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BURNOUT AND EMPLOYEE PERFORMANCE IN HOSPITALITY INDUSTRY: THE ROLE OF SOCIAL CAPITAL

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ABSTRACT

The hospitality industry is known for its labor-intensive and intense interpersonal relationships characteristic. The high rate of burnout in hospitality industry has been a crucial issue. The burnout could lead to employee performance decline. The previous studies suggested that the happy and cooperative employees tend to deliver a better performance. Since cooperative is a part of social capital, this study aims to analyse the role social capital in reducing burnout and improving employee performance.

The data collection was conducted by distributing questionnaires to all of non-daily worker employees at the first-line and middle-line level in three budget hotels in the similar chained hotel group in Surabaya. We processed the data using partial least square analysis technique. The result reveals that the social capital have a significant negative influence on burnout, and a significant positive influence on employee performance. We also ascertain that burnout have a significant negative influence on employee performance.

Keywords: Burnout, Employee Performance, Social Capital.

INTRODUCTION

The hospitality industry is known as a labor-intensive industry. The intensity of the workforce in the hospitality industry has always been attributed to the irreplaceable role of personal services. Working in the hospitality industry can be tiring for employees. They face demanding work demands, complex procedures, and intensive interpersonal relationships at every stage of their working day (Birdir and Tepeci, 2003 in Yirik, Oren and Ekici, 2015). Moreover, employees must be responsive to serve customers who have different needs with minimum error rates. Therefore, no wonder they are easy to burnout. According to Huang and Wang (2011), burnout is a psychological syndrome consisting of: a) chronic fatigue, sleep disorders, different physical signs; b) pessimistic and negative tendencies toward colleagues and clients, feeling guilty, cornered, job dissatisfaction; c) feelings of failure and inability, loss of judgment and understanding, feeling pressed and exploited, and loss of performance.

Employees who experience burnout will certainly reduce their performance. They will tend to be passive and feel pessimistic about the completion of their work that causes them to become more depressed. They will also be vulnerable to diseases that then potentially increase their absence rates as well. Boehm and Lyubomirsky (2008) also pointed out that happy employees show higher levels of performance than unhappy employees do, because they are more sensitive to job opportunities, more involved and helping others, more confident and optimistic (Zelenski, Murphy & Jenkins, 2008).

Furthermore, El-Said (2013) argued that cooperation is one of the factors that affect and improve employee performance at the hotel. Cooperation as one dimension of social capital arises because of a certain set of values or informal norms among group members (Fukuyama, 1995, in Bhandari & Yasunobu, 2009). The research of Dai, Mao, Zhao and Matilla (2015) also reveals

that social capital can improve employee performance. The social environment that has the characteristics of mutual trust, the common purpose, and cooperation will improve employee morale. The existence of such spirit will boost their performance (Shirom, 2007). It can be concluded that employees with high levels of social capital will work harder when trying to do the best for their organizations and colleagues (Welbourne, Andrews & Andrews, 2005).

A number of studies have investigated the relationship between health, social capital and its components. One of which studies in Canada shows that social capital, especially trust, has a significant relationship with reducing depression levels (Sheingold, Hofmeyer & Woolcock, 2012). The phenomenon of social capital, burnout and employee performance has been extensively studied in midscale and luxury hotels (including Kuruuzum, Anafarta & Irmak, 2008; Fiksenbaum, Jeng, Koyuncu & Burke, 2010; Karatepe & Tizabi, 2011; Yirik, Oren & Ekici, 2015). However, there is still lack of research linking social capital, burnout, and employee performance in budget-class hotels. For that reason, this study will investigate the impact of social capital on burn out and employee performance in three budget hotels in the similar chained hotel group in Surabaya. The research will be conducted on a number of non-daily worker employees at the first-line and middle-line level. The non-daily worker is an employee who has passed a probationary period or has met the criteria as a contract employee, so his/her relationship with a co-worker is considered strong enough. The employees must be on the first line and middle line level, because only at that level employees have co-workers with the same level of office.

LITERATURE REVIEW AND HYPOTHESIS

Social Capital

Nahapiet and Ghoshal (1998), the experts in social capital, define social capital as a number of actual and potential resources embedded in, through, and derived from a network of relationships owned by an individual or a social unit. Their original writing becomes the foundation of many further researchs. Unlike human capital, which is a combination of attributes, skills, and experience of a person, social capital is values and benefits, actual and potential, generated from social interactions of the person (Santarelli & Tran, 2012). Social capital cannot be separated in relationships between individuals. As a set of resources derived from relationships, social capital has many different attributes.

Nahapiet and Ghoshal (1998) divide social capital into three dimensions, namely: structural social capital, relational social capital, and cognitive social capital. We use the social capital dimensions according to Nahapiet and Ghoshal (1998), because this study analyzes the influence of social capital at the individual level within the organization.

The structural social capital is an overall form of relationship between social actors Nahapiet and Ghoshal (1998). This term describes the configuration of impersonal relationships of people or units. According to Nahapiet and Ghoshal (1998), this dimension refers to the organizational structure, the pattern of connections between individuals, and the relationships that make up the organization's network. This dimension has the meaning that a person's position in the interaction structure will give him certain advantages (Nahapiet & Ghoshal, 1998), such as the ease of finding jobs, obtaining information, or accessing resources (Tsai & Ghoshal, 1998).

Relational social capital refers to assets rooted in the relationship, such as trust and reliability to be trusted (Tsai & Ghoshal, 1998). Trust is the attribute of a relationship, while reliability for trustworthiness is an attribute of the individuals involved in the relationship (Barney & Hansen, 1994 in Tsai & Ghoshal, 1998). This dimension supports performance cohesion because it reflects mutual trust, togetherness, and caring. This dimension is an asset that is created and grows in relationships among members of the organization that include beliefs, norms and sanctions, obligations, expectations, and identification (Nahapiet & Ghoshal, 1998).

The cognitive social capital dimension according to Nahapiet and Ghoshal (1998) refers to resources that provide representations, interpretations, and systems of shared meanings. This dimension is manifested in attributes such as shared codes or shared paradigms that facilitate a common understanding of common goals and appropriate ways of acting within social systems. This general understanding can be done by collectivity as a resource. This is added in attributes such as shared vision or equality of values that facilitate individual and collective action and shared understanding of appropriate action and collective goals. The cognitive dimension includes attributes such as shared norms, action codes, and convergence of views (Zhang et al, 2011). Shared values and visions can foster the development of relationships for mutual trust. Members of the organization with collective goals and values will tend to trust each other, because they can expect them to work together to achieve collective goals and will not be impeded or imposed by other members for pursuing self-interest (Tsai & Ghoshal, 1998).

Employee Performance

According to Hafeez and Akbar (2015), performance can be interpreted as the achievement of certain tasks that are measured based on predetermined standards or identified with the accuracy, completeness, financing and speed. According to Bakker and Schaufeli (2008), every employee in the organization is required to provide a positive contribution through good performance, given the performance of the organization depend on the performance of its employees. Employee performance is very important because it will reflect the organization's performance. Salleh, Mishaliny and Haryanni (2012) reveal that employees play important role in ensuring effective and efficient implementation of organizational policies and programs.

Mathis and Jackson (2010) suggest four indicators to measure the employee performance. We use these indicators because one of the indicators is the cooperation with colleagues, so it has a correlation with social capital. In addition, within the working environment of the hospitality industry, the ability to work together is one of the important measurement to assess the employee performance. These indicators are as follows: 1) Quality of work; measured from the employee's perception of the quality of work produced and the perfection of tasks compared to the skills and abilities of employees. 2) Quantity of work; measured from the employee's perception of the number of activities assigned and the results. The quantity measurement involves calculating the output of the process or the execution of the activity. 3) Work time; measured from the employee's perception of time for an activity accomplishment compared to the appointed time and the ability to maximize the time available. 4) Cooperation with colleagues; measured from the ability of employees to cooperate with colleagues and the environment. The ability to work together can create cohesiveness so that it can improve the teamwork sense among employees.

Burnout

Burnout is a prolonged stress, a demand in the workplace that burdens or exceeds the resources owned by individuals (Buick & Thomas, 2001). According to Brill (1984), stress refers to a transient adaptation process and is accompanied by mental and physical symptoms, whereas burnout refers to a disturbance in adaptation accompanied by chronic functional impairment (in Buick & Thomas, 2001).

The stress that causes this burnout includes high tension in work, low social support, exposure to workplace violence and intimidation, night shift work demands, high demands at work, poor work organization, ambiguity in decision making in critical situations based on inadequate information (Farzianpour, Fouroshani, Mohamadi & Hosseini, 2013). Burnout is not a personal matter. It is a social or environmental issue related to one's work (Beckstead, 2002).

Baron and Greenberg (2003) suggest four indicators of burnout, while Maslach, Jackson and Leiter (1997) propose three indicators only. The difference is that Maslach, Jackson and Leiter regard physical exhaustion as one of the impacts of burnout, while Baron and Greenberg consider physical exhaustion to be a form of burnout. In this study, assume that physical

exhaustion is one form of burnout, because employees who are constantly exposed to stress will be susceptible to disease and poor lifestyle tendencies such as decreased appetite and insomnia. Physical exhaustion does not always appear after a person experiences all types of burnout. It can be felt when employees feel exploited and perceive their responsibility exceeds the resources they possess.

The Relationship between Social Capital and Employee Performance

An atmosphere built on trust, shared values and beliefs can help people to collaborate and make them easier to assess their working conditions by reducing insecurity, uncertainty, and disorientation. These conditions can also improve their performance (Ommen et al., 2009). Social capital can affect the quality of service and output. The existence of social capital between employees will increase their morale to work better. Good social relations among employees will create a comfortable working environment. This work environment is created because of the common vision and goals among employees that support the performance of employees to cooperate and achieve common goals. Cooperation can be created if the trust is inherent in the parties who trust and believe in the given task. Support from colleagues or superiors also encourage employees to work well. This support is the result of trust and a close network between the parties concerned. Therefore, we propose the following hypothesis:

Hypothesis 1: Social capital positively influences employee performance.

The Relationship between Social Capital and Burnout

Farzianpour *et al.*, (2013) found that social capital has a significant and inverse relationship to burnout which signifies the importance of social capital role of employees in an organization. Support from colleagues can help employees to cope with stress and reduce the chances of experiencing burnout. Corporate custom as a form of norm in social capital is also able to reduce burnout caused by conflict. The manners ignorance can create a less conducive working atmosphere. Moreover, the neglect of etiquette can trigger personal conflicts that are difficult to overcome (Boyas & Wind, 2010). Such conflicts can cause emotional exhaustion and depersonalization, which is a reflection of burnout.

Hypothesis 2: Social capital negatively influences burnout.

The Relationship between Burnout and Employee Performance

Burnout can negatively affect employee attitudes and lead to negative behaviors, such as low work involvement, performance decline, and increased turnover intentions. The negative effects of burnout on employee performance may be lowered effectiveness, work absenteeism, decreased service quality, loss of interest in the organization, family and marital problems, alcohol and drugs consumption, depression and even suicidal tendencies. Therefore, recognizing this syndrome and its effects and preventing the occurrence of this syndrome is very important (Farzianpour *et al.*, 2013, and Yirik, Oren & Ekici, 2015).

Hypothesis 3: Burnout negatively influences employee performance.

RESEARCH METHOD

This study aims to determine the effect of social capital on burnout and employee performance. The population of this study is 51 non-daily worker who are in the first and middle level of three budget hotels in the similar chained hotel group in Surabaya. The first-line employees are employees who hold the position of ordinary staff, while middle-line employees are employees who have the position of supervisor and manager or head of department. Due to the small population, we use saturated sampling techniques.

The exogenous variable in this research is social capital (SC). In this study, social capital is defined as a collective asset in the form of norms, beliefs, networks that are shared together

that lead to cooperation and collective action for mutual benefit. The social capital dimension used is adapted from Nahapiet and Ghoshal (1998) to measure how strong social capital among hotel employees is. These dimensions are structural social capital, relational social capital, and cognitive social capital. One example of structural social capital indicator is “I feel that the work team facilitated me to participate in work activities.”

The endogenous variables in this study are burnout and employee performance. We adapt burnout indicators from Baron and Greenberg (2003) which consist of four dimensions. One example of burnout indicator is “In the past month or so, I find it is hard to concentrate”. The employee performance indicators adapted from Mathis and Jackson (2002) consisting of four indicators. These indicators are quantified as follows: “I am able to complete the job on time”

In this study, we collected data by distributing questionnaires using Likert scale with scale of 1 (strongly disagree) to 4 (strongly agree). We used a four categories likert scale to avoid respondents' tendency to give neutral answer. Afterward, the data is analysed using Partial Least Square (PLS) method. We apply Partial Least Square (PLS) because it requires relatively small data and more flexible assumption requirement.

To test the validity and reliability of reflective constructs, we utilize benchmarks, as stated in Table 1.

