

## The Relationships among Perceived Organization Support, Psychological Capital and Employees' Job Burnout in International Tourist Hotels

Tsung-Liang Lin

Department of Leisure, Recreation and Tourism Management, Tatung Institute of Commerce and Technology,  
Chiayi 600, Taiwan

E-mail: [leon@ms2.ttc.edu.tw](mailto:leon@ms2.ttc.edu.tw)

**Abstract:** The main purpose of this study is to verify the impacts of perceived organization support on employees' job burnout in international tourist hotels with psychological capital as mediator. Through stratified sampling method, questionnaires were sent to full-time employees with more than three months of working experience in international tourist hotels in Taiwan. Out of 400 distributed questionnaires, 352 valid responses were returned. The results show that psychological capital exerts a significantly negative impact on job burnout, simultaneously confirm the significant mediating effect of psychological capital on the relationship between perceived organization support and job burnout.

[Lin TL. **The Relationships among Perceived Organization Support, Psychological Capital and Employees' Job Burnout in International Tourist Hotels.** *Life Sci J* 2013;10(3):2104-2112] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 308

**Keywords:** psychological capital, job burnout, perceived organization support

### 1. Introduction

Lashley (2001) addresses that the pressures acknowledged by employees of international tourist hotels are higher than those in other service industries. It is also noted that previous studies have found employee's turnover rate in international tourist hotels is higher than that in other industries due to hotels' work characteristics. In general, higher work pressures are widely perceived as the key factors causing higher turnover rate (Birdir, 2002; Stockman, 2003). In the extant literature, a wide range of research has addressed the significantly positive impact of work stress on job burnout (Podsakoff, 2007; Wallace et al., 2009). In other words, higher work stress would definitely result in higher job burnout rate. Unfortunately, when international tourist hotel employees feel job burnout, these feelings would seriously affect their professional attitudes and performance and their negative service behaviors would directly and negatively affect industry's image, customer satisfaction and loyalty. Taking this point, more and more studies have paid dramatic attention to explore hotel employees' job burnout issues (Huang, Lai, Chen, and Chang, 2012; Lai, Huang, Lu, and Chang, 2013).

Previous research has confirmed the positive relationship between employees and employers, in which organizational support not only beneficially encourage employees to achieve their own task but also positively generate emotional identification on organizations, thus make employees spontaneously get engaged in contributing to organizations and achieving mutual goals, even irrespective of the

reward systems. That is, once employees acknowledge higher degree of hotel organizational support, their interactions and relationships with managers would be better. It has been proven that through interactions with superintendents and subordinates, the degree of employees' perceived organization support would indirectly affect organizational citizenship behaviors and lead to higher moral behaviors (Bakker and Schaufeli, 2008; Rhoades and Eisenberger, 2002; Spector and Fox, 2002). This idea is further supported by Cheng and Tsai (2012) that employees keeps cordial and polite attitude with the main aim to provide high quality services for satisfying customer demands. Therefore, once employees acknowledge their organizations' concerns and recognition toward their performance and contribution, employee will definitely wholeheartedly invest in work achievements; hence, they would not argue about the heavy tasks and willing to devote in case of extending working hours, thus will not feel job burnout (Rhoades and Eisenberger, 2002).

Based on the above studies, this study aims to investigate the causal relationships between perceived organization support and job burnout with psychological capital acting as a mediator. Accordingly, the research is divided into five main sections. The first section briefly introduces research background and motivation, followed by the literature review on perceived organization support, psychological capital, and job burnout in the second section. In section 3, the methodologies utilized in the study are described. Data analysis, results, and

discussions are presented in the section 4. Finally, conclusions are provided in section 5.

## 2. Literature Review

### 2.1 Perceived organization support (POS)

Eisenberger et al. (1986) referred perceived organization support (POS) as positive organizational behavior perspectives in which employees felt the concerns, trust, and support from their organizations, thus they would be willing to devote for organization, and hence promoted overall performance. In other words, these positive feelings usefully help employees generate motivations to assist firms in achieving mutual goals. Since making employees regard organizational success or failure as their own burdens, these perceptions would push employees to make more efforts, contribution, and devotion.

Previous studies on examining organizational behaviors tend to focus on exploring the impacts of negative behaviors on organizational performance, accordingly recommend industrial operators to reduce employees' negative feelings such as anxiety, pressure, tension, and alienation (Brief and Weiss, 2002; Lewis, 2000). Nonetheless, missing from the extant literature was the impact of positive organizational behavior on employees' and organizational performance. Taking this point, many studies have begun to explore the impacts of positive organizational behaviors in promoting promote employees' positive feelings such as belongingness, solidarity, organizational citizenship behaviors, and organizational commitment (Rhoades and Eisenberger, 2002; Spector and Fox, 2002).

