

Illuminating the Complex Associations Between Job Burnout, Quiet Quitting Intention, and Job Satisfaction in China's Micro Hospitality Sector

Shuying Zhang

Faculty of Business, City University of Macau, Macau, 999078, China
b21091101186@cityu.mo

Abstract. This quantitative study examined the impact of job burnout on quiet quitting intention among 423 employees in micro-entities operating in China's hospitality industry. The four core components of job burnout - emotional exhaustion, mental distance, cognitive impairment, and emotional impairment were measured using a survey. Correlation and regression analysis results showed job burnout positively predicted quiet quitting intention. Emotional impairment had the strongest influence. Further, job satisfaction mediated the relationship between job burnout and quiet quitting intention. The findings provide insights into addressing employee disengagement through burnout prevention and job satisfaction improvement in Chinese micro-entities. Limitations include self-reported data and cross-sectional design. Longitudinal research is needed to establish causality between the variables.

Keywords: Job Burnout, Emotional Exhaustion, Mental Distance, Cognitive Impairment, Emotional Impairment, Job Satisfaction, Quiet Quitting Intention, Chinese Micro-entities

1. Introduction

Job burnout, a common and complicated issue, causes a considerable lot of suffering for employees in a range of professions. According to Puig et al. (2012), it has an impact on both the physical and mental health of employees. In a study conducted by Harjanti (2019), it has been discovered that job burnout can have a major negative impact on employee performance (Harjanti, 2019). Additionally, the existence of job burnout might cause interpersonal relationships to become strained (Rajesh & Suganthi, 2013). Not only this, career growth chances may be hampered by job burnout (Ayaz-Alkaya et al., 2018). Lower job satisfaction, increased turnover intention, and decreased productivity have all been associated with job burnout. Additionally, it has been linked to negative health consequences, which is a major concern in physically demanding industries like hospitality.

Along with job burnout, the concept of quiet quitting has become a pervasive phenomenon in organizational dynamics. Employee disengagement, known as quiet quitting, includes subtle retreat, lessened commitment, and a growing reluctance to use discretionary effort (Pevac, 2023). Although this issue frequently goes unrecognized, it has important implications for workers and organizations alike. Reduced task engagement, transfer of duties to coworkers, frequent breaks for emotional distance, reluctance to offer criticism or suggestions, and a lack of initiative are all signs of quiet quitting (Henke, 2023).

In almost every business industry, the association between job burnout and quiet quitting intention has drawn attention in the literature in recent times. However, quiet quitting was a behaviour that has been noted in workplaces prior to the global COVID-19 pandemic as well (Ng & Stanton, 2023). During the COVID-19 era, its prevalence has increased significantly, prompting experts to attribute this increase to the COVID-19 pandemic itself (Zuzelo, 2023). Even before the pandemic, there were low levels of employee satisfaction in the hospitality industry, due to problems such as poor quality of work life and a lack of employee recognition (Lee et al., 2015; ONYEBU et al., 2017). However, this all aggravated during the COVID-19 pandemic. For instance, a study conducted by Teng et al. (2020) on 170 quarantine hotel employees during the COVID-19 pandemic in China revealed that 68.2 percent of these employees suffered from severe anxiety symptoms, which affected their level of satisfaction. These effects are still visible in a post-Covid-19 era.

Recent studies have highlighted the interaction between employee well-being, job burnout, and quiet quitting intention. One such study was conducted by Lu et al. (2023) among Chinese university professors. This study found a correlation between increased intention to engage in quiet quitting behaviours and higher degrees of job burnout. However, the connections between these ideas are still largely unexplored, particularly in the context of the employees of China's micro-entities operating in the hospitality industry. Micro-entities frequently face particular problems that call for specialized solutions because of their small size and limited resources. Government regulations in China clearly identify a micro-entity and introduce a corporate income tax savings scheme for Small and Low-Profit Enterprises (SLPE) that can save up to 20%. According to Zhang and Zhou (2023), these micro-entities can be identified by a number of important traits. First, their yearly revenue must be greater than RMB 3 million. Second, no more than 300 people should work for each of these companies. Last but not least, these micro-entities total asset value must not exceed RMB 50 million. Keeping this in mind, the major aim of our study is to investigate the intricate relationship between job burnout, quiet quitting intention, and job satisfaction among employees in China's micro-entities operating in the hospitality industry. Specifically, our study will focus on the achievement of three objectives. The first objective of our study is to assess the impact of job burnout on quiet quitting intention among employees among employees in the hospitality sector in China's micro-entities. The second objective of our study is to determine the core component of job burnout that exhibits the greatest influence on quiet quitting intention among employees in the hospitality sector in China's micro-entities. Finally, the third objective of our study is

to explore and establish the mediating role of job satisfaction in the relationship between job burnout and quiet quitting intention.