Table 1
Validity and Reliability Criteria

Measurement	Criteria
Convergent Validity	Standardized loading factor > 0.4
Discriminant Validity	AVE > 0.5
Composite Reliability	$\rho c > 0,6$
Cronbach Alpha	$\alpha \geq 0,5$

Meanwhile, to examine the validity of the formative construct, the evaluation of measurement model is based on the significance of T-Statistics of formative construct. Hence, the validity and reliability test is not needed. To get the T-Statistics value through the bootstrapping process, the T-Statistics value should be > 1.96 to be valid. The structural model is evaluated using R-square (R^2) for dependent constructs and T-Statistics for significance of influence. The criteria is $R^2 > 0.3$ (very weak), $0.3 < R^2 < 0.5$ (weak), and $0.5 < R^2 < 0.7$ (moderate), and $R^2 > 0.7$ (strong) (Moore, Notz & Flinger, 2013).

In addition to the R-square values, the PLS model is also evaluated using the T-Statistics score to measure the significance of the latent construct influence on other constructs. The size of the significance of T-Statistics should be more than 1.96. The level of confidence used is 95%, so the level of precision or inaccuracy limit $\alpha = 5\%$ and yielded a T-Statistics score of 1.96.

FINDINGS

Based on the questionnaire that have been filled by 51 respondents in three budget hotels in Surabaya, we notice that the majority of respondents are in the age range 26 - 30 years old (41%), men (53%), married (71%), in the middle-line level management (55%), length of work > 1 year (94%) and at Front Office department (32%).

Figure 1 shows the result of the outer model that has been constructed and processed. The convergent validity can only measure variables with reflective indicators only, i.e. burnout and employee performance. All loading factors that relates among indicators, and between indicators with variables, have value > 0.4. Thus, we can conclude that the indicators and the variables are valid.

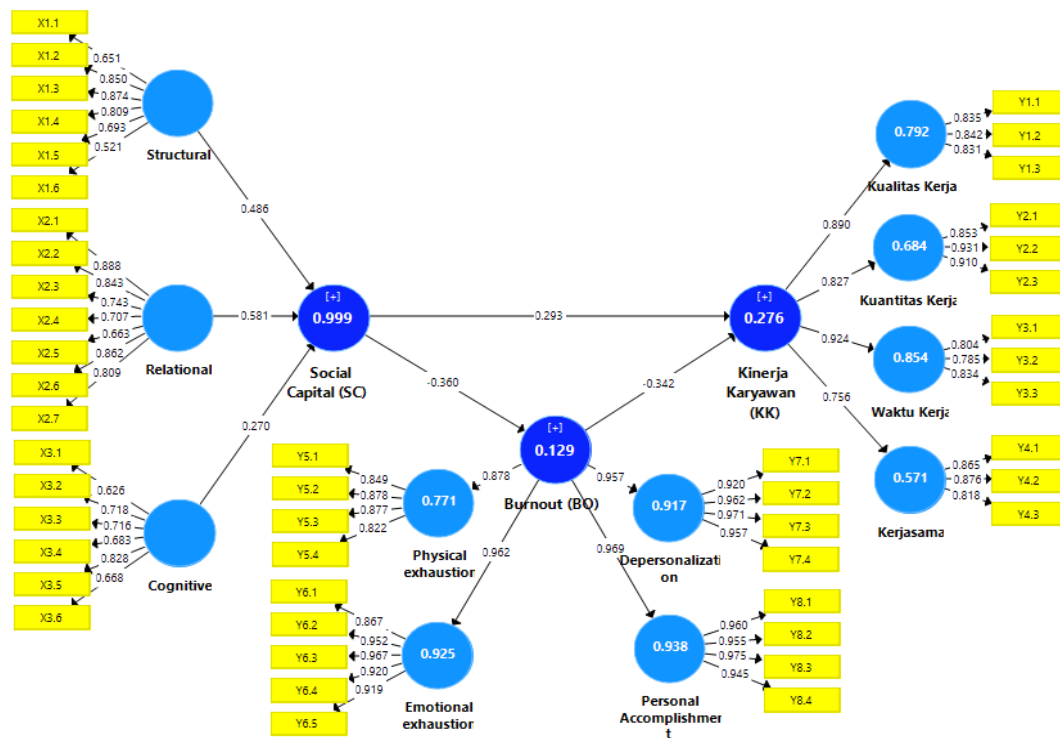


Figure 1 Outer Model

Unlike burnout and employee performance, the social capital variable has formative dimensions. Hence, we do not assess its validity through loading factor in outer model, but through T-statistics at inner stage model. On the other hand, the relationship between the indicator statement and its dimensions is reflective, so that it can be measured through the loading factor value. In this study, the structural social capital dimension consists of six indicators, relational social capital dimension consists of seven indicators, and cognitive social capital dimension consists of six indicators. All of them have loading factor values > 0.4 . Thus, all indicators are valid. The test results show that all dimensions of social capital, employee performance, and burnout have AVE value > 0.5 . This means that all reflective variables with indicators along with the three dimensions of social capital meet the standard value of convergent validity. The value of AVE social capital is only 0.297, but this should not be considered. Since the social capital is a formative variable, the AVE value is not required.

Based on the results of discriminant validity test, all values of cross loading construct associated with the indicator is higher than the value of other constructs. Thus, all constructs in this study have met the discriminant validity standart. The result of data processing shows that all constructs have composite reliability value > 0.7 and Cronbach's alpha > 0.7 . Hence, we can confirm that all constructs are reliable.

To asses the reliability of the formative variable, we tested the inner model with bootstrapping and obtained the formative T-statistics value of the construct. In this study, the formative construct is social capital with its three dimensions. All of social capital dimensions, namely: structural, relational, and cognitive social capital have T-statistics > 1.96 . Thus, we can conclude that these three dimensions of social capital are valid.

The next step after testing the outer model is to test the inner model. We evaluate the value of R^2 to find out the predictive power of the effects obtained by the endogenous constructs of the exogenous constructs that influence it.

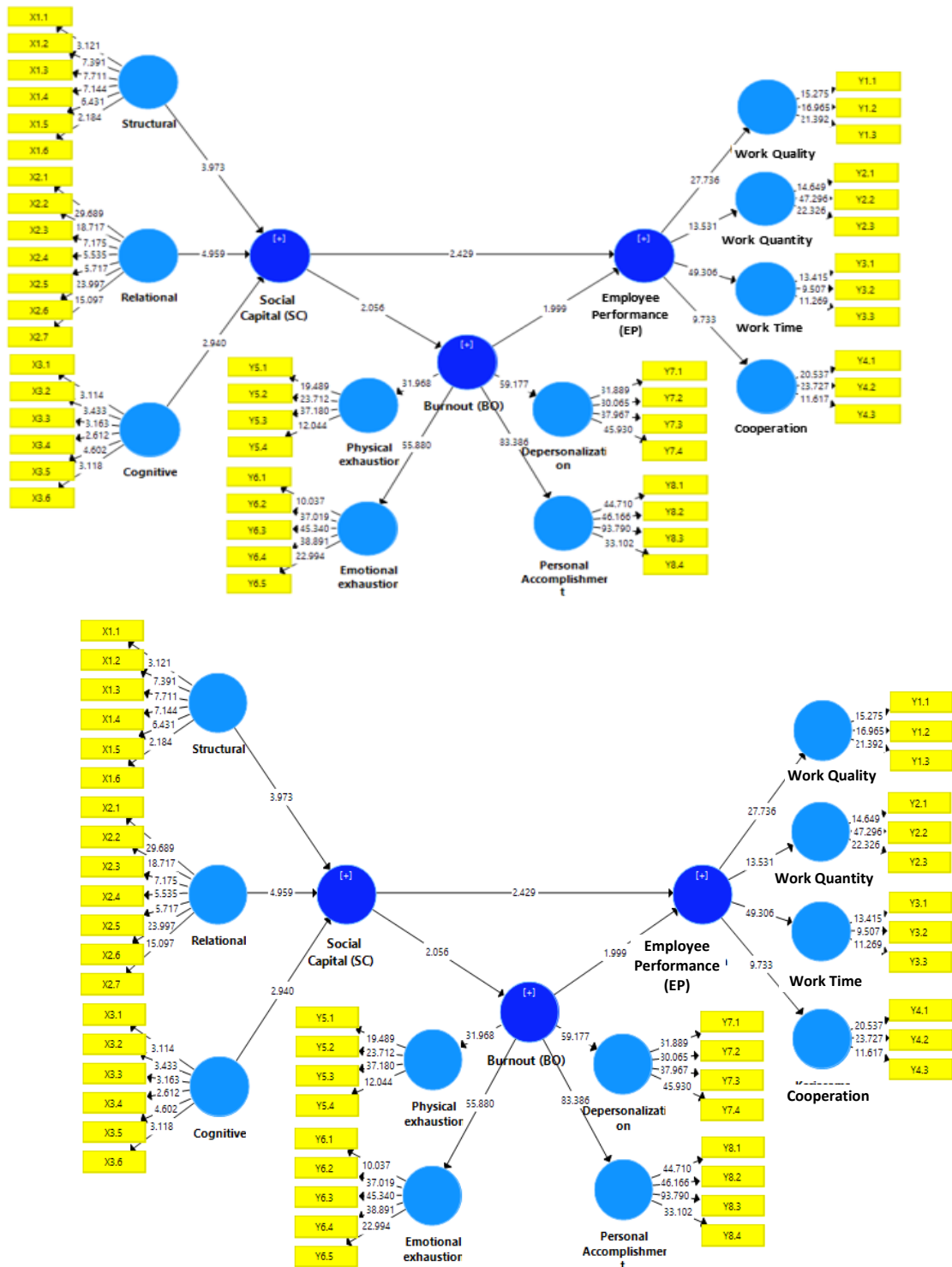


Figure 2 Result of Inner Model

Figure 2 shows the inner model that has been constructed and processed to obtain the T-statistics value of each construct.

Table 2
The Results of R Square (R²)

	R Square
Social Capital	0.999
Employee Performance	0.276
Work Quality	0.792
Work Quantity	0.684
Work Time	0.854
Cooperation	0.571
Burnout	0.129
Physical Exhaustion	0.771
Emotional Exhaustion	0.925
Depersonalization	0.917
Feeling of Low Personal Accomplishment	0.938

Table 2 shows that social capital variable has $R^2 = 0.999$, meaning that the three dimensions of social capital have prediction influence of 99.9% to the variable that can be categorized strong. All burnout dimensions have $R^2 > 0.7$, which means that each indicators has a strong influence on its dimension. The employee performance variable obtained $R^2 = 0.276$ which is categorized very weak. It means that the variable social capital and burnout influence employee performance just as much 27.6%. The work quality and working time indicators are categorized strong because the value of $R^2 > 0.7$. As with the indicator of quantity of work and cooperation are categorized moderate. The burnout variable obtained R^2 equal to 0,129, meaning social capital variable predicted to affect burnout as much as 12.9% and categorized very weak.

We execute the hypothesis test to find out the influence and significance between variables. Table 3 shows that all of T-statistics are above 1.96. Subsequently, we can state that all variable relationships are significant.

Table 3
The Result of Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics (O/STDEV)	P Values	Results
Social Capital → Employee Performance (H1)	0,293	0,336	0,121	2,429	0,016	Supported
Social Capital → Burnout (H2)	-0,36	-0,384	0,175	2,056	0,041	Supported
Burnout → Employee Performance (H3)	-0,342	-0,314	0,171	1,999	0,047	Supported

DISCUSSION

The Influence of Social Capital on Employee Performance

In this study, the social capital influences employee performance positively and significantly (T-statistics = 2.429). The influence is positive, meaning that the increase of social capital will lead to employee performance increase. This result is in line with Hador (2016) which reveals that strong social capital in the workplace will make employees feel better, more energized, and eventually there will be an improvement in employee performance.

The results of the questionnaire show that respondents tend to answer, “Strongly agree” on the social structural dimension indicators. This means that they have a very good relationship. In the hotel work environment, there is a clear organizational structure and an interconnected work team. The work environment in the hotel requires high intensity face-to-face interaction with colleagues, even with colleagues from different departments.

As Tsai and Ghoshal (1998) proposed, the structural social capital can stimulate trust that represents relational capital. The people who frequently interacts will create a more concrete relationship of trust. In addition, they also argued that social interaction facilitates the shared goals and values forming within the organization. The daily routine activities, such as morning briefings that bring together the managers of each department to evaluate the work teams, will generate the familiarity and acquaintance between employees. It affects the personal relationships between employees, which based on mutual trust and norms established in their relationships. Therefore, it is not surprising that the dimensions of relational social capital and cognitive social capital obtained a high mean value.