Bakker and Schaufeli (2008) and Chang, Lin, Chia, and Yang (2013) addressed that POS would effectively assist employees in generating emotional identification and commitment to organization. Once employees have higher organizational identification, they would definitely feel them themselves as family members, thus positively affect organizational atmosphere, establish positive organizational culture and promote group solidarity. In addition, previous studies have pointed out that employees' positive perceived organizational support will relatively increase expectations on performance, being reflected through the situation that employees expect supervisors to pay closer attention to their task performance and hope to obtain rewards as a feedback (Kiewitz et al., 2009; Thomas and Sorensen, 2008). Moreover, Hsu and Chiu (2011) found that perceived organization support of employees in the food and beverage department in international tourist hotels considerably affected organizational justice and innovative behavior.

### 2.2 Psychological capital

The concept of psychological capital was first proposed by the Chairman of American Psychological Association Seligman in 2002 (Luthans and Youssef, 2007). It was further defined as the growth and development processes of individuals through positive psychological situations (Luthans et al., 2007) and as the aggregation of every kind of positive psychological capability which were equipped with investment and profitability (Zhang et al., 2009).

On examining psychological capital, Luthans et al. (2004) pointed out that in the current era of hypercompetitive, psychological capital was strongly concerned with the "what are you" perception. With the rise of psychological motivation, people tend to exert more dramatic interest in studying aggressiveness in the workplace. Hence, effective psychological capital development has been perceived as the beneficial method to obtain long-term competitive advantages and promote organizational performance (Chang, Chen, Lin, and Huang, 2012; Luthans and Youssef, 2007; Snyder and Lopez, 2007). Taking this point, this study aims to explore psychological capital of international tourist hotels' employees.

Luthans et al. (2007) addressed that psychological capital was composed of four main dimensions of self-efficacy, hope, optimism, and resiliency which were measured by Psychological Capital Questionnaires (PCQ). Specifically, self-efficacy referred to the situation that individuals believed to be well-equipped on facing challenges, thus they would better overcome those challenges. Optimism is associated with the fact that individuals can consider positive attributions (i.e. positive attitude and explanation) no matter current or future success. Hope was acknowledged in contexts that individuals can unremittingly pursue goals and appropriately adjust the methods to accomplish goals and step to success. Finally, resiliency was recognized when individuals cannot easily give up, firmly hold on as well as carry out actions to the end, promptly recover original situations, and even exceed original level to fight for success when facing difficulties or adverse circumstances.

### 2.3 Employees' job burnout

Cherniss (1980) referred job burnout as the phenomenon of shrinking back on work, happening when employees incurred undue pressures or work dissatisfaction. In addition, Stevenson (1994) suggested that job burnout was a kind of debilitating process which reduced employees' enthusiasm, destroyed their creativity and motivation, and deprived the physiological and psychological capability of devoting to organizations. Moreover,

Lee and Ashforth (1996) defined job burnout as reactions to work pressures which usually happened to professional employees, duly since over requests on their capabilities and limited resources would dramatically make employees cannot cope with work demands and then abandon hard-working attitude. Further elaborating, Holmes (2005) and Chang, Chen, Lin, and Huang (2012) considered job burnout as long period work stresses which made individuals lose working interest and motivations, which in turn led to exhaustion of physiology, emotion, and psychology.

Based on the above studies, this study assumes job burnout as the negative reactions on job, which in turn lead to negative attitudes that make employees deny themselves on involving with organizations, subsequently seriously affect values and work motivation and cause emotional exhaustion.

Maslach and Jackson (1981) stated that job burnout included three factors, namely (1) emotional exhaustion, (2) depersonalization, and (3) reduced personal accomplishment. Concerning emotional exhaustion, individuals found it difficult to deal with problems and working demands through interactions with others during work processes. In other words, the more difficulties in handling work-related problems, the more easily employees formed the feelings of overstrain and mental and physical exhaustion. In terms of depersonalization, individuals tended to use cool, passive, depersonalized attitude to serve others or even viewed person as objects during interactional processes. Without the desire to treat others well, individuals' emotion would gradually become cool, thus they would not be willing to aware of other's services and concerns. Finally, regarding reduced personal accomplishment, individuals tended to lack of successful feelings and form a kind of self low-assessment. Accordingly, during interactions with others, individuals would measure the relationships between themselves and partners using negative attitude, hence, they were more easier to dissatisfy their works, depress, shrink back, feel powerlessness, and unable to handle issues appropriately. Due to the important role of job burnout, this study attempts to examine employees' job burnout situation in international tourist hotels.