Our study offers important insights into the vulnerabilities and requirements of these micro-entities by exploring the impact of job burnout and quiet quitting within this particular setting. Understanding how these factors affect employees is essential given the reputation of the hospitality industry for having high-pressure work situations. This study can help small businesses develop plans for reducing burnout, improving job satisfaction, and reducing the likelihood of employees engaging in quiet quitting behaviours. Our study's examination of how these problems have changed post-pandemic is especially pertinent in light of the COVID-19 pandemic. Unprecedented difficulties brought on by the COVID-19 pandemic have harmed employee well-being, including remote work, health issues, and economic uncertainties (Carnevale & Hatak, 2020). Businesses might benefit greatly from advice on how to adjust to the new normal by understanding the pandemic's effects on work satisfaction and the tendency for silent resignation.

2. Literature Review

2.1. Concept of Job Burnout and Unveiling its Core Components

Employees in a variety of work situations might suffer greatly from job burnout, a complex psychological syndrome (Maslach, 2003). This idea is well-known in organizational studies and occupational psychology (Taris et al., 2005). We base our understanding of job burnout on its four core components, each of which offers a distinctive perspective on the complex phenomenon.

According to Seidler et al. (2014), the first component of emotional exhaustion is a severe sense of mental and physical tiredness brought on by long-term exposure to stressors related to one's profession. Employees who experience emotional exhaustion frequently experience mental fatigue (Wright & Cropanzano, 1998), a lack of energy for daily tasks (Seery & Corrigan, 2009), and difficulty replenishing their emotional reserves after a day of work (Jahanzeb & Fatima, 2018). The second element, mental distance, shows up as an increasing sensation of detachment from one's job and coworkers (Van Beek et al., 2012). This disengagement frequently manifests as cynicism (Bashir & Nasir, 2013), indifference (Kim et al., 2007), and a lack of excitement for one's work and interpersonal interactions (Kim et al., 2016). Employees who are feeling mental distance may work on autopilot mode (Mortlock, 2020), show a strong aversion to their job (Sørengaard & Saksvik-Lehouillier, 2022), and show a detachment from the ideals and objectives of their line of work (Maslach & Leiter, 2016). The third important factor, cognitive impairment, is characterized by problems with sustained attention, clarity of thought, and concentration on work duties (Deligkaris et al., 2014). Employees who are experiencing cognitive impairment may find it difficult to focus (Linden et al., 2005), become forgetful and easily distracted (Haar, 2021), and commit mistakes as a result of having their minds on other things (Golonka et al., 2017). The effectiveness and performance of the job can be significantly impacted by these difficulties. The fourth factor, emotional impairment, is made up of a variety of emotional disturbances like impatience, uncontrollable emotional reactions, and sad sentiments that are not consistent with one's typical emotional state (Kluger & Bryant, 2008). Employees that are emotionally impaired may exhibit irrational behaviour on the job (Sommovigo et al., 2020), become angrier when faced with difficulties (Totterdell et al., 2012), or go through emotional upheavals without obvious causes (Xu et al., 2018).

2.2. Concept of Quiet Quitting

The concept of "quiet quitting" originates in the field of organizational dynamics as a subtle but persistent factor that has a big impact on organizations (Mahand & Caldwell, 2023). Employee disengagement that takes the form of quiet quitting is characterized by understated acts of withdrawal, weakened commitment, and a growing reluctance to expend discretionary effort (Formica & Sfodera,

2022). Although not often obvious, this phenomenon has significant implications for both employees and the organizations they work for.

A variety of actions and attitudes that combined present a picture of declining excitement and a reluctance to accept job obligations are examples of quiet quitting. Quietly resigning employees could tend to perform their tasks to the bare minimum, avoiding any desire to go above and beyond (Aydin & Azizoğlu, 2022). Additionally, they can decide to assign their duties to coworkers to reduce their workload and engagement (Atalay & Dağıstan, 2023). Another sign of a quiet quitting is the propensity for frequent breaks. Employees may use these rest periods not only to recover but also to temporarily distance themselves from their jobs (Dai et al., 2023). Simultaneously, Campton et al. (2023) revealed that quiet quitting might appear as a reluctance to offer comments and ideas related to one's work, either from apprehension over receiving more work or a conviction that their suggestions will not significantly alter working conditions. Another trait of individuals who quietly quit, as indicated by Serenko (2023) is a lack of effort, as they frequently do not take initiative or show excitement for their jobs.