The Influence of Social Capital on Burnout

The social capital has negative and significant influence on burnout (original sample= -0.36, T-statistics = 2.056). Since the majority of the respondents choose “disagree” on the burnout indicators, it can be inferred that the issue of burnout in the work environment is minor. One of possible explanations of this minor burnout is a high level of social capital. This is align with Farzianpour *et al.*, (2013) in their research in teaching hospitals in Iran. The result shows that social capital, consists of the mutual trust, the ability to create informal social relationships, generosity and volunteerism; variations in interaction, friendship, and leadership; and community involvement, have a significant inverse relationship to burnout.

However, the burnout variable has a R^2 value of 0.129, which is categorized as very weak. This means that although social capital has a significant influence on burnout, the predicted influence obtained by burnout from social capital is very weak, i.e. 12.9% only. There are 87.1% influence of other variables affected burnout that are not examined in this study.

The minor burnout probably because employees already have satisfactory work experience. This is supported by Farzianpour *et al.*, (2013) studies in Iran teaching hospitals. They reveal that the higher the nurse's experience, the less likely the nurse had burnout. In addition, Ang et al. (2016) found that the older nurses and the one with longer working periods had less potential for burnout than those with younger age.

The demographic factors such as age, gender and marital status also potential to influence the burnout. The more mature employees have a lower possibility for burnout. Whereas, women and unmarried employees have a higher tendency to burnout than men do. This is in line with Buick and Thomas (2001) who found that the younger, female, and unmarried employees are more vulnerable to burnout. Ang et al. (2016) also found that demographic factors, such as the age and races, influence burnout. Regarding the demographic profile of respondents dominated by a relatively mature, male, and married employee, we suggest that the demographic factor is a potential contributor to the minor burnout.

The Influence of Burnout on Employee Performance

The third hypothesis stating that burnout has an influence on employee performance is accepted (T-statistics value = 1.999). The value indicates that burnout has a significant effect on employee performance. The effect of burnout on employee performance is negative, as shown in coefficient value is equal to -0.342.

This is in line with Kuruuzum, Anafarta and Irmak (2008), that burnout can lead to decreased work performance, the emergence of a desire to quit the job, work absenteeism, family problems, decreased self-esteem, difficulty in concentrating, social disengagement, adverse physical symptoms (sleep disturbances, headaches, etc.), alcohol and drugs consumption, psychological disorders (anger, depression and apathy). Similarly, Farzianpour *et al.*, (2013) point out that the negative effects of burnout on employee performance could be in the form of reduced effectiveness, absenteeism, decreased patient satisfaction, family and marital problems, alcohol consumption and drugs, depression and even suicidal tendencies.

In the hospitality industry, burnout may possibly trigger poor customer services and potential error increase. This is supported by Ari and Bal (2008), that the consequences of burnout include negative behavior toward customers, reduced service quality, the potential for more frequent errors, loss of interest in the organization and work, loss of creativity, job dissatisfaction, poor performance and professional decline in work, procrastinating assignments, and absence (in Yirik, Oren and Ekici, 2015).

CONCLUSION

Based on the results of analysis and discussion, it can be concluded as follows: Social capital owned by employees have a significant positive influence on their performance, Social capital owned by employees affect burnout significantly and negatively, and burnout have a significant negative influence on employee performance.

However, the results showed that the influence of social capital and burnout on employee performance is very weak. The influence of social capital on burnout is also considered very weak. It shows that employee performance and burnout are more influenced by the variables outside this research variable. Therefore, we suggest taking account of other variables for further research on social capital, burnout, and employee, such as: self-efficacy and personality.

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**2. Bukti Review, submit hasil revisi, dan artikel hasil revisi
(23 November 2018 – 16 Desember 2018)**

Revisi Artikel

2 messages

SciComm i-CoME <paper-submission@petra.ac.id>
To: Dhyah Harjanti <dhyah@petra.ac.id>

Fri, Nov 23, 2018 at 2:13 PM

Yth. Ibu Dhyah Harjanti

Berikut kami kirimkan hasil telaah dari artikel yang berjudul BURNOUT AND EMPLOYEE PERFORMANCE IN HOSPITALITY INDUSTRY: THE ROLE OF SOCIAL CAPITAL dan hasil telaah dari reviewer.

Terima Kasih.



We have reached a decision regarding your submission to Jurnal Teknik.docx

14K

dhyah harjanti <dhyah@petra.ac.id>
To: SciComm i-CoME <paper-submission@petra.ac.id>

Sun, Dec 16, 2018 at 12:22 AM

Yth. Scientific Committe i-CoMe

Selamat malam. Bersama ini saya sampaikan hasil revisi artikel dan respon terhadap reviewer. Terima kasih atas perhatian dan bantuan Bapak/Ibu.

Salam hormat,
Dhyah Harjanti
Program Manajemen Bisnis
Universitas Kristen Petra

[Quoted text hidden]

2 attachments



Burnout and Employee Performance - JTI - revised.docx

193K



job burnout review response.docx

20K

We have reached a decision regarding your submission to Jurnal Teknik Industri, "BURNOUT AND EMPLOYEE PERFORMANCE IN HOSPITALITY INDUSTRY: THE ROLE OF SOCIAL CAPITAL".

Our decision is to:

Please revised your paper according to the JTI reviewers suggestion below.

In the revised version please:

1. Highlighted any changes that you make in the paper.
2. Please also enclose the response to the reviewers in a separate paper.

Reviewer A:

This article is suitable for publication in this journal, few articles in this journal discuss the role of social capital in employee performance.

Some suggested improvements are suggested, namely:

1. Add an analysis of the relationship of indirect effects of social capital variables to employee performance variables through burnout intervening variables. Calculate the regression coefficient, then compare the regression coefficient for the direct relationship of the variable social capital to employee performance variables.
2. Please check the meaning of the determination coefficient R^2 , so as not to misinterpret it. For example, a sentence in the last paragraph of the following conclusions section: "It shows that employee performance and burnout are more influenced by the variables outside this research variable. Therefore, we suggest taking account of other variables for further research on social capital, burnout, and employee, such as: self-efficacy and personality."

Quoted from blog.minitab.com, it does not state that adding a new independent variable will increase the coefficient of determination R^2 .

" R^2 is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determination for multiple regression. The definition of R^2 is fairly straight-forward; it is the percentage of the response variable variation that is explained by a linear model. Or: $R^2 = \text{Explained variation} / \text{Total variation}$."

R^2 is always between 0 and 100%:

- 0% indicates that the model explains none of the variability of the response data around its mean.
- 100% indicates that the model explains all the variability of the response data around its mean.

In general, the higher the R^2 , the better the model fits your data."

(Ref. <http://blog.minitab.com/blog/adventures-in-statistics-2/regression-analysis-how-do-i-interpret-r-squared-and-assess-the-goodness-of-fit>).

3. The writing format is not in accordance with the style of this journal, especially reference writing needs to be corrected.
4. Table 3 needs to be revised to be more communicative. The "Original Sample (O)" is replaced by "Regression Coefficient" and "Mean Sample" and "Standard Deviation" columns are deleted.

Reviewer B:

Review:

- What are the indicators in this research?
 - Please declare in a table, from which previous study your indicators came from, and the summary statistics of each indicator.
 - Please follow the style of JTI in writing the references list and cited a reference.
 - Is it due to the "fact", or just a normative answer? Sometime the questioner drive your respondent to answer normatively. What is the "fact", e.g. how long they work there? In your paper you only state > 1 year? Can we state that 1 is a good threshold to say long enough to work in a hotel? What kind of indicators that you ask them?
- " The results of the questionnaire show that respondents tend to answer, "Strongly agree" on the social structural dimension indicators. This means that they have a very good relationship."
5. There are many typos and grammatical errors in this paper, please check again.

Paper title: "BURNOUT AND EMPLOYEE PERFORMANCE IN HOSPITALITY INDUSTRY: THE ROLE OF SOCIAL CAPITAL".

We would like to thank the reviewers for careful and thorough reading of this manuscript and for the constructive suggestions, which help to improve the quality of this manuscript.

Following is the response for reviewer A:

1. Add an analysis of the relationship of indirect effects of social capital variables to employee performance variables through burnout intervening variables. Calculate the regression coefficient, then compare the regression coefficient for the direct relationship of the variable social capital to employee performance variables.

Answer:

We appreciate the positive feedback from the reviewer. However, considering the concept of social capital, job burnout and employee performance, we deliberately did not analyze the relationship of indirect effects of social capital variables to employee performance variables through burnout intervening variables.

Even though your suggestion to add an analysis of intervening variables is possible to be conducted statistically, but theoretically, it is not accepted.

The job burnout is a negative condition that is almost certain avoided by the company as much as possible. Therefore, in this study, we positioned the social capital as an instrument to reduce this negative condition. At the same time, the social capital can also act as the mechanism to improve the employee performance. Yet, we tested the relationship between the job burnout and the employee performance to confirm that the burnout indeed has negatively influences on the employee performance to be eliminated.

2. Please check the meaning of the determination coefficient R^2 , so as not to misinterpret it. For example, a sentence in the last paragraph of the following conclusions section: "It shows that employee performance and burnout are more influenced by the variables outside this research variable. Therefore, we suggest taking account of other variables for further research on social capital, burnout, and employee, such as: self-efficacy and personality."

Answer:

Thank you for your feedback. The text has been revised.

3. The writing format is not in accordance with the style of this journal, especially reference writing needs to be corrected.

Answer:

The writing format is indeed incorrect. It has been corrected according to the style of this journal.

4. Table 3 needs to be revised to be more communicative. The "Original Sample (O)" is replaced by "Regression Coefficient" and "Mean Sample" and "Standard Deviation" columns are deleted.

Answer:

As suggested by the reviewer, we have revised Table 3. Since we add another table to present the indicators of this research, consequently Table 3 must be renamed as Table 4.

Following is the response for reviewer B:

1. What are the indicators in this research?

Please declare in a table, from which previous study your indicators came from, and the summary statistics of each indicator.

Answer:

The suggested addition has been made. Our indicators and its previous studies are presented in table 1. With regards to the length of the article, we cannot present the summary statistic of each indicators in the body text. Hence, we provide it on the appendix.

We present the indicators in table 1 as follow:

Table 1 Indicators

Variables	Dimensions	Indicators	Source
Social Capital (SC)	Structural Social Capital	Relationship	Nahapiet and Ghoshal (1998)
	Relational Social Capital	Mutual trust and reliability	
	Cognitive Social Capital	Shared codes	
		Shared norm, value, and vision	
Burnout (BO)		Shared understanding	Baron and Greenberg (2003)
		Physical Exhaustion	
		Emotional Exhaustion	
		Depersonalization	
Employee Performance (EP)		Feeling of Low Personal Accomplishment	Mathis and Jackson (2002)
		Work Quality	
		Work Quantity	
		Timeliness	
		Cooperativeness	

2. Please follow the style of JTI in writing the references list and cited a reference.

Answer:

The writing format is indeed incorrect. It has been corrected according to the style of this journal.

3. Is it due to the “fact”, or just a normative answer? Sometime the questioner drive your respondent to answer normatively. What is the “fact”, e.g. how long they work there? In your paper you only state > 1 year? Can we state that 1 is a good threshold to say long enough to work in a hotel? What kind of indicators that you ask them? “The results of the questionnaire show that respondents tend to answer, “Strongly agree” on the social structural dimension indicators. This means that they have a very good relationship.”

Answer:

We appreciate the positive feedback from the reviewer.

Most hotels in Surabaya implement an annual contract employee system. In this system, an employee's contract is only valid for one year and can only be extended twice. It means that an employee can work in one hotel for a maximum of only 3 years.

Considering this conditions, in this study we used the criteria of working period > 1 year.

The indicators used in this study are presented in the appendix.

4. There are many typos and grammatical errors in this paper, please check again.

Answer:

We appreciate the positive feedback from the reviewer. The text has been revised as suggested.

Job Burnout and Employee Performance In Hospitality Industry: The Role of Social Capital

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ABSTRACT

The hospitality industry is known for its labor-intensive and intense interpersonal interaction characteristics. The high rate of burnout in hospitality industry has been escalating and become a crucial issue for the management. The burnout can lead to the decline of the employee performance. The previous studies suggested that the happy and cooperative employees tend to deliver a better performance. Since cooperative is one form of the social capital manifestation, this study aims to analyze the role of the social capital in reducing burnout and improving employee performance.

The data collection was conducted by distributing questionnaires to all of non-daily worker employees at the first-line and middle-line level employees in three budget hotels under the similar chained hotel group in Surabaya. The data were processed using the partial least square analysis technique. The result revealed that the social capital has a significant negative influence on job burnout, but a significant positive influence on employee performance. The result also proves that job burnout has a significant negative influence on employee performance.

Keywords: Burnout, Employee Performance, Social Capital.

