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

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Department of Marketing, Strategy and Operations

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Abstract

Hostels are known by its relaxed and mainly young environment, which may be a contrast to the exhaustion felt when Burnout is experienced. Prior research has found that there are Human Resources (HR) practices that companies can adopt to increase employees' satisfaction and loyalty in a company. However, there seem to be scarce results on the existence of Burnout in organizations such hostels and how it influences workers' perceptions towards their company. A PLS analysis on survey data collected from 96 employees of Portuguese hostels suggests that the existence of Burnout plays a negative role in employees' overall acknowledgement of the organization, as well as in their sense of satisfaction and loyalty towards it. The importance of well-designed and applied practices and future research recommendations are discussed.

Keywords: Hostels; Burnout; Human Resources; Satisfaction; Loyalty

JEL Classification System:

M10 – Business Administration: General

M14 – Business Administration: Corporate Culture; Diversity; Social Responsibility

Resumo

Os hostels são conhecidos pelo seu ambiente descontraído e majoritariamente jovem, que pode contrastar com a exaustão sentida quando o Burnout é vivenciado. Estudos anteriores indicam que existem práticas de Recursos Humanos, adotáveis pelas organizações, de modo a aumentar a sensação de satisfação e lealdade dos seus trabalhadores. No entanto, poucos estudos foram encontrados sobre a existência de Burnout em organizações como hostels e sobre em que medida a existência da síndrome influencia as percepções dos trabalhadores em relação à sua empresa. Uma análise PLS aos dados recolhidos através do questionário aplicado, de 96 funcionários de hostels portugueses, sugere que a existência de Burnout desempenha um papel negativo na sua percepção geral da organização, bem como no seu sentido de satisfação e lealdade para com a mesma. Os resultados abrem discussão para a importância de práticas bem direcionadas e aplicadas, bem como para recomendações para estudos futuros.

Palavras-chave: Hostels; Burnout; Recursos Humanos; Satisfação; Lealdade

JEL Classification System:

M10 – Business Administration: General

M14 – Business Administration: Corporate Culture; Diversity; Social Responsibility

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Glossary

Glossary of Acronyms

AVE – Average Variance Extracted

CR – Composite Reliability

FES – Feedback Environment Scale

HR – Human Resources

HTMT – Heterotrait-Monotrait

IDC-11 – International Classification of Diseases 11th Revision

MBI – Maslach Burnout Inventory

PLS – Partial Least Squares

SEM – Structural Equation Model

SE-SC – Supervision Evaluation and Supervisor Competence

T&D – Training and Development

WHO – World Health Organization

Glossary of Symbols

α – Cronbach Alpha

β – Probability Coefficient

1. Introduction

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

Over the last decades, the syndrome of Burnout has been studied and, from the 1st of January of 2022, it is 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 (2019). Literature stated that are different HR practices that companies can adopt that may influence the way its employees feel towards the organization they work for. It is of relevance the type of leadership used as well as the manager support felt and the existent feedback sessions (Bandura, 1991; Bodner et al, 2011) – the worker will feel motivated to do the tasks purposed in case these practices are frequent. Similarly, investing in Training and Development (T&D) of employees' skills will improve their performance, which they will perception as of matter in the company (Wentland, 2003; Ahmed et al., 2019). A good Organizational Climate, Employee Satisfaction and Employee Loyalty are the result of the good use of the practices referred above (Barth, 1974; Locke, 1976; Guillon & Cezanne, 2014).

Although there is many literature on each of the points separately, we found the connections between the concepts mentioned underexplored. The same way, there is very few research on the hostels' environment regarding Burnout existence or even HR practices.

Bearing in mind the gaps found, this study was meant to analyse the possibility of Burnout in hostel workers and assess how it influences their perceptions on the type of leadership, the kind of support, the existence of feedback sessions, the organizational climate and the quality of T&D programmes. On the other hand, it aimed to explore the effects of these perceptions on employees' sense of satisfaction and loyalty toward the company. Lastly, we found relevant to evaluate how the existence of Burnout influenced workers' satisfaction and loyalty.

The hypotheses were tested using a survey applied to a total of 13 hostels in Portugal, with a total of 96 answers from employees of diverse areas (management, reception, housekeeping,

bar/kitchen and others). Overall, the results support the literature in the way that Burnout negatively influences the perception of the practices of the company, and that these practices are mainly necessary to keep the satisfaction and loyalty levels high.

The present research begins with a brief contextualization of the concepts that are studied, followed by the presentation of the conceptual model of the hypotheses. It is then stated the research settings, the methodological approach chosen, the participants and the data collection method. Lastly, we present the analyses of the survey results, discussing the theoretical and managerial implications, as well as future research recommendations. We found relevant to mention the limitations of the study to give better understanding of some results shown.

2. Literature Review

2.1. Burnout

Burn-out is a relatively recent concept that has been gaining visibility over the years. It was firstly used in 1974, by Herbert Freudenberger, in the field of the human services, such as health care, social work, psychotherapy, legal services, and police work, due to the intensity of the jobs performed by the workers and to the constant contact with more fragile people. Referred to as a condition of physical and psychological exhaustion, Burn-out was considered a response to situations perceived as unbearable by the workers, such as discrepancies between the number of tasks and the resources available, as well as the time to respond to the requests. As a result, these individuals would develop a sense of helplessness and a belief that nothing could be changed, triggering a disengagement with the organization, the sense of an unhealthy work environment, as well as create a negative perception of majority of company's practices, namely HR practices.