2.3. Job Burnout and Quiet Quitting Intention

According to several empirical research, employees in hospitality regularly struggle with job burnout, highlighting its pervasiveness and importance (Ojedokun et al., 2013; Salem, 2015). Due to its possible effects on employee well-being and organizational effectiveness, this problem has attracted attention. Notably, a rising body of research emphasizes the detrimental effects of job burnout in this particular situation. Job burnout has been associated with reduced levels of job satisfaction, in prior research works, which can further impair employee turnover intention and productivity (Koo et al., 2020). Additionally, those who are more burned out may be more susceptible to health problems and O'Neill and Davis (2011) reported that this can be particularly problematic in a field that requires physical stamina and resilience. There have been studies that examine how job burnout influences employees' quiet quitting intentions, but there are not many studies that focus explicitly on these two concepts. For instance, Lu et al.'s (2023) study indicated that employee well-being and job burnout have a significant impact on the probability of Chinese university professors engaging in quiet quitting behaviours. The results of this study show how these variables are connected and how they interact to affect professors' decision to go discreetly. Another study conducted by Galanis et al. (2023) on 1760 healthcare workers revealed that job burnout is significantly associated with quiet quitting intentions among nurses. No studies in the literature empirically tested the link between these two variables in the context of hospitality industry. Our study aims to fill this gap in the existing literature on the phenomenon of job burnout and quiet quitting intentions.

Although the literature offers useful insights into the effects of job burnout in the hospitality industry, further research is still needed to determine whether there is a connection between job burnout and employees' quiet quitting intention. Although prior research has examined the links between job burnout and a number of negative consequences, the relationship with quiet quitting intention is still not fully understood in the context of employees working in the hospitality sector in China's micro-entities. Therefore, we formulated the following hypothesis:

H1: Higher levels of job burnout will be positively associated with an increased intention to engage in quiet quitting behaviours.

2.4. Mediating Role of Job Satisfaction

Employees' overall feeling toward their jobs is referred to as job satisfaction (Dziuba et al., 2020). It captures the degree to which employees are positively and contentedly affected by their job obligations (Pratama et al., 2022). Numerous studies indicate that job satisfaction is crucial in influencing a range of attitudes and behaviours related to the workplace. Particularly, it has been shown that higher levels of job satisfaction are linked to fewer plans for employee turnover across a variety of industries (Stamola-Ampros et al., 2019; Ramlawati et al., 2021). Such studies suggest that job satisfaction may also

have a positive impact on the phenomena of quiet quitting among employees in the hospitality industry in China's micro-entities. Increased job satisfaction may serve as a deterrent to the temptation to participate in covert disengagement behaviours such as putting up little effort, delegating tasks, or refraining from voicing opinions. Even though job satisfaction and job burnout are negatively correlated in the research (Wu et al., 2021), little is known about how job satisfaction might mediate the link between job burnout and silent quitting in this particular situation. For example, the study conducted by Galanis et al. (2023) in the healthcare sector in Greece explores the phenomenon of "quiet quitting" among nurses in order to examine the relationship between job burnout and job satisfaction, taking a sample size of 946 nurses. The study concludes that there is a positive relationship between job burnout and quiet quitting and a negative correlation between quiet quitting and job satisfaction, however, the effect size was extremely small. Due to this, the researchers recommended conducting similar studies in different contexts to explore this relationship as well as check the mediating role of job satisfaction. This presents a research gap that our study can fill in the existing literature by examining the mediating role of job satisfaction. Therefore, we formulated the following hypothesis:

Hypothesis 2: Job satisfaction mediates the relationship between job burnout and quiet quitting intention.

2.5. Conceptual Framework

In this section, we have provided a visual representation of our conceptual framework. In this framework, we can see job burnout (along with the identified four components) as the independent variable and quiet quitting intention as the dependent variable. Moreover, our visual representation shows job satisfaction as the mediating variable that mediates the relationship between job burnout and quiet quitting intention.