Introduction

The hospitality industry is known as a labor-intensive industry. The intensity of the workforce in the hospitality industry has always been attributed to the irreplaceable role of personal services. Working in the hospitality industry can be tiresome for employees. They face demanding work demands, complex procedures, and intensive interpersonal relationships at every stage of their working day (Birdir and Tepeci, 2003 in Yirik, Oren and Ekici, 2015). Moreover, employees must be responsive to serve customers who have different needs with minimum error rates. Therefore, they are easily getting burnout. According to Farzianpour, Fouroushani, Mohamadi & Hosseini (2013), manpower's burnout is a psychological syndrome consisting of: a) chronic fatigue, sleep disorders, different physical signs; b) pessimistic and negative tendencies toward colleagues and clients, feeling guilty, cornered, job dissatisfaction; c) feelings of failure and inability, loss of judgment and understanding, feeling pressed and exploited, and loss of performance.

Employees who experience burnout will certainly decrease their work performance. They tend to be passive and pessimistic about completing their work that may cause them to become even more depressed. They will also be vulnerable to illness that may potentially increase their absentee rates as well. Boehm and Lyubomirsky (2008) also point out that happy employees show higher levels of performance than unhappy employees, because happy employees are more sensitive to job opportunities, more involved and helping others, more confident and optimistic (Zelenski, Murphy & Jenkins, 2008).

Furthermore, El-Said (2013) states that cooperative attitude is one of the factors that affect and improve employees' performance at the hotel. Fukuyama (1995) mentions cooperative attitude as one dimension of the social capital, which arises because of a certain set of values or informal norms among group members (Bhandari & Yasunobu, 2009). The research of Dai, Mao, Zhao and Matilla (2015) also reveal that the social capital can improve employee performance. Meanwhile, the social capital that contains the characteristics of mutual trust, common purpose, and cooperative attitude will improve employees' morale. The existence of such spirit will boost their performance (Shirom, 2009). It can be inferred that employees with high levels of social capital will work harder when trying to do the best for their organizations and colleagues (Hador, 2016).

There are numbers of studies that have investigated the relationship between health, social capital and its components. One study in Canada shows that the social capital manifestation, especially trust, has a significant relationship with reducing depression levels (Sheingold, Hofmeyer & Woolcock, 2012). The phenomenon of the social capital, job burnout and employee performance has been extensively studied in midscale and luxury hotels (including Kuruuzum, Anafarta & Irmak, 2008; Fiksenbaum, Jeng, Koyuncu & Burke, 2010; Karatepe & Tizabi, 2011; Yirik, Oren & Ekici, 2015). However, there is still an absence of a research connecting the social capital, job burnout, and employee performance among budget hotels. Therefore, this study investigates the impact of the social capital on job burnout and employee performance among the employees of some budget hotels in Surabaya. The research focuses on a number of non-daily workers who are positioned in the first-line and middle level. These non-daily workers are employees who have passed the probationary period or has met the criteria as a contract employee, so their relationship with other co-workers is considered strong and they are expected to share the same office space.

Social Capital

Nahapiet and Ghoshal (1998), the experts in social capital, define social capital as a number of actual and potential resources embedded in, through, and derived from a network of relationships owned by an individual or a social unit. Unlike the human capital, which is a combination of attributes, skills, and experience of a person, the social capital consists of values and benefits, actual and potential, generated from social interactions with other people (Santarelli & Tran, 2012). Social capital cannot be separated from relationships among individuals. As a set of resources derived from relationships, social capital has many different attributes.

Nahapiet and Ghoshal (1998) divide social capital into three dimensions, namely: structural social capital, relational social capital, and cognitive social capital. This research is adopting the social capital dimensions in accordance to Nahapiet and Ghoshal (1998), because this study analyzes the influence of social capital at the individual level within the organization.

The structural social capital is an overall form of relationship between social actors (Nahapiet and Ghoshal, 1998). This term describes the configuration of impersonal relationships of people or units. According to Nahapiet and Ghoshal (1998), this dimension refers to the organizational structure, the pattern of connections between individuals, and the relationships that make up the organization's network. This dimension has the meaning that a person's position in the interaction structure will give him certain advantages (Nahapiet & Ghoshal, 1998), such as the ease of finding jobs, obtaining information, or accessing resources (Tsai & Ghoshal, 1998).

The relational social capital refers to assets that are rooted in the relationship, such as trust and reliability for trustworthiness (Tsai & Ghoshal, 1998). Trust is the attribute of a relationship, while reliability for trustworthiness is an attribute of the individuals involved in the relationship (Barney & Hansen, 1994 in Tsai & Ghoshal, 1998). This dimension supports the performance cohesion because it reflects mutual trust, togetherness, and caring. This

dimension is an asset as it is created and emerging from the relationships among members of the organization that includes beliefs, norms and sanctions, obligations, expectations, and identification (Nahapiet & Ghoshal, 1998).

The cognitive social capital dimension according to Nahapiet and Ghoshal (1998) refers to resources that provide representations, interpretations, and systems of shared meanings. This dimension is manifested through attributes such as shared codes or shared paradigms that facilitate a common understanding of common goals and appropriate ways of acting within social systems. This general understanding can be done through collectivity, which has become the main resource of the social capital. This is also added with attributes such as shared vision or equality of values that facilitate individual and collective action and shared understanding of appropriate action and collective goals. The cognitive dimension includes attributes such as shared norms, action codes, and convergence of views (Zhang et al, 2011). Shared values and visions can foster the development of relationships for mutual trust. Members of the organization with collective goals and values will tend to trust each other, because they can expect them to work together to achieve collective goals and will not be impeded or imposed by other members for pursuing self-interest (Tsai & Ghoshal, 1998).

Employee Performance

According to Hafeez and Akbar (2015), performance can be interpreted as the achievement of certain tasks that are measured based on predetermined standards or identified with the accuracy, completeness, financing and speed. According to Bakker and Schaufeli (2008), every employee in the organization is required to provide a positive contribution through good performance, given the performance of the organization depend on the performance of its employees. Employee performance is very important because it will reflect the organization's performance. Salleh, Mishaliny and Haryanni (2012) reveal that employees play an important role in ensuring effective and efficient implementation of the organization's policies and programs.

Mathis and Jackson (2010) suggest four indicators to measure the employee performance. We use these indicators because one of the indicators is the cooperation with colleagues, so it has a correlation with social capital. In addition, within the working environment of the hospitality industry, the ability to work together is one of the important measurement to assess the employee performance. These indicators are as follows: 1) Quality of work; measured from the employee's perception of the quality of work produced and the perfection of tasks compared to the skills and abilities of employees. 2) Quantity of work; measured from the employee's perception of the number of activities assigned and the results. The quantity measurement involves calculating the output of the process or the execution of the activity. 3) Work time; measured from the employee's perception of time for an activity accomplishment compared to the appointed time and the ability to maximize the time available. 4) Cooperation with colleagues; measured from the ability of employees to cooperate with colleagues and the environment. The ability to work together can create cohesiveness so that it can improve the teamwork sense among employees.

Job burnout

Burnout is a prolonged stress, a demand in the workplace that burdens or exceeds the resources owned by individuals (Buick & Thomas, 2001, in Lu & Gursoy, 2013). According to Brill (1984), stress refers to a transient adaptation process and is accompanied by mental and physical symptoms, whereas burnout refers to a disturbance in adaptation accompanied by chronic functional impairment (in Buick & Thomas, 2001, in Lu & Gursoy, 2013).

The stress that causes this burnout includes high tension in work, low social support, exposure to workplace violence and intimidation, night shift work demands, high demands at work, poor work organization, ambiguity in decision making in critical situations based on inadequate

information (Farzianpour, et.al. 2013). Burnout is not a personal matter, it is a social or environmental issue related to one's work (Beckstead, 2002).

Baron and Greenberg (2003) suggest four indicators for job burnout, while Maslach, Jackson, and Leiter (1997) propose three indicators only. The difference happens because Maslach et al regard physical exhaustion as one of the impacts of burnout, while Baron and Greenberg consider physical exhaustion to be a form of burnout. This study assumes that physical exhaustion is one form of job burnout, because employees who are constantly exposed to stresses will be susceptible to illness and poor lifestyle tendencies such as decreased appetite and insomnia. Physical exhaustion does not always appear after a person experiences all types of burnout. It can be felt when employees feel being exploited or perceive their responsibility exceeding their resources.

The Relationship between Social Capital and Employee Performance

An atmosphere built on trust, shared values and beliefs can help people to collaborate and make them easier to assess their working conditions by reducing insecurity, uncertainty, and disorientation. These conditions can also improve their performance (Ommen, et al., 2009). Social capital can affect the quality of service and output. The existence of social capital between employees will increase their morale to work better. Good social relations among employees will create a comfortable working environment. This work environment is created because of the common vision and goals among employees that support the performance of employees to cooperate and achieve common goals. Cooperation can be created if the trust is inherent in the parties who trust and believe in the given task. Support from colleagues or superiors also encourage employees to work well. This support is the result of trust and a close network between the parties concerned. Therefore, we propose the following hypothesis:
Hypothesis 1: Social capital positively influences employee performance.

The Relationship between Social Capital and Burnout

Farzianpour et al. (2013) found that social capital has a significant and inverse relationship to burnout which signifies the importance of social capital role of employees in an organization. Support from colleagues can help employees to cope with stress and reduce the chances of experiencing burnout. Corporate custom as a form of norm in social capital is also able to reduce burnout caused by conflict. The manners ignorance can create a less conducive working atmosphere. Moreover, the neglect of etiquette can trigger personal conflicts that are difficult to overcome (Boyas & Wind, 2010). Such conflicts can cause emotional exhaustion and depersonalization, which is a reflection of burnout.
Hypothesis 2: Social capital negatively influences burnout.

The Relationship between Burnout and Employee Performance

Burnout can negatively affect employee attitudes and lead to negative behaviors, such as low work involvement, performance decline, and increased turnover intentions. The negative effects of burnout on employee performance may be lowered effectiveness, work absenteeism, decreased service quality, loss of interest in the organization, family and marital problems, alcohol and drugs consumption, depression and even suicidal tendencies. Therefore, recognizing this syndrome including its effects and preventing the occurrence of this syndrome is very important (Farzianpour et al., 2013, and Yirik, Oren & Ekici, 2015).
Hypothesis 3: Burnout negatively influences employee performance.

Methods

This study aims to determine the effect of social capital on burnout and employee performance. The population of this study is 51 non-daily workers who are in the first and middle level of three budget hotels under the same chain group in Surabaya. The first-line employees are those who hold the position of ordinary staff, while middle-line employees are those who have

the position of supervisor and manager or head of department. Due to the small population, we use saturated sampling techniques.

The exogenous variable in this research is the social capital (SC). In this study, the social capital is defined as collective assets in the form of norms, beliefs, networks that are shared together and lead to cooperative and collective actions for mutual benefits. The social capital dimensions are adapted from Nahapiet and Ghoshal (1998) to measure how strong the social capital among hotel employees is. These dimensions are structural social capital, relational social capital, and cognitive social capital. One example of structural social capital indicator is "I feel that the work team facilitated me to participate in work activities."

The endogenous variables in this study are job burnout and employee performance. We adapt the burnout indicators from Baron and Greenberg (2003), which consist of four dimensions. One example of burnout indicator is "In the past month or so, I find it is hard to concentrate". The employee performance indicators adapted from Mathis and Jackson (2002) consisting of four indicators. These indicators are quantified as follows: "I am able to complete the job on time".

Table 1 Indicators

Variables	Dimensions	Indicators	Source
Social Capital (SC)	Structural Social Capital	Relationship	Nahapiet and Ghoshal (1998)
	Relational Social Capital	Mutual trust and reliability	
	Cognitive Social Capital	Shared codes	
		Shared norm, value, and vision	
Burnout (BO)		Shared understanding	Baron and Greenberg (2003)
		Physical Exhaustion	
		Emotional Exhaustion	
		Depersonalization	
Employee Performance (EP)		Feeling of Low Personal Accomplishment	Mathis and Jackson (2002)
		Work Quality	
		Work Quantity	
		Timeliness	
		Cooperativeness	

In this study, the data were collected by distributing questionnaires using Likert scale with scale of 1 (strongly disagree) to 4 (strongly agree). Only a four categories Likert scale is used to avoid respondents' tendency to give neutral answers. Afterward, the data is analyzed using Partial Least Square (PLS), because it requires relatively small numbers of data and more flexible assumption requirement.

To test the validity and reliability of reflective constructs, we utilize benchmarks as stated in Table 2.

Table 2
The Validity and Reliability Criteria

Measurement	Criteria
Convergent Validity	Standardized loading factor > 0.4
Discriminant Validity	AVE > 0.5
Composite Reliability	$\rho_c > 0,6$
Cronbach Alpha	$\alpha \geq 0,5$

Meanwhile, to examine the validity of the formative construct, the evaluation of measurement model is based on the significance of T-Statistics of formative construct. Hence, the validity and reliability test is not needed. To get the T-Statistics value through the bootstrapping process, the T-Statistics value should be > 1.96 to be valid. The structural model is evaluated using R-square (R^2) for dependent constructs and T-Statistics for significance of influence. The criteria are $R^2 > 0.3$ (very weak), $0.3 < R^2 < 0.5$ (weak), and $0.5 < R^2 < 0.7$ (moderate), and $R^2 > 0.7$ (strong) (Moore, Notz & Flinger, 2013).