Afterwards, in 1982, Christina Maslach, who conducted vast research on Burn-out, came to define it as a syndrome of emotional exhaustion, loss of capacity for empathy and impersonal response to customers, reduced professional accomplishment, unproductive work, fatigue, being it a multifactorial process where social, environmental and organizational factors influence individual characteristics. Maslach and Leiter (1997) perceive workload, sense of lack of self-control, insufficient rewards, breakdown in community (relationships on the job), absence of fairness and value conflicts as the organizational risk factors for Burn-out. The investigator developed an instrument of measure of the syndrome, called Maslach Burnout Inventory (MBI).

More recently and after years of research, on the 25th of May of 2019, WHO came to the decision that on the 1st of January of 2022, the International Classification of Diseases 11th Revision (ICD-11) would come into effect. Although it is not classified as a medical condition, Burn-out is included in IDC-11 - better detailed than it was in the previous edition – because it is an occupational phenomenon that may influence people's health status (WHO, 2019). According to the WHO (2019), this syndrome applies exclusively in the professional context since it is a result of workplace stress that has not been properly managed, resulting in reduced professional efficacy.

Despite all definitions and research presented, there still exists controversy on the context-dependency of Burn-out (Bianchi et al., 2014). While some investigators assume it as a work-related condition (e.g. Maslach et al., 2001; Schaufeli & Taris, 2005, as cited in Bianchi et al., 2014), differentiating even between Burn-out and depression, being the first one job motivated and the later otherwise, others consider it as being context-free, likely to happen in any stressful field of life (e.g. Kristensen, Borritz, Villadsen & Christensen, 2005; Pines, Neal, Hammer & Icekson, 2011, as cited in Bianchi et al., 2014).

2.2. Leadership

Research has consistently shown that leadership has a crucial role in companies and its outcomes, as well as in employees and their job satisfaction (Ford & Fottler, 1995; Pearce et al., 2003; Amundsen & Martinsen, 2014). When talking about leadership, we found it important to refer not only the type of leadership adopted, but also the practices involved. For this reason, the focuses of the research on this matter are empowering leadership, manager support and feedback quality.

2.2.1. Empowering Leadership

Sharing power and delegating responsibilities (Burke, 1986) have been, since the first definitions of empowering leadership, the most important characteristics of this type of leadership. Managers transfer power to employees, who become more and more autonomous and able to take important decisions about daily activities of the company (Ford & Fottler, 1995). For instance, it can be through supplying information about strategic or operational goals. Employees will see the value of their work, increasing their sense of meaningfulness, self-determination and impact, along with a more active participation (Courtright et al, 2011). When workers are given the chance to perform their job more autonomously, they are simultaneously being given the opportunity to develop self-management and leadership skills (Amundsen & Martinsen, 2014; Gavin, 2019), as they are experiencing more responsibility that will hold them accountable (Arnold et al, 2000). According to Arye et al. (2019), empowering leaders provide their employees with more space to learn, making them thrive at work.

However, empowering leadership produces effects not only in workers as individuals but as a team. Being a type of leadership focused on the social perspective rather than economic (Arye et al., 2019), it promotes teamwork by knowledge sharing and collaborative decision making, facilitating the goals setting and the performance as a whole, increasing the team's efficacy (Arnold et al., 2000; Pearce et al., 2003; Mónico et al., 2019).

Taking the benefits mentioned above into account, Gavin (2019) finds important that leaders that intend to practice this type of leadership implement certain policies, essentially:

- i. Building a culture of trust: the more trust between employer and employee, the bigger the chances of dialogue, of communication of problems and of finding solutions;
- ii. Deliver honest feedback: feedback is important not only from managers to workers, but also the other way around. It is crucial that each know what they are doing wrong and what they are doing correctly in order to provide the company with better outcomes in the future;
- iii. Show empathy: leaders should often put themselves in the position of their employees. This would make them understand their feelings and make the leaders take rational decisions;
- iv. Foster open communication: communication involves not only talking, but listening. It is important to hear what workers have to say so the management can act accordingly;
- v. Be purpose-driven: create and share the vision of the company. This will make employees work all towards the same;
- vi. Delegate responsibilities and tasks: being a leader is trusting the team, reason why important tasks are to be delegated to employees, making them responsible;
- vii. Support growth opportunities: leaders and companies should provide their workers with courses and trainings to improve their abilities and skills at work.

In sum, empowering leaders aim to enhance their employees' ability to take decisions by their own as well as improve the team outcomes, not only job related, but individual related: job satisfaction, organizational commitment, task performance. On the other hand, a gap in the literature was found as so far there are not significative conclusions regarding the relation between empowering leadership and negative employees' emotions (Beehr et al, 2018; Qi & Yang, 2021).

2.2.2. Manager Support and Feedback Quality

As referred above, one of the characteristics leaders may adopt in order to practice an empowering leadership is empathy (Gavin, 2019). However, empathy is necessary in the sense it enhances the interpersonal relationships between the manager and the employee, potentiating the sense of manager support on the latter (Tan, 2008).

Research shows that manager support is crucial for the development and motivation of employees (Bodner et al, 2011), as well as to increase their job satisfaction and commitment levels (Aquino et al, 1997; Zhao & Zhou, 2008). When workers feel they have a good relationship with their supervisor, they also feel they have the freedom to increase their innovative and creative behaviour, contributing to the company with suggestions, without the fear of rejection (Damanpour & Schneider, 2009; Anderson et. al, 2014). Besides, showing empathy and care opens a door for employees to feel more comfortable in sharing worries or problems that may be jeopardizing their work life. 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, conducive to the search of solutions (Darvishmotevali, 2018). As cited in Darvishmotevali (2018), House (2003), suggests that managers should strength this culture of information sharing, and divides it into 4 types of support:

- i. Task support: everything material in the workplace such as the equipment; the atmosphere of the workplace; the salaries and the schedules;
- ii. Relation support: involves the trust of employees towards their superiors and the other way around; the empathy and affection shown;
- iii. Evaluation support: includes the feedback provided from the managers to the employees and the other way around; the development of employees; the verification of tasks accomplished or not;
- iv. Informational support: related to suggestions, guidance or advise that workers feel to be necessary.

