (H2a), manager support and employee satisfaction (H4b), and organizational climate and employee loyalty (H5a). This contradicts the literature. For example, according to Birch (2020), empowering leadership builds a culture of trust in companies where it is practiced. It also provides employees with space

to communicate problems so they can be solved, which should increase job satisfaction and, consequently, loyalty. Regarding manager support, the paper indicates that a good relationship with supervisors increases the sense of support, developing employees' motivation and satisfaction (Aquino et al., 1997; Zhao & Zhou, 2008). Finally, if the organizational climate is the way workers perceive the quality of the work environment, the better perception, the more inclination to stay (Glisson, 2007). Further research should discover the reasons behind these results.

CONCLUSION

This study aimed to analyze burnout in hostel workers and assess how it influences their perceptions of the type of leadership, the kind of support, the existence of feedback sessions, the organizational climate, and the quality of T&D programs. The existence of burnout is a possibility amongst workers in many different areas and organizations. Hostels are no exception despite their apparently relaxed work environment. Therefore, this study aimed to see to which extent the possibility of burnout shaped employees' perceptions of their company, specifically across HR practices and the climate felt in the organization. Furthermore, it also identified how employee loyalty and satisfaction are influenced by burnout or the practices mentioned.

The present study concluded that the possibility of burnout in hostel workers is negatively related to their perception of empowering leadership, feedback quality, manager support, organizational climate, and training and development. Likewise, the negative influence of burnout on employee loyalty and satisfaction is confirmed. However, the results also showed positive relationships between empowering leadership and employee satisfaction, feedback quality and employee loyalty/employee satisfaction, manager support and employee loyalty, organization climate and employee satisfaction, and training and development and employee loyalty/employee satisfaction. Thus, if the perception of employees of one of the variables is positive, the perception of the other is also positive.

Although supported by the literature, these connections were not supported by the results obtained, requiring further studies. Besides, unexpected associations were observed, such as the negative influence of empowering leadership on employee loyalty, manager support on employee satisfaction, and organizational climate on employee loyalty, contradicted by the literature.

From a managerial point of view, some valuable insights can be highlighted to improve not only hostels but any business. First, it is expected that this study has raised awareness for a condition that may be more common than what managers think – burnout syndrome. Since it is a condition caused exclusively by work stress (WHO, 2019), managers play an essential role in preventing the risk or mitigating the situation when it is already spotted. This analysis shows that burnout lowers the perception of quality from the employee toward the company, and both the individual and the company can be jeopardized.

In addition, it is recommended that companies invest in acceptable practices, such as empowering leadership, feedback quality, manager support, organizational climate, and training and development. All these practices, some more than others and each one in a different way, benefit the sense of satisfaction that leads to loyalty. Besides, they are also ways of preventing burnout because they are ways of following up with the employees and not letting their worries become extreme. In conclusion, this study

analyzed how variables affect each other and ways to prevent burnout by focusing on the development of the remaining ones.

Looking back at the process of the present study, it is possible to reflect on limitations and come up with suggestions for future research to complete the findings. Firstly, the chosen population limited the data collection approaches. The survey was sent either to a company's general email or to a manager's email. Thus, the answers were subject to the willingness of the person to pass the email to other team members. Secondly, the quantitative method chosen, using a questionnaire, can lead to bias, although it was stated that the answers were anonymous and strictly used for academic purposes.

Concerning future research, there is much space to develop since it is not a broadly studied subject. On the one hand, it could be helpful if the data collection methods were amplified, proceeding not only with questionnaires but with more objective ways of collecting information. In addition, since this study only analyzed the effects of burnout on the perceptions of the organizations' practices, a study focused on analyzing the level of burnout itself on workers would complement this paper. Furthermore, the hypotheses where the results contradicted the literature should be objected to in further research. Finally, it could be interesting to explore to which extent the practices are applied in hostels and what are their outcomes.

AUTHOR CONTRIBUTIONS

Conceptualization: Magda Estevez Santos, Alvaro Dias.

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APPENDIX A

SATISFACTION CRITERIA

Organizational Climate (Friis, 1981)

My tasks give me a chance to see how good my abilities are

My tasks help me to have more confidence

I feel nervous at work

I feel anxious about going to work

I feel I have the support I need when I am in troubles

I can use my knowledge at work

Problem-solving is complicated by conflicts among staff members

It is easy to conciliate loyalty toward my team with loyalty toward my profession

The number of tasks imposed is acceptable

I have the feeling I have to be in several places at the same time

Manager Support (Gonsalvez, 2020)

My supervisor is approachable, caring, and supportive

My supervisor advises me in an effective way

Supervision goals are designed to match my developmental needs

Supervision sessions are thoughtfully structured and goal-driven

My supervisor helps me to understand my patterns of emotional response (e.g., in contact with the clients)

Empowering Leadership (Van Dierendonck & Nuijten, 2011)

Management gives me the information I need to do my work well

Management gives me the authority to make decisions

Management trusts me to solve problems instead of just telling me what to do

Management encourages staff to come up with new ideas

Management offers staff abundant opportunities to learn new skills

Management encourages me to use my talents

Management helps me to develop myself

Feedback Quality (Levy & Steelman, 2004)

My supervisor is familiar with my performance on the job

My supervisor gives me helpful feedback about my job performance

The feedback I receive helps me to have a better performance

I value the feedback I receive

My supervisor considers my feelings when giving feedback

When I do a good job, my supervisor praises my performance

When I do not meet the goals, my supervisor lets me know

My supervisor is available if I request performance feedback

I feel comfortable asking my supervisor for feedback on my performance

Training and Development (Nanjundeswaraswamy et al., 2020)

Management offers me opportunities to develop my abilities

The goals of the training programs are well directed

The existing training programs are efficient

There is training focused on interpersonal competencies

The existing training programs are sufficient

The existing training programs are executed frequently

SATISFACTION AND LOYALTY

Satisfaction (Homburg & Stock 2004)

Overall, I am satisfied with my job

I intend to look for a job in another company

I like my job

There are things I would change in my job

I like my job more than many employees of other companies

I would choose this company again

Loyalty (Homburg & Stock, 2004)

I speak positively about my company when talking to customers

I speak positively about my company when talking to friends and relatives

I recommend the services of my company to others

I would like to stay in this company in the future

I would change immediately to another company if I had an offer

Burnout (Melo et al., 1999)

I feel emotionally unsatisfied with my job

I feel tired when I get up in the morning to go to work

I can easily understand how my clients feel toward my company's service

I feel I deal with some clients as if they were objects

Working with people every day is a pressure for me

I deal with problems in an efficient way

I feel tired from my job

I feel I am positively influencing other people's lives

I have become crueller with people since I have had this job

I feel frustrated with my job

I feel like I am working too much

I do not care what happens to some of my clients

I can easily create a relaxed environment with my clients

Working directly with people causes me too much stress

In this job, I have accomplished outstanding achievements

I feel I am at the limit of my capacities

In my job, I deal calmly with emotional problems

I feel my clients blame me for the bad things that happen to them