In addition to the R-square values, the PLS model is also evaluated using the T-Statistics score to measure the significance of the latent construct influence on other constructs. The size of the significance of T-Statistics should be more than 1.96. The level of confidence used is 95%, so the level of precision or inaccuracy limit $\alpha = 5\%$ and yielded a T-Statistics score of 1.96.

Result and Discussion

Based on the questionnaire that have been filled by 51 respondents from three budget hotels in Surabaya, the majority of respondents are in the age range of 26 - 30 years old (41%), men (53%), married (71%), in the middle-line level management (55%), length of work > 1 year (94%) and at Front Office department (32%).

Figure 1 shows the result of the outer model that has been constructed and processed. The convergent validity can only measure variables with reflective indicators only, i.e. burnout and employee performance. All loading factors that relates among indicators, and between indicators with variables, have value > 0.4 . Thus, it can be concluded that the indicators and the variables are valid.

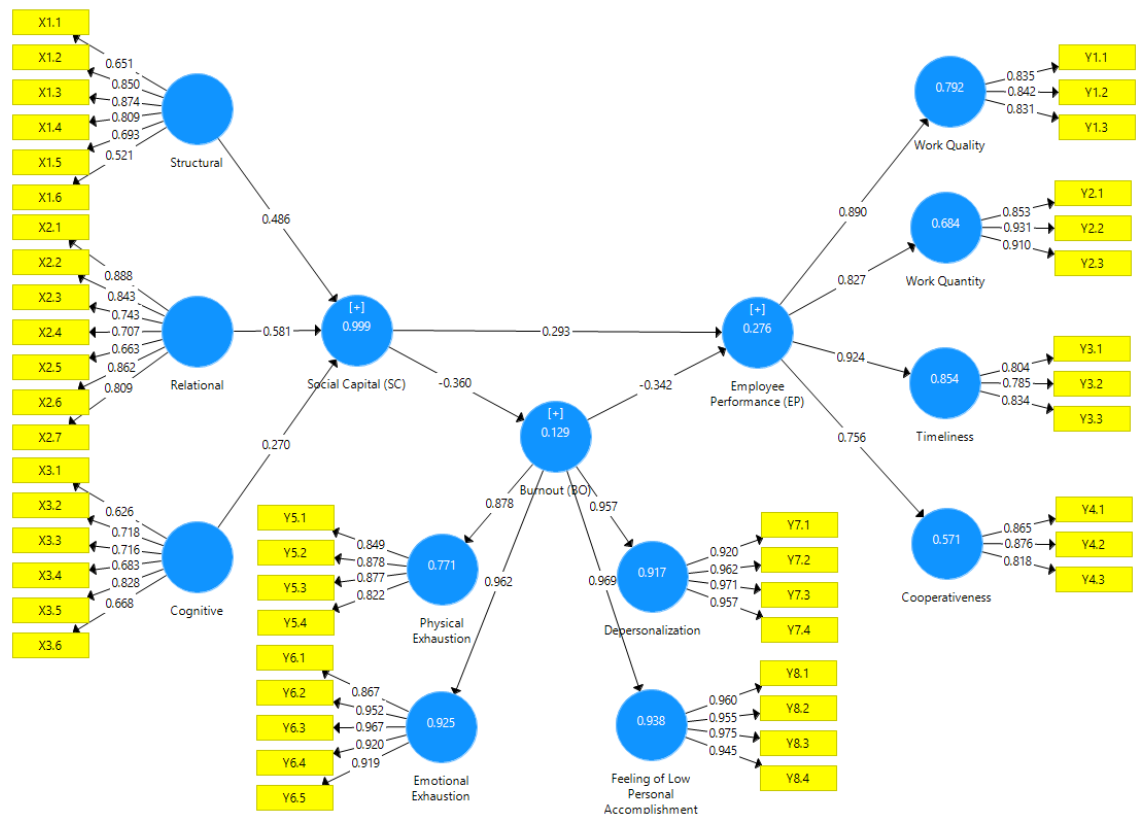


Figure 1 Outer Model

Unlike burnout and employee performance, the social capital variable has formative dimensions. Hence, it is not necessary to assess its validity through loading factor in outer model, but through T-statistics at inner stage model. On the other hand, the relationship

between the indicator statement and its dimensions is reflective, so that it can be measured through the loading factor value. In this study, the structural social capital dimension consists of six indicators, relational social capital dimension consists of seven indicators, and cognitive social capital dimension consists of six indicators. All of them have loading factor values > 0.4 . Thus, all indicators are valid. The test results show that all dimensions of social capital, employee performance, and burnout have AVE value > 0.5 . This means that all reflective variables with indicators along with the three dimensions of social capital meet the standard value of convergent validity. The value of AVE social capital is only 0.297, but this should not be considered. Since the social capital is a formative variable, the AVE value is not required.

Based on the results of discriminant validity test, all values of cross loading construct associated with the indicator is higher than the value of other constructs. Thus, all constructs in this study have met the discriminant validity standard. The result of data processing shows that all constructs have composite reliability value > 0.7 and Cronbach's alpha > 0.7 . Hence, it is confirmed that all constructs are reliable.

To assess the reliability of the formative variable, the inner model is tested with bootstrapping and obtained the formative T-statistics value of the construct. In this study, the formative construct is social capital with its three dimensions. All of social capital dimensions, namely: structural, relational, and cognitive social capital have T-statistics > 1.96 . Thus, it can be concluded that these three dimensions of social capital are valid.

The next step after testing the outer model is to test the inner model, by evaluating the value of R^2 to find out the predictive power of the effects obtained by the endogenous constructs of the exogenous constructs that influence it.

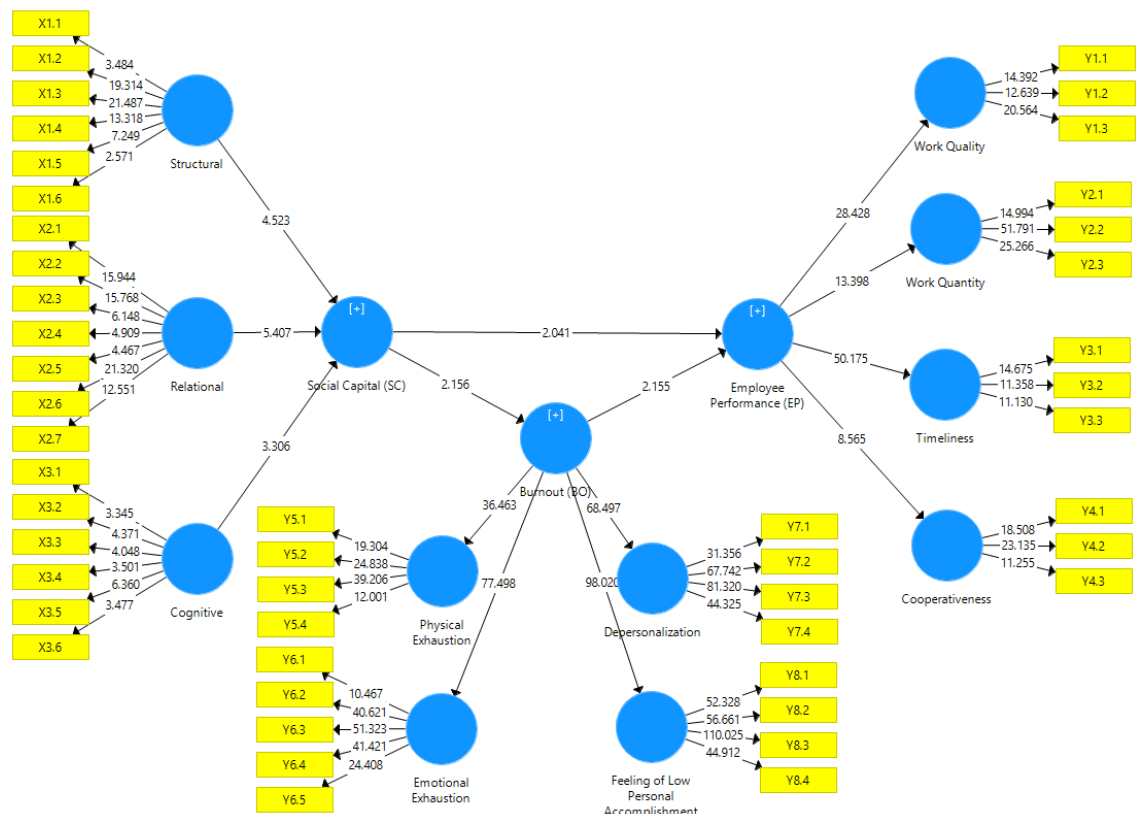


Figure 2 Result of Inner Model

Figure 2 shows the inner model that has been constructed and processed to obtain the T-statistics value of each construct.

Table 3
Result of R Square (R)

	R Square
Social Capital (SC)	0.999
Burnout (BO)	0.129
Physical Exhaustion	0.771
Emotional Exhaustion	0.925
Depersonalization	0.917
Feeling of Low Personal Accomplishment	0.938
Employee Performance (EP)	0.276
Work Quality	0.792
Work Quantity	0.684
Timeliness	0.854
Cooperativeness	0.571

Table 3 shows that social capital variable has $R^2 = 0.999$, meaning that the three dimensions of social capital have prediction influence of 99.9% to the variable that can be categorized strong. All burnout dimensions have $R^2 > 0.7$, which means that each indicator has a strong influence on its dimension. The employee performance variable gets $R^2 = 0.276$, which is categorized as very weak. It means that the variable social capital and job burnout bring some influences to employee performance as much as only 27.6%. The work quality and working time indicators are categorized as strong because the value of $R^2 > 0.7$. As with the indicators of quantity of work and cooperation, they are categorized as moderate. The job burnout variable obtains $R^2 = 0.129$, meaning that the social capital variable predicts to affect the burnout as much as 12.9% and categorized as very weak.

Then, the hypothesis are tested to find out the influence and the significance among variables. Table 4 shows that all of T-statistics are above 1.96. Subsequently, it can be stated that all variable relationships are significant.

Table 4
The Result of Hypothesis Test

	Regression Coefficient	T-statistics (O/STDEV)	P Values	Results
Social Capital → Employee Performance (H1)	0.293	2.041	0.044	Supported
Social Capital → Burnout (H2)	-0.36	2.156	0.033	Supported
Burnout → Employee Performance (H3)	-0.342	2.155	0.034	Supported

The Influence of Social Capital on Employee Performance

In this study, the social capital influences employee performance positively and significantly (T-statistics = 2.041). The influence is positive, meaning that the increase of the social capital will lead to the increase of the employee performance. This result is in line with Hador (2016), which reveals the strong social capital in the workplace making employees feel better, more energized, and eventually bringing an improvement in the employee performance.

The results of the questionnaire show that respondents tend to answer, "Strongly agree" on the social structural dimension indicators. This means that they have a very good relationship. In the hotel work environment, there is a clear organizational structure and an interconnected work team. The work environment in the hotel requires a high intensity face-to-face interaction with colleagues, even with colleagues from different departments.

As Tsai and Ghoshal (1998) propose, the structural social capital can stimulate trust representing the relational capital. The people who frequently interact with others will create a more concrete relationship of trust. In addition, they also state that the social interaction facilitates the shared goals and values forming within the organization. The daily routine activities, such as morning briefings that bring together the managers of each department to evaluate the work teams, will generate the familiarity and acquaintance between employees. It affects the personal relationships among employees, which is based on the mutual trust and norms established in their relationships. Therefore, it is not surprising that the dimensions of relational social capital and cognitive social capital obtain a high mean value.

The Influence of Social Capital on Job Burnout

The social capital has a negative and significant influence on burnout (original sample = -0.36, T-statistics = 2.156). Since the majority of the respondents choose “disagree” on the burnout indicators, it can be inferred that the issue of burnout in the work environment is minor. One of possible explanation for this minor job burnout is due to a high level of the social capital. This is aligned with Farzianpour et al., (2013) in their research in some teaching hospitals in Iran. The result of this research shows that the social capital, which consists of the mutual trust, the ability to create informal social relationships, the generosity and volunteerism, some variations in interaction, friendship, and leadership; and the community involvement, have a significant inversed relationship to the job burnout.

However, the job burnout variable has the R^2 value of 0.129, which is categorized as very weak. This means that although social capital has a significant influence on burnout, the predicted influence obtained by the job burnout from the social capital is very weak, i.e. 12.9% only. There are 87.1% influences from other variables that affect the job burnout not examined in this study.

The low value of the job burnout probably is caused by the employees' satisfactory work experiences. This idea is also revealed by Farzianpour et al., (2013) research in some teaching hospitals in Iran. They reveal that the higher the nurse's experience, the less likely the nurse to experience job burnout. In addition, Ang et al. (2016) also found that the older nurses and the one with longer working periods had less potential for the job burnout than those of younger age.