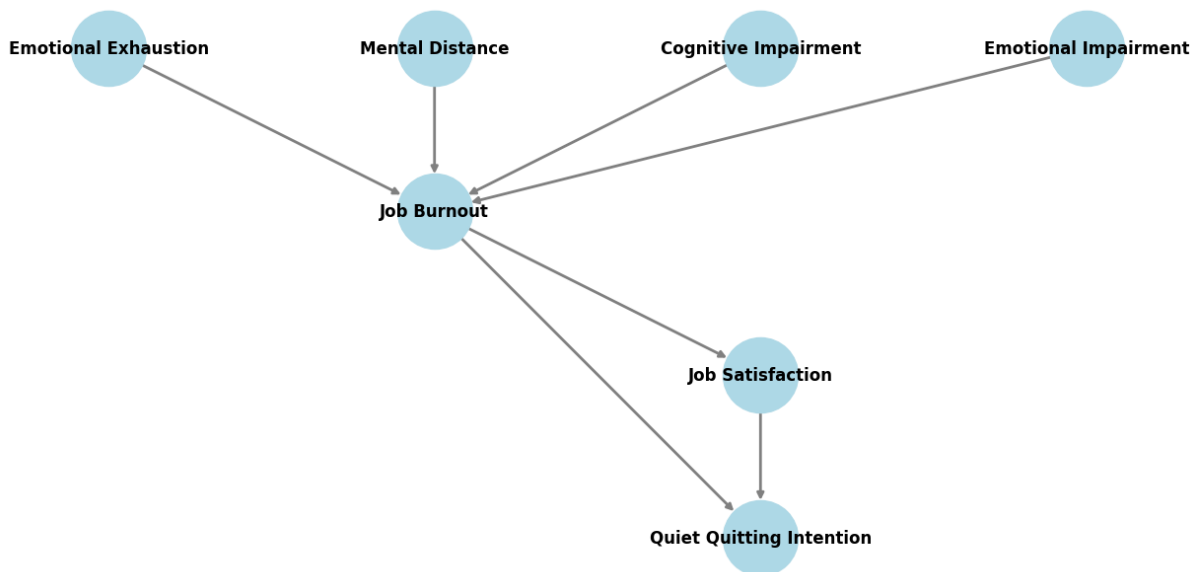


Fig.1: Conceptual Framework

3. Research Methodology

3.1. Research Philosophy

We provide the fundamental research philosophy that guides our study in this section. Our research design is guided by our research philosophy, which also influences how we comprehend and interpret the phenomena we are studying. The positivism paradigm serves as the foundation for our research

methodology. According to this paradigm, empirical, observable facts may be carefully evaluated to provide trustworthy knowledge and that reality is objective (Saunders & Lewis, 2017). We chose this philosophy because it works well for examining the intricate connections between job burnout, quiet quitting intention, and job satisfaction in the setting of China's micro-entity hospitality industry.

In order to explore phenomena methodically, positivism emphasizes the use of rigorous scientific methodologies. It is consistent with our dedication to conducting an empirical investigation into these complex workplace dynamics. By adhering to positivism, we place a high value on objectivity and empirical data in our study, using established methods to examine the connections between these three variables.

3.2. Research Approach

Deductive approach has been employed in our study. According to this approach, particular observations and forecasts come after a fundamental premise (Newhart & Patten, 2023). The foundation of this strategy is based on well-established theories and existing research on job satisfaction, quiet quitting intention, and burnout at work. On top of established theories and earlier study findings in these areas, we construct our hypothesis. These assumptions are then empirically evaluated by gathering and analyzing data in order to draw conclusions.

We are in line with the positivist philosophy by adopting a logical approach and prioritizing empirical observation and the rigorous analysis of existing hypotheses. We were able to increase our understanding of the links between job satisfaction, quiet quitting intention, and job burnout using this methodology, which allowed us to build on the body of earlier research in this area.

3.3. Research Strategy

We used a quantitative research strategy in this study. In order to address research issues and evaluate hypotheses, this strategy entails the methodical collection and analysis of numerical data (Bloomfield & Fisher, 2019). China's micro-entity operating in the hotel industry enables reliable measurement and statistical analysis of aspects linked to job satisfaction, quiet quitting intention, and job satisfaction. It is consistent with the methodical strategy we used.

3.4. Time Horizon

We employ a cross-sectional time span for our research. Data are gathered from a sample of people during a cross-sectional study to provide an overview of the relationships and factors being taken into account (Pandey & Pandey, 2021). This tactic fits nicely with the goals and plans of our research.

Given the nature of our study, which focuses on understanding the current status of job burnout, quiet quitting intention, and job satisfaction among employees in China's micro-entities within the hospitality industry, a cross-sectional temporal horizon is most appropriate. We seek to assess these characteristics and their relationships at a particular period in order to provide relevant insights on the current state of the workforce.

3.5. Measures and Instrument Development

In this study, we designed an online questionnaire consisting of 44 questions. In this section, we have discussed different parts of the questionnaire. We first prepared the survey using English language and then translated it into Chinese. We further retranslated the survey from Chinese to English to confirm that there is no change in meaning. Additionally, we performed face validity of our survey instrument by getting it assessed by three university professors in order to confirm that the survey instrument did not contain any errors. Not only this, we conducted a pilot test involving 30 employees, who are not the part of main study, working in the hospitality sector in China with the intention of checking whether the questions were clearly understood, well-defined, and presented consistently. With the help of the feedback received from university professors and participants who took part in the pilot study, we revised certain statements in the instrument.

3.5.1. Quiet Quitting Intention

The dependent variable in our study was quiet quitting intention. We measured this variable using 9 items adapted from the “quiet quitting” scale (Galanis et al., 2023). We used a 5-point Likert scale, which ranged from 1 (NEVER) to -5 (ALWAYS). An example item is ‘I take as many breaks as I can.’ Next, we computed the mean score, where a high score signified a higher level of quiet quitting intention. The Cronbach’s alpha for quiet quitting intention in our study was 0.96, which shows good internal consistency.