This being said, we would like to highlight the relevance of feedback, given that it is mentioned in the majority of research regarding leadership and manager support. It is considered as one of the fundamental practices that contributes to the continuous development of workers and companies itself.

Studies show that many supervisors do not provide any type of feedback to their workers so they can avoid the situation of giving negative feedback (Landry, 2019). Nevertheless, feedback is essential not only in determining the effectiveness of the strategies that are being followed by the company (Bandura, 1991), but also in identifying growth opportunities towards the task or strategy (Sluilmans, Brand-Gruwell, & van Merrienboer, 2002; Chawla et al., 2019; Landry, 2019). For these reasons, researchers (Sluilmans, Brand-Gruwell, & van Merrienboer, 2002; Landry, 2019; van der Kleij, 2019) suggest steps that leaders may adopt in order to facilitate this communication of perceived high-quality feedback:

- i. Exercise empathy;
- ii. Take time to prepare feedback;
- iii. Speak clearly, directly, and specifically, giving suggestions of development, revision, and correction of tasks;
- iv. Save time for employee to inquire;
- v. Focus on the future.

With empathy and a thoughtful speech, the negative feedback can be given, and employee will perceive it as a crucial moment. It is also important to notice that feedback is more useful when it is task-related and not self-related, so the employees can have a comparison between their current performance and the specific goal of the task (Chawla et al., 2019), and there is no better way for them to understand than open space for them to put their doubts. Moreover, since the aim of this sessions is to make the outcomes better, the feedback sessions should be conducted focused on the future.

Similar to empowering leadership, researchers conclude that there is no significant association between manager support and turnover intentions (Hatton & Emerson, 1998; Abeysekera, 2007; Billah, 2009; Cho, Johanson & Guchait, 2009, as cited in Ahmed et al., 2019).

2.3. Organizational Climate

The key to understand Organizational Climate is the word climate. Glisson (2007) stated that climate is the collective perceptions of employees their work environment. This means organizational climate exists when workers in the same organization share the same perceptions on their company's atmosphere and on how that affects them as individuals. Being it a shared

perception, it is both the result and the determinant factor of the behaviour of employees within the organization, originated in the actions of the company and its internal policies, practices, and conditions for work (D'Alleo, Santangelo, 2011), meaning that will affect staff motivation and turnover rates, as well as service quality and outcomes.

When organizational climate is perceived as positive by the employees in an organization, it can benefit from job satisfaction, higher levels of motivation, commitment of employees, improved production (Barth, 1974), being these directly related to the individual and general performance of employees, that improves significantly.

It is possible to relate organizational climate with employee satisfaction and loyalty, in the sense that the more positive climate, the more satisfied workers will be (Glisson, 2007). For this reason, active HR practices such as Manager Support and Feedback Quality are important to create and maintain a positive climate, as the organization is the first responsible for the type of atmosphere in it (Datta, Singh, 2018).

2.4. Training and Development

T&D is considered by researchers as one of the HR practices that have more influence over employees' job satisfaction and performance, reflected in companies' outcomes.

Back to 1978, Katz and Kahn, as cited in Boaduet al., 2018, referred to T&D as a "safeguarding subsystem" to ensure organizational effectiveness. In fact, this is supported by Aguinis and Kraiger (2019), who conclude that this practice aims to develop and enhance employee skills, abilities and knowledge towards organizational effectiveness being, this way, also a key component on leadership development (Collins & Holton, 2004). Hence, the perception of the employees that the company is investing in their career and personal development, increase their job satisfaction and retention, due to the feeling of obligation to repay this investment (Lee & Bruvold, 2003).

T&D has the objective of continuously improving individual and organizational performance (Wentland, 2003; Ahmed et al., 2019). According to Aguinis and Kraiger (2009), there can be benefits that are directly and indirectly related to the team and to the organization, essentially:

- i. Directly related to team performance – innovation skills, adaptive expertise, technical skills, self-management skills,...
- ii. Indirectly related to team performance – empowerment, communication, planning, task coordination,...
- iii. Directly related to organizational performance – profitability, effectiveness, productivity, reduced costs, improved quantity and quality,...
- iv. Indirectly related to organizational performance – employee retention, organization's reputation,...

At the same time, authors found a gap in literature in the sense of to which extent individual-level benefits influence performance-level benefits, such that the following question is raised: “how effects of training on individuals (knowledge and skills) translate directly into better functioning at the team and organizational level?” (Aguinis & Kraiger, 2009).

Therefore, encouraging the creation and application of T&D policies to be applied in most companies, is seen as a key drive to organizational development and prosperity, and business growth and survival in the market environment, that can boost the nation's human capital, turning it in greater economic growth and development (Aguinis & Kraiger, 2009; Kraiger et al., 2012; Boadu et al., 2018). Nonetheless, in order for the application to be successful, Aguinis and Kraiger (2009) propose a process of a few steps, being them:

- i. Assessment of needs to be aware of what must be trained;
- ii. Theory-based learning;
- iii. Learn from errors to know how to correct it;
- iv. Adaptive guidance for employees;
- v. Document the benefits of T&D to maximize it.