The demographic factors such as age, gender and marital status also have some potentials to influence the job burnout. The more mature employees have a lower possibility for the job burnout. Whereas, women and unmarried employees have a higher tendency to experience the job burnout than men do. This is in line with Buick and Thomas (2001, in Lu & Gursay, 2013) who found that the younger, female, and unmarried employees are more vulnerable to the burnout. Ang et al. (2016) also found that some demographic factors, such as the age and races, influence the burnout. Regarding the demographic profile of respondents that are dominated by a relatively mature, male, and married employee, it is suggested that the demographic factor is a potential contributor to the minor burnout.

The Influence of Job Burnout on Employee Performance

The third hypothesis stating that job burnout has an influence on employee performance is accepted (T-statistics value = 2.155). The value indicates that the burnout has a significant effect on the employee performance. The effect of the job burnout on the employee performance is negative, as shown in the coefficient value which is equal to -0.342.

This is in accordance to the research of Kuruczum, Anafarta and Irmak (2008), stating that the job burnout can lead to the decreased work performance, the emergence of a desire to quit the job, the work absenteeism, some family problems, the decreased self-esteem, the difficulty in concentration, the social disengagement, the adverse physical symptoms (such as sleep disturbances, headaches, etc.), the alcohol and drugs consumption, the psychological disorders

(such as anger, depression, and apathy). Similarly, Farzianpour et al., (2013) point out that the negative effects of the job burnout on employee performance could be in the form of reduced effectiveness, absenteeism, decreased patient satisfaction, family and marital problems, alcohol consumption and drugs, depression and even suicidal tendencies.

In the hospitality industry, the job burnout may possibly trigger some poor customer services and increase some potential errors. This is supported by Ari and Bal (2008), that the consequences of job burnout include negative behavior toward customers, reduced service quality, the potential for more frequent errors, loss of interest in the organization and work, loss of creativity, job dissatisfaction, poor performance and professional decline in work, procrastinating assignments, and absence (in Yirik, Oren and Ekici, 2015).

Conclusion

Based on the results in the analysis and discussion, it can be concluded as follows: the social capital owned by employees has a significant positive influence on their performance. The social capital owned by employees also affects the job burnout significantly and negatively. The job burnout has a significant negative influence on the employee performance.

Based on the results of this study, it is found that the performance of employees in three budget hotels in Surabaya is classified as very good. Although it is still relatively good, from a number of responses, there is one statement item that gets a relatively low value compared to other statement items. This statement represents the quantity of work, where employees have the ability to work on several work tasks simultaneously.

As a budget hotel, where work efficiency is very important, the companies are advised to continue to foster and improve the ability of their employees to achieve efficiency. There are several forms of activities that can be implemented, such as various trainings to support and hone the ability of employees to do several tasks at once.

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Appendix

Measures of Constructs

1. Social Capital

a. Structural social capital

- 1 I have a good personal relationship with my colleagues.
 - 2 I have a good working relationship with my colleagues.
 - 3 My co-workers and I maintain good personal relationships.
 - 4 My colleagues and I maintain a good working relationship.
 - 5 I feel the work team facilitates me to participate in work activities.
 - 6 I feel the work team facilitates me to participate in activities outside of work.
-

b. Relational social capital

- 7 My colleagues and I are willing to help each other if one of us is in trouble.
 - 8 My colleagues and I always try to respect each other.
 - 9 I will tend to keep my distance if my colleagues often behave negatively to me.
 - 10 I feel that colleagues will tend to keep their distance if I often behave negatively to them.
 - 11 My colleagues and I were not easily suspicious when one of us disagreed.
 - 12 My colleagues and I feel that helping a colleague is an obligation.
 - 13 I feel as part of the work team.
-

c. Cognitive social capital

- 14 I feel that my colleagues have the same view of life as me.
 - 15 I understand ethical and unethical things in relationships with colleagues.
 - 16 I have goals that are in line with the company's shared goals.
 - 17 I feel the work team often agrees on what is in the best interests of our relationship.
 - 18 I am able to understand the language and terms used in communicating with my work team.
 - 19 I am able to communicate with the same language and terms with my work team.
-

2. Employee Performance

a. Quality of work

- 1 I always do my work carefully.
 - 2 I was able to complete the task well.
 - 3 I am sure my work assignments are in accordance with the expertise that I have.
 - 4 I can do several tasks at once.
-

b. Quantity of Work

- 5 I was able to complete a number of jobs the company had set.
 - 6 I consider the target of the work given according to my ability.
-

c. Work Time

- 7 I was able to complete the task on time.
 - 8 I did not delay the completion of my work assignments.
 - 9 I am obedient to the predetermined target time for completing tasks.
-

d. Collaboration with colleagues

- 10 I feel my work team can work in a compact manner.
- 11 I am able to work in a team.

12 I feel the completion of work assignments will be better if done together.

3. Burnout

a. Physical exhaustion

- 1 In the past month or so, I have continued to feel tired in completing work.
 - 2 In the past month or so, I continue to feel headaches when facing work assignments.
 - 3 In the past month or so, I continue to experience sleep disorders.
 - 4 In the past month or so, I felt there was a change in my diet.
-

b. Emotional exhaustion

- 5 In the past month or so, I have continued to feel anxious.
 - 6 In the last month or so, I lost the enthusiasm to do daily activities.
 - 7 In the last month or so, I found it difficult to concentrate.
 - 8 In the past month or so, I found it difficult to get out of the problem I was facing.
 - 9 In the past month or so, I always felt like I was working in compulsion.
-

c. Depersonalization

- 10 In the past month or so, I did not care about colleagues who were facing work problems.
 - 11 In the past month or so, I often ignore conversations when colleagues start the conversation.
 - 12 In the past month or so, I feel reluctant to socialize with colleagues.
 - 13 In the past month or so, I feel reluctant to work in teams.
-

d. Feeling of Low Personal Accomplishment

- 14 In the past month or so, I feel unable to complete work tasks.
 - 15 In the past month or so, I felt insecure about developing my competencies.
 - 16 In the past month or so, I feel pessimistic about the goals that I will achieve.
 - 17 In the past month or so, I felt that I would never be able to achieve success in the future.
-

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Job Burnout and Employee Performance in Hospitality Industry: The Role of Social Capital

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Abstract: The hospitality industry is known for its labor-intensive and intense interpersonal interaction characteristics. The high rate of burnout in the hospitality industry has been escalating and become a crucial issue for the management. The burnout can lead to the decline of the employee performance. The previous studies suggested that the happy and cooperative employees tend to deliver a better performance. Since cooperative is one form of the social capital manifestation, this study aims to analyze the role of the social capital in reducing burnout and improving employee performance. The data collection was conducted by distributing questionnaires to all non-daily worker employees at the first-line and middle-line level employees in three budget hotels under the similar chained hotel group in Surabaya. The data were processed using the partial least square analysis technique. The result revealed that the social capital has a significant negative influence on job burnout, but a significant positive influence on employee performance. The result also proves that job burnout has a significant negative influence on employee performance.

Keywords: Burnout; employee performance; social capital.

Introduction

The hospitality industry is known as a labor-intensive industry. The intensity of the workforce in the hospitality industry has always been attributed to the irreplaceable role of personal services. Working in the hospitality industry can be tiresome for employees. They face demanding work demands, complex procedures, and intense interpersonal relationships at every stage of their working day (Yirik *et al.* [1]). Moreover, employees must be responsive to serve customers who have different needs with minimum error rates. Therefore, they are quickly getting burnout. According to Farzianpour *et al.* [2], manpower's burnout is a psychological syndrome consisting of: a) chronic fatigue, sleep disorders, different physical signs; b) pessimistic and negative tendencies toward colleagues and clients, feeling guilty, cornered, job dissatisfaction; c) feelings of failure and inability, loss of judgment and understanding, feeling pressed and exploited, and loss of performance.

Employees who experience burnout will undoubtedly decrease their work performance. They tend to be passive and pessimistic about completing the work that may cause them to become even more depressed.

They will also be vulnerable to an illness that may potentially increase their absentee rates as well. Boehm and Lyubomirsky [3] also point out that happy employees show higher levels of performance than unhappy employees do. Happy employees are more sensitive to job opportunities, more involved and helping others, more confident and optimistic (Zelenski *et al.* [4]).

Furthermore, El-Said [5] states that cooperative attitude is one of the factors that affect and improve employees' performance at the hotel. The cooperative attitude is one dimension of the social capital, which arises because of a certain set of values or informal norms among group members (Bhandari and Yasunobu [6]). The research of Dai *et al.* [7] also reveals that social capital can improve employee performance. Meanwhile, the social capital that contains the characteristics of mutual trust, common purpose, and a cooperative attitude will improve employees' morale. The existence of such a spirit will boost their performance (Shirom [8]). It can be inferred that employees with high levels of social capital will work harder when trying to do the best for their organizations and colleagues (Hador [9]).

Nahapiet [14] defines social capital as some actual and potential resources embedded in, through, and derived from a network of relationships owned by an individual or a social unit. Unlike the human capital, which is a combination of attributes, skills, and experience of a person, the social capital consists of values and benefits, actual and potential, generated from social interactions with other people (Santarelli and Tran [15]). Social capital cannot be separated from relationships among individuals. As a set of resources derived from relationships, social capital has many different attributes.

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Nahapiet [14] divides social capital into three dimensions, namely: Structural social capital, relational social capital, and cognitive social capital. This research is adopting the social capital dimensions following Nahapiet [14], because this study analyzes the influence of social capital at the individual level within the organization.

The structural social capital is an overall form of relationship between social actors (Nahapiet [14]). This term describes the configuration of impersonal relationships of people or units. According to Nahapiet [14], this dimension refers to the organizational structure, the pattern of connections between individuals, and the relationships that make up the organization's network. This dimension has the meaning that a person's position in the interaction structure will give him certain advantages (Nahapiet [14]), such as the ease of finding jobs, obtaining information, or accessing resources (Tsai [16]).

The relational social capital refers to assets that are rooted in the relationship, such as trust and reliability for trustworthiness (Tsai [16]). Trust is the attribute of a relationship, while reliability for trustworthiness is an attribute of the individuals involved in the relationship (Tsai [16]). This dimension supports the performance cohesion because it reflects mutual trust, togetherness, and caring. This dimension is an asset as it is created and emerging from the relationships among members of the organization that includes beliefs, norms and sanctions, obligations, expectations, and identification (Nahapiet [14]).

The cognitive social capital dimension according to Nahapiet [14] refers to resources that provide representations, interpretations, and systems of shared meanings. This dimension is manifested through attributes such as shared codes or shared paradigms that facilitate a common understanding of common goals and appropriate ways of acting within social systems. This general understanding can be done through collectivity, which has become the main resource of the social capital. This is also added with attributes such as shared vision or equality of values that facilitate individual and collective action and shared an understanding of appropriate action and collective goals. The cognitive dimension includes attributes such as shared norms, action codes, and convergence of views (Zhang *et al.* [17]). Shared values and visions can foster the development of relationships for mutual trust. Members of the organization with collective goals and values will tend to trust each other because they can expect them to work together to achieve collective goals and will not be impeded or imposed by other members for pursuing self-interest (Tsai [16]).

According to Hafeez and Akbar [18], performance can be interpreted as the achievement of specific tasks that are measured based on predetermined standards or identified with the accuracy, completeness, financing and speed. According to Bakker and Schaufeli [19], every employee in the organization is required to provide a positive contribution through good performance, given the performance of the organization depend on the performance of its employees. Employee performance is critical because it will reflect the organization's performance. Salleh *et al.* [20] reveal that employees play an essential role in ensuring the effective and efficient implementation of the organization's policies and programs.

Mathis and Jackson [21] suggest four indicators to measure employee performance. We use these indicators because one of the indicators is the cooperation with colleagues, so it correlates with social capital. Besides, within the working environment of the hospitality industry, the ability to work together is one of the critical measurement to assess employee performance. These indicators are as follows: 1) Quality of work; measured from the employee's perception of the quality of work produced and the perfection of tasks compared to the skills and abilities of employees. 2) The quantity of work; measured from the employee's perception of the number of activities assigned and the results. The quantity measurement involves calculating the output of the process or the execution of the activity. 3) Work time; measured from the employee's perception of time for an activity accomplishment compared to the appointed time and the ability to maximize the time available. 4) Cooperation with colleagues; measured from the ability of employees to cooperate with colleagues and the environment. The ability to work together can create cohesiveness so that it can improve the teamwork sense among employees.

Burnout is prolonged stress, demand in the workplace that burdens or exceeds the resources owned by individuals (Buick [22]). Stress refers to a transient adaptation process and is accompanied by mental and physical symptoms, whereas burnout refers to a disturbance in adaptation accompanied by chronic functional impairment (Buick and Thomas [22]). The stress that causes this burnout includes high tension in work, low social support, exposure to workplace violence and intimidation, night shift work demands, high demands at work, poor work organization, ambiguity in decision making in critical situations based on inadequate information (Farzianpour *et al.* [2]). Burnout is not a personal matter. It is a social or environmental issue related to one's work (Beckstead [23]).