## 2.4 Hypothesis development

Robbins (2002) and Wang and Xu (2008) propose in order to increase employees' organizational identification, firms should take organizational support in deeper consideration since higher degree organizational support will beneficially reduce employees' perceived work pressure and job burnout rate. Hence, perceived organization support is expected to be able to significantly predict job

burnout. According, this study proposes the following hypothesis :

**H1 :** Perceived organization support has significantly negative impact on job burnout.

Moorman et al. (1998) address that employees with positive organizational support environment will develop the positive relationships with and interpersonal willingness to help other people as well as loyalty. Settoon et al. (1996) believe organizational support will beneficially increase employees' organization identification which enables them to adopt positive attitudes when facing pressures and stimulate them to achieve work challenges. Shih and Chen (2008) point out that under the organizational support, employees will generate positive attitude to give feedback on personal task performance and vice versa. In addition, Bakker and Schaufeli (2008) propose a work engagement model which argues that employees with social support from colleagues and supervisors will possess positive self-evaluation, trust themselves to be capable to cope with environmental demands, possess better work motivation, goal pursuit, and task performance. Moreover, Schwab and Cummings (1970) find optimistic individuals have higher job involvement, thus produce higher task performance. Empirical studies also show that perceived organization support is beneficial in decreasing employee's negative emotion and workplace pressures as well as increasing their optimism and self-efficacy on psychological aspects. Therefore, it is assumed that creating positive support work environment will enable employees to feel higher level of organizational support and generate higher motivation to hard-working and self-efficacy (Leather et al., 1998; Lee and Ashforth, 1996; Myers and Diener, 1995; Wright and Cropanzano, 2004). Furthermore, Wang and Xu (2008) find that perceived organization support can significantly predict happiness. Based on the above studies, the following hypothesis is proposed.

**H2 :** Perceived organization support has significantly positive impact on psychological capital.

Bandura (1997) argue that individual's tendency of engaging in specific action is strongly affected by self-efficacy. In addition, Chang (2001) address optimistic attitude will benefit individual in maintaining health and overcoming pessimism. Judge and Bono (2001) further find that psychological capital can explain from 20% to 30% variance of self evaluation performance. Moreover, there have been several studies proposing that psychological capital has a significant anticipated impact on work attitude, in other words, higher psychological capital shows

actively work attitude (Wan, 2008 ; Cheng, 2008). Specifically, Wan (2008) and Chang, Chen, Lin, and Huang (2012) states that psychological capital facilitates employees to better anticipate indicators of high performance and generate happy work feelings and attitudes which push individuals to carry out tasks diligently and correctly, thus forming work satisfaction. Cheng (2008) finds in psychological capital, “hope” has a significantly negative impact on job burnout regarding “emotional exhaustion” and “reduced personal accomplishment” while “resiliency” shows a negative impact on “depersonalization” and “reduced personal accomplishment”. Furthermore, Zhao and Zhang (2010) indicate that employees with higher psychological capital will get less job burnout than the ones with lower psychological capital. Based on the above, this study proposes the following hypothesis :

**H3 :** Employee’s psychological capital has a negative effect on job burnout.

### 3. Methodology

#### 3.1 Participants

The participants of this study were full-time employees with more than three-month working experience in international tourist hotels. The research scope covers twenty Taiwan international tourist hotels which were chosen in accordance to their locations (Northern region, Central region, Southern region, and Eastern region). Out of a total of 400 questionnaires distributed using the cluster sampling method, 352 valid questionnaires were collected with the response rate of 88%. The demographic characteristics analysis shows that the major of respondents were female (215 people - 61.1%) while male accounted for 38.9% (137 people). Most of respondents were under 25 years old (154 people - 43.8%), followed by the 26-35 year-old group (130 people - 26.9%), the 36-45 year-old group (48 people - 13.6%), and the above-46 year-old group (20 people - 5.7%). Concerning marital status, 96 participants were married (27.3%) and 256 participants were single (72.7%). In terms of working experience, the major group was less-than-2-year (143 participants - 40.6%), followed by the 3-5-year group (134 participants - 38.1%), the 6-10-year group (58 participants - 16.5%), and finally the more-than-11-year group (17 participants - 4.8%). Regarding education background, 44.6% of respondents were undergraduates (157 people), 34.7% were junior college (122 people), 15.9% were high school students (56 people), and 4.8% were graduates (17 people).