3.5.2. Job Burnout

The independent variable in our study was job burnout and it was measured in our study using a total of 23 items. This consisted of four different components. Items for each of these components were adapted from the “Burnout Assessment Tool” (Schaufeli et al., 2020). We used a 5-point Likert scale, which ranged from 1 (NEVER) to -5 (ALWAYS). The first component, emotional exhaustion was measured using 8 items. An example item is ‘I want to be active at work, but somehow, I am unable to manage.’ The second component, mental distance was measured using 5 items. An example item is ‘At work, I do not think much about what I am doing and I function on autopilot.’ The third component, cognitive impairment, was measured using 5 items. An example item is ‘I make mistakes in my work because I have my mind on other things.’ Finally, the fourth component, emotional impairment, was measured using 5 items. An example item is ‘During my work I become irritable when things don’t go my way.’ Next, we computed the mean score, where a high score signified a higher level of job burnout. The Cronbach’s alpha for job burnout in our study was 0.91, which shows good internal consistency.

3.5.3. Job Satisfaction

The mediator variable in our study was job satisfaction. We measured this variable using 10 items adapted from the “Generic Job Satisfaction Scale” (Macdonald & MacIntyre, 1997). We used a 5-point Likert scale, which ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). An example item is ‘All my talents and skills are used at work.’ Next, we computed the mean score, where a high score signified a higher level of job satisfaction. The Cronbach’s alpha for job satisfaction in our study was 0.97, which shows good internal consistency.

3.6. Sampling and Data Gathering

As noted earlier, our study's main aim is to investigate the influence of job burnout on quiet quitting intention while also looking into the potential mediating role of job satisfaction. We adopted an online questionnaire-based strategy for gathering primary data, utilizing Eqxiu.com, a platform integrated with WeChat. A variety of professional WeChat groups with an interest in the subject of our study were used to share the survey links. We used the convenience sampling method in our investigation. Bhardwaj (2019) explained that convenience sampling is a sort of nonprobability sampling, in which study participants are selected based on their easy accessibility and willingness to participate. Given the limitations and resources at our disposal for this study, we found it to be the most practical technique that allowed us to efficiently gather data from individuals who were readily available and accessible.

In our study, we sought to establish a suitable sample size considering the number of variables we investigated. To establish a sufficient sample size, it has been recommended that the minimum ratio of variables to participants be 1:10 (Black et al., 2010). Therefore, the minimum sample size needed for our study was 420 participants because we included a total of 42 variables. The sample size for our study was 423 participants, above the minimal threshold.

Our study's participants were made abundantly aware that taking part was completely voluntary. They were required to carry on answering the online questionnaire only if they gave their informed consent regarding taking part in our study. Participants were also explicitly told that the data they provided would be used only for the study and would not be shared with any third party. With the emphasis that there were no right or wrong responses, participants were urged to answer all questions

candidly and openly. We meticulously collected responses from our participants during our data collection phase, which lasted one month between August 2023 and September 2023.

3.7. Data Analysis

In our study, we have used SPSS 23.0 to conduct statistical analysis on the collected primary data. Majorly, we have performed descriptive analysis, correlation analysis, regression analysis, and mediation analysis to analyze the collected primary data. The results of these analysis has been presented in the next part of the paper.

4. Results

4.1. Demographic Profile

Table 1 shows the demographic profile of the participants that took part in our study.

Table 1: Demographic Profile

Gender	Frequency	Percent	Age	Frequency	Percent
Male	207	48.9	18-24	100	23.6
Female	216	51.1	24-36	93	22.0
			36-45	92	21.7
			Above 45	138	32.6

4.2. Descriptive Statistics

Key insights into the variables under study are revealed by the descriptive statistics as shown in Table 2.

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation
Emotional Exhaustion	423	2.0974	0.31507
Mental Distance	423	2.4322	0.58066
Cognitive Impairment	423	3.0000	1.25074
Emotional Impairment	423	2.9863	1.23284
Job Burnout	423	2.7492	0.93427
Quiet Quitting Intention	423	2.9737	1.26676
Job Satisfaction	423	2.9865	1.24163

4.2. Objective-wise Results

4.2.1. Result: First Research Objective

The foremost objective of our study was to assess the impact of job burnout on quiet quitting intention among employees among employees in the hospitality sector in China's micro-entities. In order to achieve this objective, first we performed a correlation analysis. The results are shown in Table 3.

Table 3: Correlation Analysis - Job Burnout and Quiet Quitting Intention

	Job Burnout	Quiet Quitting Intention
Job Burnout	1	
Quiet Quitting Intention	0.986**	1

The results show a very strong correlation between job burnout and quiet intention among the employees under study. A strikingly high value ($r = 0.986$) from the correlation analysis indicated a very strong and positive relationship between the two variables. The highly significant p-value of 0.00, emphasizing the genuineness of the link, demonstrates that this correlation is not coincidental. Next, we performed the regression analysis and the results are shown in Table 4 and Table 5. Furthermore, the regression analysis supported these findings by showing that job burnout may account for almost 97.2% of the variability in quiet quitting intention ($R \text{ square} = 0.972$).

Table 4: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.986 ^a	0.972	0.972		0.2136

Next, from Table 5, a significant value of F=statistic ($F = 14415.109$) and a p-value of less than 0.001 highlights the regression model's strong fit to the data.