Identical to leadership, interpersonal factors play a very important role in the implementation of T&D, being manager and peer support crucial moderators between training itself and transferring the training to the work environment (Aguinis & Kraiger, 2009).

Based on the concepts reviewed and the possible connections between them, the first hypotheses were elaborated:

H1a. The possibility of Burnout is negatively related with employees' perception of Empowering Leadership.

H1b. The possibility of Burnout is negatively related with employees' perception of Feedback Quality.

H1c. The possibility of Burnout is negatively related with employees' perception of Manager Support.

H1d. The possibility of Burnout is negatively related with employees' perception of Organizational Climate.

H1e. The possibility of Burnout is negatively related with employees' perception of Training & Development.

2.5. Employee Satisfaction

Employee satisfaction is one of the most examined topics through the literature observed.

According to Locke (1976), job satisfaction can be defined as being “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 quality of the current job (Hsu and Wang, 2008; Prajogo and Cooper, 2010; Jung and Yoon, 2015, as cited in Amin et al., 2017), being also possible to relate it to the one’s perception of the degree of fit between the individual and the organization values (Chi and Gursay, 2009). There are many factors that can influence the level of satisfaction of employees in their companies. Many studies refer the work conditions, the wage structure, the feeling of security and good supervision, and training and career development (Sousa-Poza, 2000; Jun et al., 2006; Rogelberg et al., 2010; Oakley, 2012 as cited in Amin et al., 2017; Chi and Gursay, 2009) as some of the principal elements that condition workers’ perception of satisfaction. According to Abraham, 2012, the emotional state of satisfaction also depends on to which extent the employees’ expectations and needs are fulfilled, as well as the evaluation of one’s goals in order to see if the job is suitable.

It is important that companies give due importance to the satisfaction of their employees because they are the ones who retain the organization’s intangible assets, such as know-how and skills. This means that the future of companies strongly resides on the perceived quality of work from employees, being employee retention one of the most critical issues a company can face (Matzler and Renzl, 2007). Moreover, there is evidence in previous studies that employee

satisfaction is to be considered the most important driver of employee loyalty, given that employees who are happy with their work are more likely to stay in the company (Chi & Gursay, 2009; Al-Refaie, 2015; Pan, 2015; Lee, 2016).

The key relationships found between the practices presented before and employee satisfaction, as well as between burnout and satisfaction turned into the following hypotheses:

H2b. The perception of Empowering Leadership is positively related with Employee Satisfaction.

H3b. The perception of Feedback Quality is positively related with Employee Satisfaction.

H4b. The perception of Manager Support is positively related with Employee Satisfaction.

H5b. The perception of Organizational Climate is positively related with Employee Satisfaction.

H6b. The perception of Training & Development is positively related with Employee Satisfaction.

H7b. The possibility of Burnout is negatively related with Employee Satisfaction.

2.6. Employee Loyalty

As said previously, employee loyalty can be considered as a result of employee satisfaction.

In a simple way, 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 towards the organization, resulting of 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 towards them.

Employee loyalty brings diverse benefits to the organization such as lower turnover rates, better customer service which creates loyal customers, a good workplace environment and effective communication between employees (Carragher, 2011; Milman, 2003; Wasmuth and Davis, 1983, as cited in Benke et al., 2013; Heskett et al. 1994; Chen, 2001; Mahsud et al., 2010; Jawahar and Stone, 2011). According to Benke et al. (2013), if organizations intend to

maintain and attract loyal and qualified employees, attention should be focused on training, career and personal development opportunities, empowerment and encouragement to take initiative, and supportive feedback programmes. These practices will ensure a healthy work environment, reinforcing the employee's motivation for staying in the company (Benke et al. 2013).

Studies show that companies with loyal employees have a significant competitive advantage and a better rate of survival when compared to companies with a lower level of loyal employees (Kim et al., 2016; Rice et al., 2017). On the other hand, if an organization faces absence of loyalty amongst employees, it turns into lack of trust, higher absenteeism, and turnover rates, as well as less efficient work (Davis, 2015), being crucial to keep investing on employees' satisfaction in order to make them loyal and ensure companies' productivity and quality of service.

The hypotheses formulated taking into consideration employee loyalty are as follows:

H2a. The perception of Empowering Leadership is positively related with Employee Loyalty.

H3a. The perception of Feedback Quality is positively related with Employee Loyalty.

H4a. The perception of Manager Support is positively related with Employee Loyalty.

H5a. The perception of Organizational Climate is positively related with Employee Loyalty.

H6a. The perception of Training & Development is positively related with Employee Loyalty.

H7a. The possibility of Burnout is negatively related with Employee Loyalty.

2.7. Conceptual Model

Based on the literature review presented and the connections observed between concepts, we constructed a conceptual model (Figure 1) to serve as a guide of this study, containing all hypotheses meant to be tested.