#### 3.2 Measurements

The research questionnaire was divided into four main parts of (1) perceived organization support scales, (2) psychological capital scales, (3) job burnout scales, and (4) respondents’ demographic characteristics. In the first section, the measurement scales of perceived organization support were based on scales developed by Eisenberger et al. (1986). A total of six survey questions were measured using the Likert 5-point scale. In the second part, based on theories of Luthans and Jensen (2005) and Luthans et al. (2007) that psychological capital included elements such as self efficacy, hope, optimism, and resilience, this study revised and modified measurement scales of psychological capital in accordance with Taiwan cultural situation. As a result, four survey items were proposed for each element and the Likert 5-point scale was employed for evaluation measurement. Moreover, the measurement scales of employees’ job burnout were based on scales developed by Maslach and Jackson (1981) that job burnout included three main elements of emotional exhaustion, depersonalization and personal accomplishment. A total of ten survey questions were measured using the Likert 5-point scale.

The final section of the questionnaire provides respondents’ demographic characteristics regarding five main aspects of gender, marital status, age, education background, and years of working experience in international tourist hotels.

#### 3.3 Reliability and Validity

Concerning perceived organization support scales, although confirmatory factor analysis results showed unsatisfactory Chi-square value ( $\chi^2 = 37.61$ ,  $p < .05$ ) due to large sample effect, other indicators achieved overall good model fit (GFI = .97, SRMR = .03, RMSEA = .10, and CFI = .98), indicating that all scales had construct validity. In addition, the obtained Cronbach’s  $\alpha$  value was .89, confirming internal consistency and thus reliability. Regarding psychological capital scales, although confirmatory factor analysis results presented unsatisfactory Chi-square value ( $\chi^2 = 249.24$ ,  $p < .05$ ) due to large sample effect, other indicators achieved overall good model fit (GFI = .92, SRMR = .05, RMSEA = .07, and CFI = .98), indicating construct validity. In addition, the obtained Cronbach’s  $\alpha$  value was .88, confirming internal consistency and thus reliability. In terms of job burnout scales, although confirmatory factor analysis results revealed unsatisfactory Chi-square value ( $\chi^2 = 73.8$ ,  $p < .05$ ) due to large sample effect, other indicators achieved overall good model fit (GFI = .96, SRMR = .03, RMSEA = .06, and CFI = .99), indicating that all scales had construct validity. In addition, the obtained Cronbach’s  $\alpha$  value was .89,

confirming internal consistency, thus reliability was confirmed.

### 3.4 Data analysis methods

The SPSS for Windows version 20.0 was employed for statistical data analysis. The proposed causal relationships were analyzed using descriptive statistics analysis, confirmatory factor analysis, one-way ANOVA, and Structural Equation Modeling (SEM) methodology. The overall models were then tested using LISREL 8.80. The fit model was examined through the absolute fit measures (i.e.  $\chi^2$ , standardized root mean square residual - SRMR, root mean square error of approximation - RMSEA) and the relative fit measures (i.e. non-normed fit index - NNFI, comparative fit index - CFI). Finally, the overall fit model was measured using parsimonious fit measures including parsimonious normed fit index (PNFI) and  $\chi^2/df$  (Hair et al., 1998; Joreskog & Sorbom, 1989).

## 4. Data analysis and Discussions

### 4.1 Variance analysis of impacts of background variables on perceived organization support, psychological capital, and job burnout

The t-test results showed all achieved values for the impacts of gender on perceived organization support ( $t=2.37$ ,  $p<.05$ ), psychological capital ( $t=3.36$ ,  $p<.05$ ), and job burnout ( $t=-2.81$ ,  $p<.05$ ) were significant. In addition, the average comparison results suggested that male employees had higher cognition of perceived organization support and psychological capital while female employees exerted higher cognition for job burnout.

Concerning the impacts of marital status, it was noted that only the impact on job burnout ( $t=-3.08$ ,  $p<.05$ ) reached significance while those on perceived organization support ( $t=1.24$ ,  $p>.05$ ) and psychological capital ( $t=0.32$ ,  $p>.05$ ) were non-significant. Moreover, the average comparison results argued that single employees displayed higher cognition toward job burnout.