Baron and Greenberg [24] suggest four indicators for job burnout, while Maslach [25] propose three

indicators only. The difference happens because Maslach [25] regard physical exhaustion as one of the impacts of burnout, while Baron and Greenberg [24] consider physical exhaustion to be a form of burnout. This study assumes that physical exhaustion is one form of job burnout because employees who are constantly exposed to stresses will be susceptible to illness and poor lifestyle tendencies such as decreased appetite and insomnia. Physical exhaustion does not always appear after a person experiences all types of burnout. It can be felt when employees feel being exploited or perceive their responsibility exceeding their resources.

There are numbers of studies that have investigated the relationship between health, social capital and its components. One study in Canada shows that the social capital manifestation, especially trust, has a significant relationship with reducing depression levels (Sheingold *et al.* [10]). The phenomenon of the social capital, job burnout and employee performance has been extensively studied in midscale and luxury hotels (Kuruuzum *et al.* [11], Fiksenbaum *et al.* [12], Karatepe and Tizabi [13], Yirik *et al.* [1]). However, there is still an absence of research connecting the social capital, job burnout, and employee performance among budget hotels. Therefore, this study investigates the impact of the social capital on job burnout and employee performance among the employees of some budget hotels in Surabaya. The research focuses on many non-daily workers who are positioned in the first-line and middle level. These non-daily workers are employees who have passed the probationary period or has met the criteria as a contract employee, so their relationship with other co-workers is considered strong, and they are expected to share the same office space.

An atmosphere built on trust, shared values and beliefs can help people to collaborate and make them easier to assess their working conditions by reducing insecurity, uncertainty, and disorientation. These conditions can also improve their performance (Ommen *et al.* [26]). Social capital can affect the quality of service and output. The existence of social capital between employees will increase their morale to work better. Good social relations among employees will create a comfortable working environment. This work environment is created because of the shared vision and goals among employees that support the performance of employees to cooperate and achieve common goals. Cooperation can be created if the trust is inherent in the parties who trust and believe in the given task. Support from colleagues or superiors also encourages employees to work well. This support is the result of trust and a close network between the parties concerned. Therefore, we propose that social capital positively influences employee performance (H1).

Farzianpour *et al.* [2] found that social capital has a significant and inverse relationship to burnout which signifies the importance of the social capital role of employees in an organization. Support from colleagues can help employees to cope with stress and reduce the chances of experiencing burnout. Corporate custom as a form of a norm in social capital is also able to reduce burnout caused by the conflict. The manners ignorance can create a less conducive working atmosphere. Moreover, the neglect of etiquette can trigger personal conflicts that are difficult to overcome (Boyas and Wind [27]). Such conflicts can cause emotional exhaustion and depersonalization, which is a reflection of burnout. We propose that social capital negatively influences burnout (H2).

Burnout can negatively affect employee attitudes and lead to negative behaviors, such as low work involvement, performance decline, and increased turnover intentions. The negative effects of burnout on employee performance may be lowered effectiveness, work absenteeism, decreased service quality, loss of interest in the organization, family and marital problems, alcohol and drugs consumption, depression and even suicidal tendencies. Therefore, recognizing this syndrome including its effects and preventing the occurrence of this syndrome is very important (Yirik *et al.* [1] and Farzianpour *et al.* [2]). Thus, we propose the third hypothesis as: burnout negatively influences employee performance (H3).

Methods

This study aims to determine the effect of social capital on burnout and employee performance. The population of this study is 51 non-daily workers who are in the first and middle level of three budget hotels under the same chain group in Surabaya. The first-line employees are those who hold the position of ordinary staff, while middle-line employees are those who have the position of supervisor and manager or head of the department. Due to the small population, we use saturated sampling techniques.

The exogenous variable in this research is the social capital (SC). In this study, social capital is defined as collective assets in the form of norms, beliefs, networks that are shared and lead to cooperative and collective actions for mutual benefits. The social capital dimensions are adapted from Nahapiet [14] to measure how strong the social capital among hotel employees is. These dimensions are structural social capital, relational social capital, and cognitive social capital. One example of a structural social capital indicator is “I feel that the work team facilitated me to participate in work activities.”

Table 1. Indicators

Variables	Dimensions	Indicators	Source
Social Capital (SC)	Structural	Relationship	Nahapiet [14]
	Social Capital		
	Relational	Mutual trust and	
	Social Capital	reliability	
Burnout (BO)	Cognitive	Shared codes	Baron and Greenberg [24]
	Social Capital		
		Shared norm, value, and vision	
		Shared understanding	
		Physical Exhaustion	
		Emotional Exhaustion	
		Depersonalization	
Employee Performance (EP)		Feeling of Low Personal Accomplishment	Mathis and Jackson [21]
		Work Quality	
		Work Quantity	
		Timeliness	
		Cooperativeness	

Table 2. The validity and reliability criteria

Measurement	Criteria
Convergent Validity	Standardized loading factor > 0.4
Discriminant Validity	AVE > 0.5
Composite Reliability	$\rho_c > 0,6$
Cronbach Alpha	$\alpha \geq 0,5$

The endogenous variables in this study are job burnout and employee performance. We adopt the burnout indicators from Baron and Greenberg [24], which consist of four dimensions. One example of burnout indicator is “In the past month or so, I find it is hard to concentrate”. The employee performance indicators adapted from Mathis and Jackson [21] consisting of four indicators. These indicators are quantified as follows: “I can complete the job on time”.

In this study, the data were collected by distributing questionnaires using a Likert scale with a scale of 1 (strongly disagree) to 4 (strongly agree). Only a four categories Likert scale is used to avoid respondents' tendency to give neutral answers. Afterwards, the data is analyzed using Partial Least Square (PLS), because it requires relatively small numbers of data and more flexible assumption requirement.

To test the validity and reliability of reflective constructs, we utilize benchmarks as stated in Table 2.

Meanwhile, to examine the validity of the formative construct, the evaluation of the measurement model is based on the significance of T-Statistics of the formative construct. Hence, the validity and reliability test are not needed. To get the T-Statistics

value through the bootstrapping process, the T-Statistics value should be > 1.96 to be valid. The structural model is evaluated using R-square (R^2) for dependent constructs and T-Statistics for the significance of influence. The criteria are $R^2 > 0.3$ (very weak), $0.3 < R^2 < 0.5$ (weak), and $0.5 < R^2 < 0.7$ (moderate), and $R^2 > 0.7$ (strong) (Moore *et al.* [28]).

In addition to the R-square values, the PLS model is also evaluated using the T-Statistics score to measure the significance of the latent construct influence on other constructs. The size of the significance of T-Statistics should be more than 1.96. The level of confidence used is 95%, so the level of precision or inaccuracy limit $\alpha = 5\%$ and yielded a T-Statistics score of 1.96.

Results and Discussion

Based on the questionnaire that has been filled by 51 respondents from three budget hotels in Surabaya, most respondents are in the age range of 26 - 30 years old (41%), men (53%), married (71%), in the middle-line level management (55%), length of work > 1 year (94%) and at Front Office department (32%).

Figure 1 shows the result of the outer model that has been constructed and processed. The convergent validity can only measure variables with reflective indicators only, i.e. burnout and employee performance. All loading factors that are related among indicators, and between indicators with variables, have value > 0.4. Thus, it can be concluded that the indicators and the variables are valid.

Unlike burnout and employee performance, the social capital variable has formative dimensions. Hence, it is not necessary to assess its validity through the loading factor in the outer model, but through T-statistics at inner stage model. On the other hand, the relationship between the indicator statement and its dimensions is reflective, so that it can be measured through the loading factor value. In this study, the structural social capital dimension consists of six indicators, relational social capital dimension consists of seven indicators, and cognitive social capital dimension consists of six indicators. All of them have loading factor values > 0.4. Thus, all indicators are valid. The test results show that all dimensions of social capital, employee performance, and burnout have AVE value > 0.5. This means that all reflective variables with indicators along with the three dimensions of social capital meet the standard value of convergent validity. The value of AVE social capital is only 0.297, but this should not be considered. Since the social capital is a formative variable, the AVE value is not required.