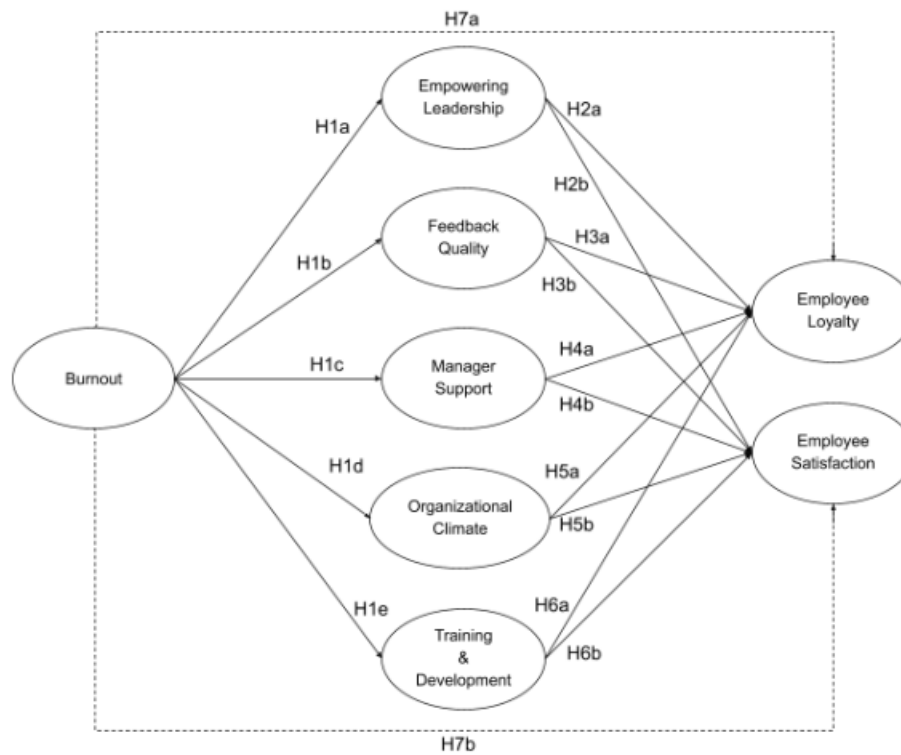


Figure 1. Conceptual model demonstrating hypothesised relationships.

3. Methodology

3.1. Research Settings

The purpose of the present study is to analyse the perceptions of employees in a very specific work environment: hostels' environment. For this reason, we found relevant to make a brief explanation of the hostels concept.

A short and correct definition of a hostel can be “a budget accommodation provider that includes within its inventory shared rooms/dormitories and communal facilities and services” (Hotel Development Guide, 2019).

Since hostels were created more than 100 years ago, the definition above is the one that can still be up to date, taking in consideration all changes that occurred during this period. The hostel industry has been developing to a point where nowadays, they are not only accommodation providers for low budget and young travellers, but a way of meeting new people and getting to know different cultures (Andrade, 2014). The author also refers that, for instance, in comparison to a hotel, hostels work environment is much more relaxed and workers establish close relations with the guests. This is possible due to the characteristics of the hostel, such as shared dormitories and a common kitchen, where guests have time to spend time together getting to know each other. Moreover, there is the gradual understanding of managers, who figured they could also help the convivence of their customers and are increasingly providing experiences that people do not ask for, but appreciate as this kind of travellers, such as organized tours, dinners and even parties, according to the Hostelworld Group (2019).

In Portugal, there are 297 hostels registered in Hostelworld platform, which is the leading hostel booking website (Hostelgeeks, 2022). Portugal has been distinguished by its hostels' quality and service over the years, according to the consumer perspective. For instance, in 2019, Lisbon was considered the most popular destination for adults taking gap years or career breaks (Hostelworld group, 2020).

3.2. Participants

The target population for this research were employees from hostels in mainland Portugal, working in the management, reception, housekeeping, bar/kitchen and other existing areas, in order to verify the different results amongst various working positions. It was not established an age interval nor gender or nationality preference. They were identified on a search on Hostelworld platform, due to it being the leading hostel booking platform (Hostelgeeks, 2022).

It was used a non-probability sampling method with convenience sampling, given that all workers from each hostel contacted had the same chance to answer the surveys but 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 Hostelworld.

The sample of this study is composed by 58% of female individuals and 40% of male individuals. There is not a relevant difference given that the hostel work is not stereotyped as being mostly for men or women. The results also shown that there are also 2% of the participants that consider themselves as having “Other” gender.

With regards to the age range, the results concluded that most participants have between 18 and 30 years old (60%). This can be justified by the fact that hostels are mainly an environment for young people and companies prefer to have staff to which their customers will identify themselves to. A minority of workers is 40 or more years old (9%) and there are 32% of the participants that range from 30 to 40 years of age.

When it comes to the geographic location, there is a significant group of participants from hostels in Lisbon, being them 64%. It is easy to justify as the majority of hostels that answered to the questionnaire of this study are from the capital of Portugal. Nevertheless, we also have 18% of answers from workers from Porto, followed by 9% in 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 most percentage of workers answering (42% and 31%, respectively). This can be explained by being these workers receiving the email sent for the study and biased by the fact that they might have not pass it to other teams of the hostel. 16% of the answers are from housekeeping teams, followed by 7% correspondent to “Other”, in which the only mention of area was “Marketing”. Bar/Kitchen had a reduced participation of only 4%.

3.3. Variables

In this study, we counted with a dependent variable, which is Burnout, and analysed the way it influenced the perception on the mediating variables, being them Empowering Leadership, Feedback Quality, Manager Support, Organizational Climate and Training & Development. Furthermore, it was evaluated the way these variables influenced the independent variables, which are Employee Loyalty and Employee Satisfaction. There were also considered Sociodemographic Factors such as age, gender, geographic location, and work position.