Regarding age's impacts, one-way ANOVA results presented that only its impact on job burnout ( $F=5.59$ ,  $p<.05$ ) was significant whereas its effects on perceived organization support ( $F=0.60$ ,  $p>.05$ ) and psychological capital ( $F=1.38$ ,  $p>.05$ ) did not reach significance. Simultaneously, the average comparison results indicated that employees under 25 years old exerted higher cognition toward job burnout than those in the 36-45 year-old group.

In terms of the impacts of work experience, it was noted that only its impact on psychological capital ( $F=3.40$ ,  $p<.05$ ) was significant while those on perceived organization support ( $F=1.00$ ,  $p>.05$ ) and job burnout ( $F=2.39$ ,  $p>.05$ ) were non-significant. Furthermore, the average comparison results showed

that employees with 3-5 years of working experience in international tourist hotels presented higher cognition toward psychological capital than employees of more-than-11-year group.

Finally, concerning the impacts of education level, one-way ANOVA results stated that all its impacts on perceived organization support ( $F=2.84$ ,  $p>.05$ ), psychological capital ( $F=0.33$ ,  $p>.05$ ), and job burnout ( $F=0.24$ ,  $p>.05$ ) were all non-significant, thus no influence was confirmed.

### 4.2 SEM model evaluation

In this study, the conceptual model proposed causal relationships among perceived organization support, psychological capital, and job burnout (Figure 1). The model fit test results showed that Chi-square value ( $\chi^2_{(453)} = 913.67$ ,  $p = .00$ ) was significant, indicating the differences between the covariance matrices and empirical data covariance matrices in the model, thus suggesting that the model was rejected. Nonetheless, the achieved absolute fit measures (SRMR = .07, RMSEA = .05) were all less than recommended values of .08, putting forward that the model fit was acceptable. In addition, the obtained values for relative fit measures (NNFI = .97, CFI = .98) all exceeded the standardized values of .90, thus confirming good model fit. Moreover, concerning the parsimonious fit measures, the PNFI value of .87 was greater than the acceptable value of .50 and  $\chi^2/df$  value of 2.02 was less than standardized value of 3, demonstrating an adequate model fit to the data.

In general, through integrating the above model fit test results, this study proposed that the hypothesized model regarding causal relationships among perceived organization support, psychological capital, and job burnout achieved good fit to the collected data, thus was considered acceptable to conduct research investigation.

### 4.3 Parameter estimation

Based on the parameter estimation of the standardized model regarding causal relationships among perceived organization support, psychological capital, and job burnout (Figure 2), the following hypothesis results were achieved.

H1 : Employee's perceived organization support has a negative effect on job burnout. The obtained standardized coefficient value was significant ( $\beta=-.36$ ,  $t = -4.07$ ,  $p<.05$ ). Therefore, the hypothesis H1 was supported.

H2 : Employee's perceived organization support has a positive effect on psychological capital. The obtained standardized coefficient value was significant ( $\beta=.71$ ,  $t = 9.91$ ,  $p<.05$ ). Therefore, the hypothesis H2 was supported.

H3 : Employee's psychological capital has a negative effect on job burnout. The obtained standardized coefficient value was significant ( $\beta = -.32$ ,  $t = -3.57$ ,  $p < .05$ ). Therefore, the hypothesis H3 was supported.

It was also noted the indirect effect of perceived organization support on job burnout through psychological capital was  $-.23$ . The overall effect of perceived organization support on job burnout was  $-.59$ .

#### 4.4 Discussion

The data analysis presented several noteworthy results concerning the impacts of perceived organization support. Specifically, it had a direct negative effect on employees' job burnout (coefficient value was  $-.36$ ) under the mediating effect of psychological capital. Solely, perceived organization support exerted a direct positive effect on psychological capital while displaying an indirect negative effect on job burnout (coefficient value was  $-.23$ ). As a result, it was assumed that the direct effect of perceived organization support on employees' job burnout was the most powerful impact.

The above findings have effectively confirmed the impacts of perceived organization support on psychological capital and job burnout. In other words, once employees' perceived organization support is increased, individuals' psychological capital would be subsequently stimulated. Hence, perceived organization support can be viewed as the core psychological factor facilitating individual growth, thus should be taken into deeper consideration in daily operational management activities. It is also noted that higher level of psychological capital can beneficially help enhance organizational performance through building up joyful work environment, leading to lower active turnover rate (Avey et al., 2006), and creating better organizational resource value as well as more effective competitive advantages and sustainable development (Luthans and Youssef, 2007). Therefore, the finding that perceived organization support positively influences psychological capital would helpfully provide academic research and especially international tourist hotels' managers with useful references and guidelines in how to promote operational performance through enhancing employees' perceived organization support. According to Wang (2009), once organizations attempt to reinforce employees' perceived organization support, managers should pay more attention and emphasis on different kinds of managerial systems such as timely praising employee's task performance, being aware more of employees' welfare systems, health, and family

situation in order to provide timely assistance which in turn can facilitate creating employees' perceived gratitude, stimulating employees' task performance by their actual roles, and demonstrating organizational concerns and respects.