Table 5: Anova

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	657.958	1	657.958	14415.109	0.000 ^b
	Residual	19.216	421	0.046		
	Total	677.174	422			

In practical terms, these findings highlight the significant influence that job burnout has on employees' intention to engage in quiet quitting behaviours in the context of the study, suggesting the urgent need to address and relieve job burnout to effectively reduce quiet quitting intention in employees in the hospitality sector within China's micro-entities.

4.2.2. Result: Second Research Objective

The second objective of our study was to determine the core component of job burnout that exhibits the greatest influence on quiet quitting intention among employees in the hospitality sector in China's micro-entities. In order to achieve this objective, first we performed a correlation analysis. This analysis helped us identify the initial associations between the four core job burnout components (emotional exhaustion, mental distance, cognitive impairment, and emotional impairment) and quiet quitting intention. Results are shown in Table 6.

The correlation analysis produced significant results with p-values less than 0.05 for each of the four core components, indicating the statistical significance of the observed correlations between these core components and employees' quiet quitting intention. Notably, there was a moderate positive association between emotional exhaustion and quiet quitting intention ($r = 0.451$, $p = 0.00$), suggesting

that as emotional exhaustion levels grow, so do the chances that employees may develop quiet quitting behaviour. Additionally, a strong positive correlation between mental distance and quiet quitting intention was found ($r = 0.787$, $p = 0.00$), suggesting that employees who feel distant and disengaged from their work and colleagues are significantly more likely to consider quiet quitting as a reaction to their disengagement. Furthermore, there was a strikingly strong association ($r = 0.949$, $p = 0.00$) between cognitive impairment and quiet quitting intention, highlighting the crucial role that cognitive functioning plays in influencing employees' intention to exhibit quiet quitting behaviour. Finally, emotional impairment showed an incredibly strong positive correlation ($r = 0.954$, $p = 0.00$) with quiet quitting intention, highlighting that employees who experience emotional disturbances at work, such as impatience and uncontrollable emotional reactions, are highly likely to engage in quiet quitting. Collectively, these findings highlight the significant influence of these core job burnout elements on employees' quiet quitting intention and emphasize the necessity for organizations to address burnout-related issues in order to promote a healthy work environment.

Table 6: Correlation Analysis - Job Burnout Components and Quiet Quitting Intention

	Emotional Exhaustion	Mental Distance	Cognitive Impairment	Emotional Impairment	Quiet Quitting Intention
Emotional Exhaustion	1				
Mental Distance	0.427**	1			
Cognitive Impairment	0.460**	0.767**	1		
Emotional Impairment	0.453**	0.784**	0.940**	1	
Quiet Quitting Intention	0.451**	0.787**	0.949**	0.954**	1

After correlation analysis, we performed multiple regression analyses. The findings of multiple regression analysis shed light on the complex relationship between core components of job burnout and employees' quiet quitting intention in the context of China's micro-entities operating in the hospitality industry. As shown in Table 7 below, the model has remarkable explanatory power, with an R-squared value of 0.935, indicating that the job burnout components taken into consideration in the analysis may explain around 93.5% of the variance in quiet quitting intention ($R \text{ square} = 0.935$).

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.967 ^a	0.935	0.935	0.323

The robustness of the whole model is highlighted by the statistically substantial F-statistic ($F = 1514.376$, $p = 0.000$) as shown in Table 8 below.

Table 8: Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	633.462	4	158.365	1514.376	0.000 ^b

Residual	43.712	418	0.105
Total	677.174	422	

Interestingly, we found that there is no statistically significant relationship between quiet quitting intention and emotional exhaustion, one of the core components of job burnout ($\beta = -0.005$, $p = 0.933$). This result implies that employees' intention to engage in quiet quitting behaviours may not be significantly influenced by emotional exhaustion alone in this particular setting. As strong predictors of quiet quitting intention, however, were mental distance ($\beta = 0.150$, $p = 0.001$), cognitive impairment ($\beta = 0.433$, sig. = 0.000), and emotional impairment ($\beta = 0.513$, sig. = 0.000). Employees who engaged in quiet quitting behaviours were significantly more likely to be feeling greater mental distance, cognitive difficulties, or emotional disruptions at work. These results are shown in Table 9 below.

Table 9: Coefficients

	Model	B	Std. Error	Beta		Lower Bound	Upper Bound
1	(Constant)	-0.211	0.116		-1.812 0.071	-0.440	0.018
	Emotional Exhaustion	-0.005	0.057	-0.001	-0.084 0.933	-0.116	0.107
	Mental Distance	0.150	0.044	0.069	3.379 0.001	0.063	0.237
	Cognitive Impairment	0.433	0.038	0.428	11.527 0.000	0.359	0.507
	Emotional Impairment	0.513	0.039	0.499	13.062 0.000	0.435	0.590

Based on the combined findings of correlation and multiple regression analysis, we achieved our first research objective. We found out that emotional impairment is the core component of job burnout that exhibits the greatest influence on quiet quitting intention among employees in the hospitality sector in China's micro-entities.