Validated scales were used to measure all variables:

i. Empowering Leadership

Empowering Leadership was measured using Van Dierendonck and Nuijten (2011) small measurement model. This scale assesses the level of empowerment leaders give to employees in a certain organization. It is composed of 7 items and the participants rated each item on a five-point Likert scale ranging from “Never” to “Always”.

ii. Feedback Quality

To measure Feedback Quality, it was used the Feedback Environment Scale (FES) (Levy & Steelman, 2004). This scale was developed to assess the way feedback is provided from the Supervisor Source and the Co-worker Source. In this study, the main goal was to evaluate the Supervisor Source, reason why we discarded the Co-worker's. A selection was made amongst the different components of feedback present in the scale (Source Credibility, Feedback Quality, Feedback Delivery, Favourable Feedback, Unfavourable Feedback, Source Availability, and Promotion of Feedback Seeking). The scale used was composed of 9 items with a response range on a on a five-point Likert scale ranging from “Never” to “Always”.

iii. Manager Support

Manager Support was measured using SE-SC8 scale (Gonsalvez, 2020), developed from the original SE-SC scale by Gonsalvez et al. (2017). We used 5 items related to clusters of manager support, and they were measured using a five-point Likert scale ranging from “Never” to “Always”.

iv. Organizational Climate

To measure Organizational Climate, the scale chosen was The Working Environment Scale (Friis, 1981), composed by 10 items that assess how the worker feels at their workplace. The participants rated each item on a five-point Likert scale ranging from “Never” to “Always”.

v. Training & Development

Training & Development measure scale was extracted from a scale constructed by Nanjundeswaraswamy et al. (2015), that originally was meant to evaluate the Quality of Work Life of employees in Mechanical Manufacturing Small and Medium sized Enterprises (SMEs) in Karnataka, India. We extracted the Training & Development items and used it in this survey, being them 6 items to be rated in a five-point Likert scale ranging from “Never” to “Always”.

vi. Employee Loyalty

Employee Loyalty was measured using an adapted scale from Homburg and Stock (2000). This scale measures the level of loyalty workers feel towards their company. It is composed of 5 items and the participants rated each item on a five-point Likert scale ranging from “1” to “5”, being “1” if workers did not relate at all with the sentence and “5” if they totally agreed with it.

vii. Employee Satisfaction

To measure Employee Satisfaction, it was also chosen a scale from Homburg and Stock (2004, 2005), assessing the general level of satisfaction of employees in an organization. The scale was composed of 6 items that participants rated on a five-point Likert scale ranging from “1” to “5”, being “1” if workers did not relate at all with the sentence and “5” if they totally agreed with it.

viii. Burnout

In order to measure Burnout levels, it was used the Portuguese version of the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1986), 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 by Melo et al. (1999). Participants rated each item on a five-point Likert scale ranging from “1” to “5”, being “1” if workers did not relate at all with the sentence and “5” if they totally agreed with it.

3.4. Data Collection Method

Before launching the questionnaire to the selected companies, it was conducted a pilot test on a convenience sample of 3 Master students and 3 hostel workers. It was requested to the respondents to highlight any possible problematic questions or any misspelled words, and they were encouraged to share any other feedback regarding the survey. All comments were taken into consideration 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 and rated from 8 to 10 (out of 10) on Hostelworld platform. Although the email to the companies had an explanation of the purpose of the study, when opening the link, there was again a brief introduction before starting to answer and it was provided the author's contact for questions that might have arisen. There were made 3 contact attempts, by email, to those who did not get back to us, being it every Monday during 3 followed weeks between February and March of the present year, to give the due time for the responsible person to read, analyse and decide whether to participate. The questionnaire had a version in Portuguese and another one in English so it could be more inclusive.

The final sample was 96 answers from workers of 13 different hostels, from a total population of 42 hostels contacted.

4. Results

4.1. Statistical Analysis

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

In order to evaluate the quality of the measurement model, there were considered the individual indicators of reliability, internal consistency reliability, convergent validity, and discriminant validity (Hair et al., 2017).

Indicators of reliability show the suitability and capability of items generated for a certain variable to answer to the main research question. An item that has a standardizing factor loading above 0.5 is held to have fulfilled the threshold for indicator of reliability, as well as being significant at $p < 0.001$ (Hair et al., 2017). The results of the survey showed that the standardizing factor loadings of all items were indeed above 0.5 (values range from 0.922 to 0.959) and that they 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 all items internal consistency reliability, as shown in Table 1.

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

	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 & 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.

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, referred to before, is that all items have positive and significant loads. Second, as seen above, 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, it was used a two-step approach to evaluate discriminant validity. This aspect tells us to which extent each item is truly distinct from the others by empirical standards. On the one hand, it was used the Fornell and Larcker criterion, that requires that an item's square root of AVE is greater than its highest correlation with any other item (Fornell & Larcker, 1981). This is shown in Table 1, where the diagonal in bold refers to the square root of AVE and the numbers below the diagonal are the relevant correlations. On the other hand, we considered the heterotrait-monotrait criterion (HTMT), where it is required that HTMT ratios meet the threshold value of 0.85 (Henseler et al., 2015; Hair et al., 2017). As confirmed in Table 1 by observing the values above the diagonal in bold, it is provided evidence of discriminant validity.

Before evaluating the structural model, we first checked for collinearity (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, that should all be below the critical value of 5 (Hair et al., 2017). The values ranged from 1.00 to 4.81, which indicate no collinearity between variables.

To assess the structural model, we checked its predictive accuracy by checking the magnitude of R^2 value, also known as coefficient of determination, and the Stone-Geisser Q^2 values as a measure of the model's predictive relevance (Hair et al., 2017). With regards to the predictive accuracy, the R^2 value for all endogenous variables Empowering Leadership, Employee Loyalty, Employee Satisfaction, Feedback Quality, Manager Support, Organization Climate and Training & Development reached the minimum value of 10% (respectively 26%, 62%, 54.5%, 31.1%, 30.1%, 29.3% and 10.6%). When it comes to Q^2 values, all of them surpassed the minimum value of 0 (0.16, 0.41, 0.30, 0.18, 0.22, 0.17 and 0.07, accordingly), which indicates the predictive relevance of the structural model.