In addition, the research findings have successfully indicated the mediating effect of psychological capital and its role in reducing job burnout. Hence, once attempting to eliminate job burnout rate, reinforcing positive psychological capital is perceived as an effective method. In the extant literature, Luthans et al. (2004) refers psychological capital as the "who you are" concept which focuses on developing individual actual ego to be possible ego including noteworthy psychological characteristics of self-efficacy, hope, optimism, and resiliency, which in turn helpfully assists promoting individual performance. Nonetheless, psychological capital is not the nature-limited attribute but the capability obtained through continuous cultivating and learning. For instance, through increasing enactive attainment, teachers can repeat experienced accomplished behaviors to achieve self-efficacy effect reinforcement. In addition, by applying verbal persuasion, teachers can efficiently give verbal encouragement and support to make international tourist hotels' employees believe they can achieve targeted goals (Bandura, 1986). As such, it is also regarded extremely important to establish clear goals and appropriate planning strategies to better direct employees toward the goals since employees would subsequently maintain positive motivations as well as promote individual hopefulness to achieve those goals (Snyder et al., 2002). Furthermore, it is critical to encourage employees to maintain optimism and hope, bravely learn from and accept reality, face failures and frustration, and seek for improving opportunity embedded in those failures in order to better overcome their own selves and be more effective in handling new challenges (Scheier and Carver, 1985). In general, once individuals increase own cognitive capabilities, temperament, positive perception, loyalty, and positive life concepts, personal toughness development would be dramatically enhanced (Luthans and Youssef, 2007), which in turn beneficially helps reduce job burnout rate.

Concerning the impacts of employees' background variables, the findings showed that male employees in international tourist hotels present higher cognition toward perceived organization support and psychological capital. This result would be related to the perspective of gender discrimination to female in traditional Chinese culture and higher percentage of male acting as supervisors than female. In addition, the research explored a considerably high

cognition toward job burnout, which could be explained by the current situation of low probabilities to get promotion. Therefore, how to shrink the fair perception between male and female has become significant challenges in today society. Hence, it is suggested that setting transparent and fair promotion system can avoid employees' perception on whether hardworking is useful. In circumstances of limited promotion opportunities, performance reward system hence is put forward as an effective method to reinforce employees' motivation. Moreover, since the salary system, salary justice, and salary satisfaction have significant impact on organizational commitment (Chen and Wu, 2008), it is relatively important for international tourist hotels to develop employee benefit programs to better enhance organizational commitment and loyalty to the workforce.

Finally, this study also found young single employees have higher cognition toward job burnout. This finding can be explained by the fact that new employees tend to work at basic levels but under heavy work loading and low salary. According to previous studies, the front-line employees of international tourist hotels have to directly endure not only pressures and burdens from customers but also long working time and unsatisfactory salary levels (Hom and Kinicki, 2001; Lashley, 2001). This is, in fact, the major reason for high turnover rate in front-line employees of international tourist hotels. Nonetheless, when employees' turnover tendency increase, it would cost hotels other dramatic payments on recruitment, selection, and training. Therefore, providing young and single employees with more perceived organization support and psychological capital can significantly help reduce job burnout and turnover rate.

## 5. Conclusion

In cases of international tourist hotels, this study found that higher perceived organization support significantly reduce employees' job burnout, simultaneously confirmed the mediating effect of psychological capital on the relationship between perceived organization support and employees' job burnout. The findings have usefully provided academic research and international tourist hotels' managers with guidelines on proceeding and enhancing employees' perceived organization support to reduce employees' job burnout rate as well as stimulate psychological capital, which in turn promote organizational performance. Despite several considerate contributions, the shortcoming of this study was that only the variable of psychological capital was employed as the mediator to investigate the causal relationship

between perceived organization support and job burnout. Therefore, future research are strongly recommended to utilize hierarchical linear modeling analysis in order to better understand and explore more possible influential organizational level variables.