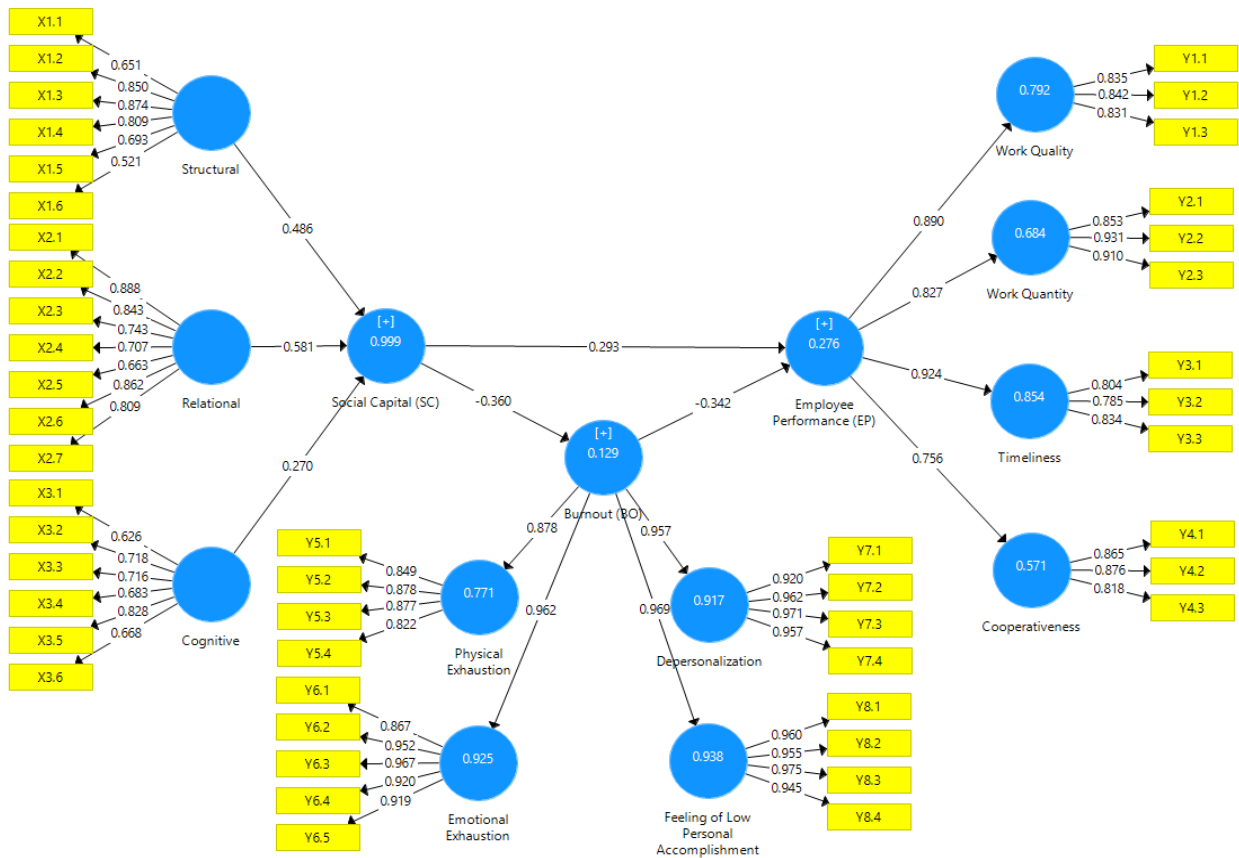


Figure 1. Outer model

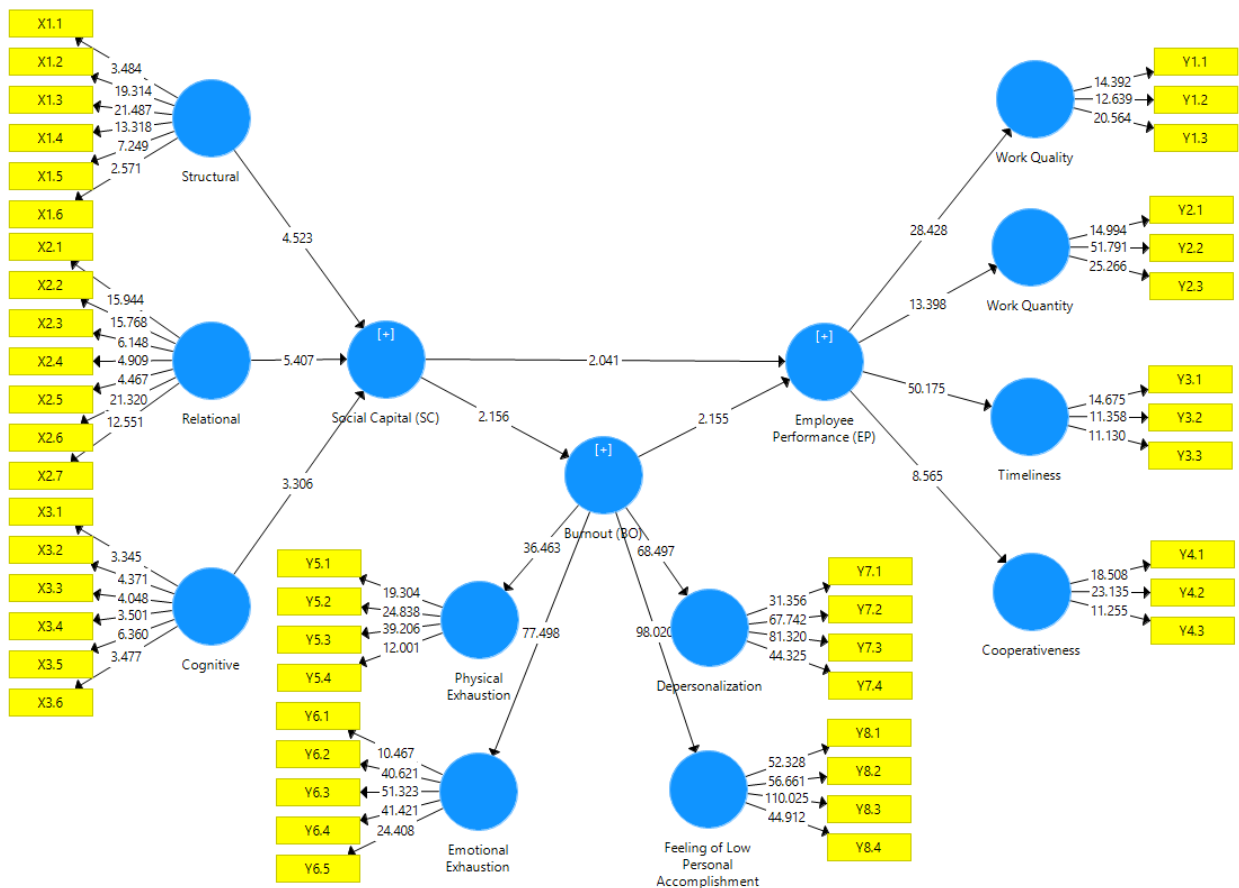


Figure 2. Result of inner model

Based on the results of discriminant validity test, all values of cross loading construct associated with the indicator is higher than the value of other constructs. Thus, all constructs in this study have met the discriminant validity standard. The result of data processing shows that all constructs have composite reliability value > 0.7 and Cronbach's alpha > 0.7 . Hence, it is confirmed that all constructs are reliable.

The inner model is tested with bootstrapping and obtained the formative T-statistics value of the construct. In this study, the formative construct is social capital with its three dimensions. The social capital dimensions, namely: structural, relational, and cognitive social capital have T-statistics > 1.96 . Thus, it can be concluded that these three dimensions of social capital are valid.

The next step after testing the outer model is to test the inner model, by evaluating the value of R^2 to find out the predictive power of the effects obtained by the endogenous constructs of the exogenous constructs that influence it. Figure 2 shows the inner model that has been constructed and processed to obtain the T-statistics value of each construct.

Table 3 shows that social capital variable has $R^2 = 0.999$, meaning that the three dimensions of social capital have prediction influence of 99.9% to the variable that can be categorized strong. All burnout dimensions have $R^2 > 0.7$, which means that each indicator has a strong influence on its dimension. The employee performance variable gets $R^2 = 0.276$, which is categorized as very weak. It means that the variable social capital and job burnout bring some influences on the employee performance as much as only 27.6%. The work quality and working time indicators are categorized as strong because the value of $R^2 > 0.7$. As with the indicators of the quantity of work and cooperation, they are categorized as moderate. The job burnout variable obtains $R^2 = 0.129$, meaning that the social capital variable predicts to affect the burnout as much as 12.9% and categorized as very weak.

Then, the hypotheses is tested to find out the influence and the significance among variables. Table 4 shows that all of the T-statistics are above 1.96. Subsequently, it can be stated that all variable relationships are significant.

In this study, the social capital influences employee performance positively and significantly (T-statistics = 2.041). The influence is positive, meaning that the increase of the social capital will lead to the increase of the employee performance. This result is in line with Hador [9], which reveals the strong social capital in the workplace making employees feel better, more energized, and eventually bringing an improvement in employee performance.

Table 3. The R-square (R)

	R Square
Social Capital (SC)	0.999
Burnout (BO)	0.129
Physical Exhaustion	0.771
Emotional Exhaustion	0.925
Depersonalization	0.917
Feeling of Low Personal Accomplishment	0.938
Employee Performance (EP)	0.276
Work Quality	0.792
Work Quantity	0.684
Timeliness	0.854
Cooperativeness	0.571

Table 4. The hypothesis test

	Regression Coefficient	T-statistics (O/STDEV)	P Values
Social Capital → Employee Performance (H1)	0.293	2.041	0.044
Social Capital → Burnout (H2)	-0.36	2.156	0.033
Burnout → Employee Performance (H3)	-0.342	2.155	0.034

The results of the questionnaire show that respondents tend to answer, “Strongly agree” on the social structural dimension indicators. This means that they have an excellent relationship. In the hotel work environment, there is a clear organizational structure and an interconnected work team. The work environment in the hotel requires a high-intensity face-to-face interaction with colleagues, even with colleagues from different departments.

As Tsai [16] propose, the structural social capital can stimulate trust representing the relational capital. The people who frequently interact with others will create a more concrete relationship of trust. In addition, they also state that social interaction facilitates the shared goals and values forming within the organization. The daily routine activities, such as morning briefings that bring together the managers of each department to evaluate the work teams, will generate the familiarity and acquaintance between employees. It affects the personal relationships among employees, which is based on the mutual trust and norms established in their relationships. Therefore, it is not surprising that the dimensions of relational social capital and cognitive social capital obtain a high mean value.

The social capital has a negative and significant influence on burnout (original sample = -0.36, T-statistics = 2.156). Since most of the respondents choose “disagree” on the burnout indicators, it can be inferred that the issue of burnout in the work environment is minor. One possible explanation for this minor job burnout is due to a high level of the social capital. This is aligned with Farzianpour *et al.*

[2] in their research in some teaching hospitals in Iran. The result of this research shows that the social capital, which consists of the mutual trust, the ability to create informal social relationships, the generosity and volunteerism, some variations in interaction, friendship, and leadership; and the community involvement, have a significant inversed relationship to the job burnout.

However, the job burnout variable has the R^2 value of 0.129, which is categorized as very weak. This means that although social capital has a significant influence on burnout, the predicted influence obtained by the job burnout from the social capital is very weak, i.e. 12.9% only. There are 87.1% influences from other variables that affect the job burnout not examined in this study.

The low value of the job burnout probably is caused by the employees' satisfactory work experiences. This idea is also revealed by Farzianpour *et al.* [2] research in some teaching hospitals in Iran. They reveal that the higher the nurse's experience, the less likely the nurse to experience job burnout. In addition, Ang *et al.* [29] also found that the older nurses and the one with longer working periods had less potential for the job burnout than those of younger age.

The demographic factors such as age, gender and marital status also have some potentials to influence the job burnout. The more mature employees have a lower possibility for the job burnout. Whereas, women and unmarried employees have a higher tendency to experience the job burnout than men do. This is in line with Buick and Thomas [22] who found that the younger, female and unmarried employees are more vulnerable to the burnout. Ang *et al.* [29] also found that some demographic factors, such as the age and races, influence the burnout. Regarding the demographic profile of respondents that are dominated by a relatively mature, male, and married employee, it is suggested that the demographic factor is a potential contributor to the minor burnout.

The third hypothesis stating that job burnout has an influence on employee performance is accepted (T -statistics value = 2.155). The value indicates that the burnout has a significant effect on the employee performance. The effect of the job burnout on the employee performance is negative, as shown in the coefficient value which is equal to -0.342.

This is in accordance to the research of Kuruuzum *et al.* [11], stating that the job burnout can lead to the decreased work performance, the emergence of a desire to quit the job, the work absenteeism, some family problems, the decreased self-esteem, the

difficulty in concentration, the social disengagement, the adverse physical symptoms (such as sleep disturbances, headaches, etc.), the alcohol and drugs consumption, the psychological disorders (such as anger, depression, and apathy). Similarly, Farzianpour *et al.* [2] point out that the negative effects of the job burnout on employee performance could be in the form of reduced effectiveness, absenteeism, decreased patient satisfaction, family and marital problems, alcohol consumption and drugs, depression and even suicidal tendencies.

In the hospitality industry, the job burnout may trigger some poor customer services and increase some potential errors. Ari and Bal [30] support, that the consequences of job burnout include negative behavior toward customers, reduced service quality, the potential for more frequent errors, loss of interest in the organization and work, loss of creativity, job dissatisfaction, poor performance and professional decline in work, procrastinating assignments, and absence.

Conclusion

Based on the results of the analysis and discussion, it can be concluded as follows: the social capital owned by employees has a significant positive influence on their performance. The social capital owned by employees also affects the job burnout significantly and negatively. The job burnout has a significant negative influence on employee performance.

Based on the results of this study, it is found that the performance of employees in three budget hotels in Surabaya is classified as very good. Although it is still relatively good, from some responses, there is one statement item that gets a relatively low value compared to other statement items. This statement represents the quantity of work, where employees can work on several work tasks simultaneously.

As a budget hotel, where work efficiency is critical, the companies are advised to continue to foster and improve the ability of their employees to achieve efficiency. There are several forms of activities that can be implemented, such as various training to support and hone the ability of employees to do several tasks at once.

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Appendix

Measures of constructs

1. Social Capital

a. Structural social capital

- 1 I have a good personal relationship with my colleagues.
- 2 I have a good working relationship with my colleagues.
- 3 My co-workers and I maintain good personal relationships.
- 4 My colleagues and I maintain a good working relationship.
- 5 I feel the work team facilitates me to participate in work activities.
- 6 I feel the work team facilitates me to participate in activities outside of work.

b. Relational social capital

- 7 My colleagues and I are willing to help each other if one of us is in trouble.
- 8 My colleagues and I always try to respect each other.
- 9 I will tend to keep my distance if my colleagues often behave negatively to me.
- 10 I feel that colleagues will tend to keep their distance if I often behave negatively to them.
- 11 My colleagues and I were not easily suspicious when one of us disagreed.
- 12 My colleagues and I feel that helping a colleague is an obligation.
- 13 I feel as part of the work team.

c. Cognitive social capital

- 14 I feel that my colleagues have the same view of life as me.
- 15 I understand ethical and unethical things in relationships with colleagues.
- 16 I have goals that are in line with the company's shared goals.
- 17 I feel the work team often agrees on what is in the best interests of our relationship.
- 18 I am able to understand the language and terms used in communicating with my work team.
- 19 I am able to communicate with the same language and terms with my work team.

2. Employee Performance

a. Quality of work

- 1 I always do my work carefully.
- 2 I was able to complete the task well.
- 3 I am sure my work assignments are in accordance with the expertise that I have.
- 4 I can do several tasks at once.

b. Quantity of Work

- 5 I was able to complete some jobs the company had set.
- 6 I consider the target of the work given according to my ability.

c. Work Time

- 7 I was able to complete the task on time.
- 8 I did not delay the completion of my work assignments.
- 9 I am obedient to the predetermined target time for completing tasks.

d. Collaboration with colleagues

- 10 I feel my work team can work in a compact manner.
- 11 I can work in a team.
- 12 I feel the completion of work assignments will be better if done together.

3. Burnout

a. Physical exhaustion

- 1 In the past month or so, I have continued to feel tired in completing work.
- 2 In the past month or so, I continue to feel headaches when facing work assignments.
- 3 In the past month or so, I continue to experience sleep disorders.
- 4 In the past month or so, I felt there was a change in my diet.

b. Emotional exhaustion

- 5 In the past month or so, I have continued to feel anxious.
- 6 In the last month or so, I lost the enthusiasm to do daily activities.
- 7 In the last month or so, I found it difficult to concentrate.
- 8 In the past month or so, I found it difficult to get out of the problem I was facing.
- 9 In the past month or so, I always felt like I was working in compulsion.

c. Depersonalization

- 10 In the past month or so, I did not care about colleagues who were facing work problems.
- 11 In the past month or so, I often ignore conversations when colleagues start the conversation.
- 12 In the past month or so, I feel reluctant to socialize with colleagues.
- 13 In the past month or so, I feel reluctant to work in teams.

d. Feeling of Low Personal Accomplishment

- 14 In the past month or so, I feel unable to complete work tasks.
- 15 In the past month or so, I felt insecure about developing my competencies.
- 16 In the past month or so, I feel pessimistic about the goals that I will achieve.
- 17 In the past month or so, I felt that I would never be able to achieve success in the future.