4.2. Quantitative results

Considering the results shown in Table 2, it can be concluded that the possibility of existence of Burnout in hostel workers has a significantly negative influence on their perception 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 by the results mentioned.

Table 2. Structural model assessment.

	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&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
Emp_satisf -> 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
Train_devel -> Employee Loyalty	0,195	0,134	1,449	0,148
Train_devel -> Employee Satisfaction	0,056	0,133	0,419	0,675

Although the hypothesis from H2a to H6b are not supported by the results given that the p-values are all superior to 0.05, it is important to refer that there exist some important relations. Empowering leadership practices are shown as having a positive influence on the employee satisfaction at a company ($\beta = 0.304$, n.s.). Similarly, when feedback quality levels are high, the organizational climate is perceived as good, and there are adequate programs of training and developing of 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 variables such as 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 influence negatively Employee Loyalty ($\beta = -0.252$, n.s.), just as Manager Support relation with Employee Satisfaction ($\beta = -0.031$, n.s.), and

Organization Climate and Employee Loyalty ($\beta = -0.192$, n.s.). Lastly, it was possible to observe two significant indirect negative relations supported by the results. The results showed that the more the possibility of existence of Burnout among workers, the poorly they feel loyal to the company ($\beta = -0.415$, $p < 0.001$) or satisfied with the work environment ($\beta = -0.418$, $p < 0.001$), as presented in Table 3.

Table 3. Bootstrap results for indirect effects.

	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

5. Discussion

The results shown that all the hypotheses that state that the existence of Burnout negatively influences the perception of the company practices and environment (Empowering Leadership, Feedback Quality, Manager Support, Organizational Climate and Training & Development) are supported by this study (namely, hypotheses from 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 developing a sense of an unhealthy work environment, supporting H1d, as well as a negative perception of most of company's practices. As mentioned before, organizational climate is precisely defined as the employees' construct on the organizational internal policies, practices and conditions for work (Chen, 1983). This perception of an unhealthy environment will lead to a poor individual performance (Barth, 1974), which turns the process into a negative snowball. It is also important to highlight H4b that, although was not supported by the study, showed a positive relation between organizational climate and employee satisfaction.

On the other hand, it is important to refer that there are some risk factors appointed by researchers as the triggers of this condition, being workload, insufficient rewards and conflicts in the organization a few of them (Freudenberg, 1974; Maslach, 1982). This happens to be relevant for this study as these factors relate to the practices analysed in the sense that can all be prevented. If we consider, for instance, that the company provides its employees with leaders that believe in the workers as individuals, values their work and encourages them to participate actively (Courtright et al, 2011), the chances of employees developing a sense of helplessness is lower. In another hand, if there is constant feedback and manager support, workers will feel motivated to share the problems or worries that may be threatening their performance at work (Damanpour & Schneider, 2009; Anderson et. al, 2014), as well as keeping developing themselves, alongside with training and development programs. If an employee feels support and investment, is most likely to develop a sense of healthy relationship towards the organization (Lee & Bruvold, 2003). This is to say that all the latter practices mentioned, if applied, are ways of preventing Burnout in organizations since, according to WHO (2019), the syndrome results from workplace stress not properly managed, and support accordingly H1a, H1b, H1c and H1e.

Two significant indirect relations were also revealed by H7a and H7b, being them the effect of Burnout in Employee Satisfaction and in Employee Loyalty. As mentioned by several authors, employee loyalty can be considered as a result of employee satisfaction, meaning that, *a priori*, when workers' satisfaction levels are high, more are the chances of them to remain loyal to the company, and the other way around (Chi & Gursoy, 2009; Al-Refaie, 2015; Pan, 2015; Lee, 2016). This is to say that is no surprise that results show that Burnout influences negatively both concepts.

As stated by research, Employee Satisfaction is seen as the evaluation of workers of the general quality of the current job (Hsu and Wang, 2008; Prajogo and Cooper, 2010; Jung and Yoon, 2015, as 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 undoubtedly unsatisfied with his work, supporting H7b. Once more, despite not having been confirmed by this study, Empowering Leadership, Feedback Quality and Training & Development (H2b, H3b, H6b) showed a positive relation with Employee Satisfaction.

Furthermore, if loyalty is the will of the employee to remain in the organization due to the satisfaction felt towards it (Solomon, 1992, as cited in Dhir et al., 2019), it is clear that the syndrome will erase that inclination, given support to H7a. This negative relation between Burnout and satisfaction and loyalty is most likely to bring to companies higher turnover rates and to lower their competitive advantage, as well as their work efficiency (Davis, 2015; Kim et al., 2016; Rice et al., 2017). It is also possible to take from the results that, apart from the fact that they were not validated by the study, Employee Loyalty seemed to be increased by Feedback Quality, Manager Support and Training & Development (respectively, H3a, H4a and H6a).

Lastly, it is worth to refer that even not having been validated by the study, results show three negative relations that literature review did not preview, such as Empowering Leadership and Employee Loyalty (H2a), Manager Support and Employee Satisfaction (H4b) and Organizational Climate and Employee Loyalty (H5a). This contradicts literature in the sense that: according to Gavin (2019), Empowering Leadership builds a culture of trust in the companies it is practiced, providing employees with space to communicate problems so they can be solved, which should increase the job satisfaction and, consequently, loyalty; when it comes to Manager Support, research refers that a good relationship with the supervisor

increases the sense of support, developing employees' motivation and satisfaction at work (Aquino et al, 1997; Zhao & Zhou, 2008); as mentioned above, if Organizational Climate is the way workers perception the quality of work environment, the better perception, the more inclination to stay (Glisson, 2007). Further research would be needed on these matters to discover the reasons behind these results.