## Corresponding Author:

Dr. Tsung-Liang Lin

Department of Leisure, Recreation and Tourism Management, Tatung Institute of Commerce and Technology, Chiayi 600, Taiwan

E-mail: [leon@ms2.ttc.edu.tw](mailto:leon@ms2.ttc.edu.tw)

## References

1. Avey JB, Patera JL, West BJ. Positive psychological capital: A new approach for understanding absenteeism. *Journal of Leadership and Organizational Studies* 2006;13:42-60.
2. Bakker AB, Schaufeli WB. Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior* 2008;29(2):147-154.
3. Bandura A. Social foundations of thought and action: A social cognitive theory. Prentice-Hall, Englewood Cliffs, New Jersey, 1986.
4. Bandura A. Self-efficacy: The exercise of control. W. H. Freeman, New York, 1997.
5. Birdir K. General manager turnover and root causes. *International Journal of Contemporary Hospitality Management* 2002;14(1):43-47.
6. Brief AP, Weiss HW. Organizational behavior: Affect in the workplace. *Annual Review of Psychology* 2002;53:279-307.
7. Chang EC. Optimism and pessimism: Implications for theory, research, and practice. American Psychological Association, Washington, 2001.
8. Chang CM, Chen LS, Lin HY, Huang HC. The relationship between psychological capital and job satisfaction of university physical education teachers in Taiwan: Job stress and job burnout as mediators. *Energy Education Science and Technology, Part B. Social and Educational Studies* 2012;4(SI-1):1229-1238.
9. Chang CM, Lin HY, Chia F, Yang HF. The Relationship between Psychological Contract Fulfillment and Performance of University Physical Education Teachers in Taiwan: The Mediating Effect of Perceived Organizational Support. *Life Science Journal* 2013;10(3):1086-1093.
10. Chen CT, Wu HY. The study of relationships among salary system justice, salary satisfaction and organizational commitment in international

- tourist hotels. *Journal of Hospitality and Home Economics* 2008;5(4):311-347.
11. Cheng CL. The effects of role stress and emotional labor on job burnout: The moderating effects of positive psychological capital. Unpublished Master's Thesis, National University of Tainan, Taiwan, 2008.
  12. Cheng TM, Tsai ST. The relation of hotels employees' perceived organizational support and organizational citizenship behaviors: A view of leader-member exchange theory. *Tamsui Oxford Journal of Tourism* 2012;6:55-75.
  13. Chernim C. Professional burnout in human service organization. Praeger, New York, 1980.
  14. Eisenberger R, Huntington R, Hutchison S, Sowa D. Perceived organizational support. *Journal of Applied Psychology* 1986;71(3):500-507.
  15. Hair, JF, Anderson RE, Tatham RL, Black WC. *Multivariate data analysis* (5<sup>th</sup> ed.). Prentice-Hall, Englewood Cliffs, New Jersey, 1998.
  16. Holmes E. *Teacher well-being: Looking after yourself and your career in the classroom*. Routledge Falmer, New York, 2005.
  17. Hom PW, Kinicki AJ. Toward a greater understanding of how dissatisfaction drives employee turnover. *Academy of Management Journal* 2001;44(5):975-987.
  18. Huang HC, Lai YH, Chen LS, Chang CM. A study on visitors to recreational farm regarding perception of ecotourism, recreation experience, and willingness to revisit. *Advanced Materials Research* 2012;524-527:3558-3562.
  19. Hsu SW, Chiu YT. A study of organizational justice, employees innovative behavior and job performance in the food and beverage department of international tourist hotels: Organizational support as a moderator. *Journal of Tourism and Leisure Studies* 2011;17(1):49-74.
  20. Jöreskog KG, Sörbom D. LISREL 8: Structural Equation Modeling with the SIMPLIS Command Language. Scientific Software International, Chicago, Illinois, 1993.
  21. Judge TA, Bono JE. Relationship of core self-evaluations traits: Self-esteem, generalized self-efficacy, locus of control, and emotional stability-with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology* 2001;86(1):80-92.
  22. Kiewitz C, Restubog SLD, Zagenczyk T, Hochwarter W. The interactive effects of psychological contract breach and organizational politics on perceived organizational support: Evidence from two longitudinal studies. *Journal of Management Studies* 2009;46(5):806-834.
  23. Lai, YH, Huang HC, Lu RS, Chang CM. The effects of website trust, perceived ease of use, and perceived usefulness on consumers' online booking intention: Evidence from Taiwan B&B sector. *Life Science Journal* 2013;10(2):1516-1523.
  24. Lashley C. Costing staff turnover in hospitality service organizations. *Journal of Services Research* 2001;1(2):3-24.
  25. Leather P, Lawrence C, Beale D, Cox T, Dickson R. Exposure to occupational violence and the buffering effects of intra-organizational support. *Work and Stress* 1998;12(2):161-178.
  26. Lee R, Ashforth B. A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology* 1996;81(2):123-133.
  27. Lewis KM. When leaders display emotion: how followers respond to negative emotional expression of male and female leaders. *Journal of Organizational Behavior* 2000;21(2):221-234.
  28. Luthans F, Youssef CM. Emerging positive organizational behavior. *Journal of Management* 2007;33(3):321-349.
  29. Luthans F, Luthans KW, Luthans BC. Positive psychological capital: Beyond human and social capital. *Business Horizons* 2004;47(1):45-50.
  30. Luthans F, Youssef CM, Avolio BJ. *Psychological capital*. Oxford University Press, Oxford, UK, 2007.
  31. Luthans KW, Jensen SM. The linkage between psychological capital and commitment to organizational mission. *Journal of Nursing Administration* 2005;35(6):304-310.
  32. Maslach C, Jackson SE. The measurement of experienced burnout. *Journal of Occupational Behavior* 1981;2:99-113.
  33. Moorman RH, Blakely GL, Niehoff BP. Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal* 1998;41(3):351-357.
  34. Myers DG, Diener E. Who is happy? *Psychological Science* 1995;6(1):10-19.
  35. Podsakoff NP. Challenge and hindrance stressors in the workplace: A scale development, validation, and test of linear, curvilinear, and moderated relationships with employee strains, satisfaction, and performance. Unpublished doctoral dissertation, University of Florida, Florida, 2007.
  36. Rhoades L, Eisenberger R. Perceived organizational support: A review of the literature. *Journal of Applied Psychology* 2002;87(4):698-714.