4.2.3. Result: Third Research Objective

The third objective of our study was to explore and establish the mediating role of job satisfaction in the relationship between job burnout and quiet quitting intention. Here, first, we conducted a correlation analysis. The results are shown in Table 10 below.

Table 10: Correlation Analysis - Job Burnout, Job Satisfaction, and Quiet Quitting Intention

		Job Burnout	Quiet Quitting Intention	Job Satisfaction
Job Burnout	Pearson Correlation	1	0.986**	0.986**
	Sig. (2-tailed)		0.000	0.000
	N	423	423	423
Quiet Quitting Intention	Pearson Correlation	0.986**	1	0.969**
	Sig. (2-tailed)	0.000		0.000
	N	423	423	423
Job Satisfaction	Pearson Correlation	0.986**	0.969**	1

Sig. (2-tailed)	0.000	0.000	
N	423	423	423

The correlation analysis produced significant results with p-values less than 0.05 for each of the variables, i.e., job burnout, job satisfaction, and quiet quitting intention, indicating the statistical significance of the observed correlations between these variables. Notably, there was an exceptionally strong and positive correlation between job burnout and job satisfaction, with a correlation coefficient ($r = 0.986$, $p = 0.00$), suggesting that as job burnout levels grow, job satisfaction decreases. Similarly, a remarkably strong and positive correlation between job satisfaction and quiet quitting intention was found ($r = 0.969$, $p = 0.00$), suggesting that higher levels of job satisfaction are associated with lower intention to engage in quiet quitting behaviours. Furthermore, a remarkably strong and positive correlation between job burnout and quiet quitting intention ($r = 0.986$, $p = 0.00$), suggesting that as job burnout levels increase, intention to engage in quiet quitting behaviors also increase significantly. These results show how interconnected job burnout, job satisfaction, and quiet quitting intention are in the context of our study. It implies that feelings of job burnout have a significant impact on both job satisfaction and quiet quitting intention of employees. Additionally, it seems that employees' intention to engage in quiet quitting behaviours are significantly influenced by their level of job satisfaction.

In the next step, we performed a mediation analysis. Here, we made use of the PROCESS macro extension of SPSS to perform this analysis for examining the relationship between job burnout, job satisfaction, and quiet quitting intention. The results are shown in the Table 11.

Table 11: Mediation Analysis

Variable	Direct Effect (β)	Indirect Effect (Effect)	R-squared	p-value
Job Burnout → Quiet Quitting Intention	1.4804	-0.1439 (through Job Satisfaction)	0.9719	0.000

For the relationship between job burnout and job satisfaction, the model summary demonstrated that job satisfaction can be significantly predicted by job burnout. According to the R-squared value, job burnout accounts for 97.30% of the variation in job satisfaction. Further, according to the model summary for quiet quitting intention, job satisfaction and job burnout together significantly predict the likelihood of quiet quitting. According to the R-squared value, both job satisfaction and job burnout can account for 97.19% of the variation in quiet quitting intention.

It has been found that job burnout has a significant direct positive effect on quiet quitting intention with an effect size of 1.48. Also, it has been found that there is a significant negative indirect effect, because of the job satisfaction mediator, indicating that higher levels of job burnout are associated with lower levels of job satisfaction, which, in turn, are associated with higher quiet quitting intention. The effect size of this indirect effect is -0.14. To sum up, the mediation analysis revealed that both job burnout and job satisfaction play important roles in predicting quiet quitting intention among employees in the context of our study. Job burnout has a direct positive effect on quiet quitting intention, and it has been proved that this relationship is partially mediated by the impact of job burnout on job satisfaction.

5. Discussion

Understanding the interplay between job burnout and employees' intention to engage in quiet quitting behaviours has been of utmost relevance in the current era of fast-evolving workplaces and the aftermath of global events like the COVID-19 pandemic. Our research aimed to examine this link in the particular context of China's micro-entities operating in the hospitality industry. In this discussion, we probe into the implications of our findings and their alignment with recent literature and academic theories, offering a comprehensive understanding of the significance of addressing job burnout in mitigating quiet quitting intention.

5.1. Illuminating the Path: Job Burnout on Quiet Quitting Intention

The findings of our study provide important insights into the association between job burnout and employees' quiet quitting intention in China's micro-enterprises engaged in the hospitality industry. The significance of managing burnout as a strategy for lowering employees' intention to participate in quiet quitting behaviours is highlighted by the strong positive association between job burnout and quiet quitting intention. These findings are consistent with recent literature, which has recognized how widespread job burnout is and how it affects both employees and organizations negatively (Lu et al., 2023). The results are also consistent with the other studies that empirically tested the link between job burnout and quiet quitting intentions (Galanis et al., 2023; Lu et al., 2020). This study adds to the body of knowledge by showing the universality of the association between job burnout and quiet quitting intention while shedding light on the particular setting of China's micro-entities in the hospitality industry. Our results are consistent with the Job Demands-Resources (JD-R) paradigm from a theoretical standpoint, highlighting how job demands, in this case, job burnout, can result in negative employee outcomes (Bakker & Demerouti, 2007). In addition to emphasizing the practical relevance of addressing job burnout as a strategy for reducing employee disengagement and quiet quitting intention, this theoretical approach offers a solid basis for explaining the dynamics observed in our study.