6. Conclusion

The existence of Burnout is a possibility amongst workers of many different areas, and organizations such as hostels are no exception to it, despite their apparently relaxed work environment. 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 gave answers on how employee loyalty and satisfaction are influenced by Burnout itself or the practices mentioned.

6.1. Theoretical Contributions

The present study concluded that the possibility of existence of Burnout in hostel workers is negatively related with their perception of Empowering Leadership, Feedback Quality, Manager Support, Organizational Climate and Training & Development. Likewise, the negative influence of Burnout in Employee Loyalty and Employee Satisfaction is confirmed.

The results also shown positive relations 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 & Development and Employee Loyalty/Employee Satisfaction, meaning that if the perception of employees of one on the variables is positive, the perception on the other one is positive as well. Although supported by the literature, these connections were not supported by the results obtained, requiring further study. Besides, unexpected associations were observed such as negative influence of Empowering Leadership in Employee Loyalty, Manager Support in Employee Satisfaction and Organizational Climate in Employee Loyalty, contradicted by the literature and not supported by the study.

The findings mentioned, namely the ones supported by the results shown, bring new contributes to literature given that few studies were found where Burnout was studied in hostel workers, and the research on its influence on employees' perceptions on the organizations seems to be scarce. This means that it is important that organizations give due importance to the well-being of their workers because, all in all, their performance is what makes the company have good (or bad) results. Furthermore, it also shows that although the atmosphere of hostels may be more relaxed than in other work environments, employees give importance to well

applied practices that could be of influence on their satisfaction towards the organization. In sum, the hostel industry should invest in HR departments and create programmes to protect the employees in the organization, because the easy-going atmosphere in this industry may not be enough to hide the rising stress from work.

6.2. Managerial Implications

From a managerial point of view, there are some valuable insights that can be highlighted to improve not only hostels, but any kind of business.

On the first place, we expect that this study has raised awareness for a condition that exists and 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 important role on preventing the risk or mitigating the situation when it is already spotted. This research shows that the existence of Burnout lowers the perception of quality from the employee towards the company, and both the individual and the company can be jeopardized.

In addition, it is recommended that companies invest on the practices that we mentioned on the study, such as Empowering Leadership, Feedback Quality, Manager Support, Organizational Climate and Training & Development. All these practices, some more than others and each one in a different way, benefit the sense of satisfaction that conduct to loyal employees in a company. Besides, they are also ways of preventing Burnout because they are ways of following up the employees not to let their worries come to the extreme.

In conclusion, this study aims to not only analyse the way variables affect each other, but ways to prevent Burnout by focusing on the development of the remaining ones.

6.3. Study Limitations and Future Research

Looking back at the process of the present study, it is possible to reflect on limitations and come up with suggestions for future research, in order to complete our findings.

Firstly, the biggest limitation for this research was the strict population chosen. Since the focus were hostel workers in mainland Portugal, it was not possible to publish the questionnaire in any type of social media. Doing this, the results would not be as accurate because anyone,

even out of the hostel area, could answer. Moreover, we were also limited to the people who answered to our email – there were many that did not – , which compromised the number of answers. Another thing that can be considered a limitation is the fact that the survey was sent either to a general email of the company, or to the email of the manager, so the answers were subject to the willing of the person to pass the email to other team members.

Secondly, the quantitative method chosen, using a questionnaire, has its own limitations. The veracity of the answers is always biased by the willing of participants to answer, their disposition at the moment, influenced by external conditions or even conditioned by fear of any kind of reprehension from their superiors, although it was stated the answers were anonymous and strictly used for academic purposes.

When it comes to future research, we believe there is much space to develop since it is not a broad studied subject. On the one hand, it could be helpful if the data collection method would be amplified, proceeding not only with questionnaires but with more objective ways of collecting information. Also, since we only analysed the effects of Burnout on the perceptions of the organizations' practices, a study focused on analysing the level of Burnout itself on workers would complement the work developed on the present study. Furthermore, we believe the hypotheses were the results contradicted the literature and did not validate them are to be object to further research. Finally, it could be interesting to explore to which extend the practices to study are being applied in hostels and the outcomes of that.

7. References

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8. Annexes

8.1. Questionnaire

Socio-Demographic Data

Age
Between 18 and 25
Between 25 and 30
Between 30 and 35
Between 35 and 40
More than 40
Gender
Female
Male
Other
Geographic Location
(Choose one): Aveiro, Beja, Braga, Bragança, Castelo Branco, Coimbra, Évora, Faro, Guarda, Leiria, Lisboa, Portalegre, Porto, Santarém, Viana do Castelo, Vila Real, Viseu
Work Area
Management
Reception
Housekeeping
Bar/kitchen
Other

Satisfaction Criteria

Organizational Climate (Friis, 1981)
My tasks give me the 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 towards my team with loyalty towards 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 the 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 take 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 useful 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 to ask my supervisor for feedback on my performance

Training & Development (Nanjundeswaraswamy et al., 2015)

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, 2005)

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, 2000)

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 towards my company's service

I feel I deal with some clients as they were objects

Working with people everyday is a pressure to me

I deal with problems in an efficient way

I feel tired with my job

I feel I am positively influencing other people's lives

I have become crueller with people since I have this job

I feel frustrated with my job

I feel like I am working too much

I do not care with what happens to some of my clients

I can easily create a relax environment with my clients

Working directly with people causes me too much stress

In this job, I have accomplished great 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