37. Robbins SP. Working with clients who have recovered memories. Social workers' desk reference. Oxford University Press, New York, 2002.
38. Scheier MF, Carver CS. Optimism, coping, and health: Assessment and implications of generalized outcome expectancies. *Health Psychology* 1985;4(3):219-247.
39. Schwab DP, Cummings LL. Theories of performance and satisfaction: A review. *Industrial Relations* 1970;9(4):408-430.
40. Settoon RP, Bennett N, Liden RC. Social exchange in organizations: perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology* 1996;81(3):219-227.
41. Shih HA, Chen TJ. How positive leader reward behavior influences employees' task performance? The mediating roles of goal acceptance and organizational commitment. *Organization and Management* 2008;1(2):89-121.
42. Snyder CR, Lopez SJ. Positive psychology: The scientific and practical explorations of human strengths. Sage Publications, Thousand Oaks, California, 2007.
43. Spector PE, Fox S. An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review* 2002;12(2):269-292.
44. Stevenson JG. Employee burnout and perceived social support. *Journal of Health and Human Resources Administration* 1994;16(3):350-367.
45. Stockman CR. The relationship between the perceived discrepancies between person/organizational basic assumptions and employee personal characteristics and employee turnover in the hotel industry. Unpublished DBA, NOVA Southeastern University, Florida, 2003.
46. Thomas WH, Sorensen KL. Toward a further understanding of the relationships between perceptions of support and work attitudes: A meta-analysis. *Group Organization Management* 2008;33(3):243-268.
47. Wallace JC, Edwards BD, Todd A, Frazier ML, Finch DM. Work stressors, role-based performance, and the moderating influence of organizational support. *Journal of Applied Psychology* 2009; 94(1):254-262.
48. Wan J. Psychological capital development on organizational behavior. *Market Forum* 2008;7:82-83.
49. Wang LH, Xu CJ. Impact of primary and secondary school teachers' perceived organizational support on their happiness and job burnout. *Chinese Journal of Clinical Psychology* 2008;16(6):574-575.
50. Wang ML. The effects of organizational support and market-focused human resource management on service-oriented organizational citizenship behaviors. *Soochow Journal of Economics and Business* 2009;64:57-92.
51. Wright TA, Cropanzano R. The role of psychological well-being in job performance: A fresh look at an age-old quest. *Organizational Dynamics* 2004;33(4):338-351.
52. Zhang HF, Wu W, Yang CY. An Exploration into the Mechanism Model and Dimension of Psychological Capital. *Journal of Northwest University (Philosophy and Social Sciences Edition)* 2009;39(6):52-56.
53. Zhao J, Zhang XC. Work Stress and Job Burnout: The Moderating Effects of Psychological Capital. *Journal of Henan Normal University(Natural Science)* 2010;38(3):139-143.

9/2/2013