Our study has implications that go far beyond just theory. They provide useful compass points for organizations attempting to traverse the challenging landscape of contemporary workplaces, particularly those in the hospitality industry. These implications include the urgent need for preventative actions to fight job burnout. Organizations should take note of the complex interactions between job burnout and employees' intent to engage in quiet quitting behaviours in light of our findings. The tide of quiet quitting can be stopped with the help of initiatives designed to reduce job burnout. As effective weapons in an organization's toolbox, strategies including workload management, the provision of thorough employee assistance programs, and the creation of a healthy workplace culture take the front stage. Organizations can improve job satisfaction and decrease the intention of their employees to use quiet quitting as a coping mechanism for burnout-induced disengagement by addressing job burnout.

5.2. The Dominant Force: Exploring Core Components of Job Burnout

Our second research aim was to explore and establish the mediating role of job satisfaction in the relationship between job burnout and quiet quitting intention. In this section, we analyze our findings and discuss their deeper implications in light of the knowledge of academic theories and the illuminating light of existing literature.

The Conservation of Resources (COR) theory is one of the academic theories that closely matches our results. According to this theory, individuals strive to acquire, protect, and retain valuable resources, and stress occurs when these resources are threatened or depleted. People who are experiencing job burnout expend their physical, emotional, and cognitive resources trying to handle the demands of their jobs (Hobfoll et al., 2018). Our research emphasises the significance of emotional dysfunction, mental distance, and cognitive dysfunction as key elements of job burnout, all of which play a role in resource depletion. Employees that suffer from emotional issues, also known as emotional impairment, have run out of emotional resources. Mental distance saps their psychological resources and brings on feelings

of disconnection and disengagement. Cognitive impairment, which is characterised by issues with cognitive functioning, exhausts their cognitive resources. Employees are more likely to consider using silent resigning tactics as a method to protect their remaining resources as these resources are exhausted.

On the other side, our investigation into the essential components of job burnout yielded an unusual finding. In our study, we found that employees' intention to engage in quiet quitting behaviours did not show a statistically significant association with emotional exhaustion, one of the core components of burnout. This unexpected result challenges accepted thinking and necessitate a closer look using the Effort-Recovery Theory as a comparison with our findings. According to the Effort-Recovery Theory, when employees put effort into their work, both their mental and physical resources are depleted (Hunter & Wu, 2016). However, Newman et al. (2014) highlighted that individuals seek opportunities for recovery, such as rest and leisure time, in order to sustain well-being and motivation. Employees who do not receive appropriate rehabilitation may develop persistent fatigue and low motivation, which can result in job burnout (Maslach, 2003). The discrepancy between our results and the Effort-Recovery Theory points out an important aspect of emotional exhaustion: it may not always be a reliable indicator of employee disengagement. Employees in the setting of our study who are emotionally worn out might choose coping strategies other than quiet quitting. They might look for social assistance, take on job customization, or use organizational resources intended to lessen emotional exhaustion. Additionally, because of the high emotional labour demands in the hospitality sector, employees may benefit from specific coping mechanisms. Connecting with coworkers, relying on cooperation, or finding fulfillment in giving outstanding customer service may be ways they feel comfortable. The resource-draining consequences of emotional exhaustion may be offset by these alternate routes for recovery and support, making the Effort-Recovery Theory less relevant in this particular situation.

Existing literature examining the interplay between job burnout and employee disengagement, which frequently manifests as quiet quitting, lends support to our study's congruence with academic views. The research by Ng and Stanton (2023) and Lu et al. (2023) supports our findings by highlighting the complexity of burnout and its link to disengagement. These findings highlight the need for a comprehensive knowledge of job burnout that goes beyond a one-dimensional perspective. A significant contribution to the body of literature is also made by the investigation of quiet quitting intents inside China's micro-enterprises engaged in the hospitality industry. Poor job quality and insufficient employee appreciation, two pre-pandemic issues in this industry (Lee et al., 2015; ONYEBU et al., 2017), have gotten worse throughout the COVID-19 pandemic and its aftermath. The long-lasting effects of these difficulties highlight how crucial it is to treat burnout and its fundamental elements in this particular context.

We have analyzed four core components of job burnout in our study, however, one of these core components is the shining star. With a startlingly positive association between quiet quitting intention and emotional impairment, emotional impairment emerges as a formidable force. This study highlights the critical role that emotional impairment plays in pushing workers towards quiet leaving behaviours. Our findings are consistent with the Self-Determination Theory (SDT) as well. This theory posits that individuals have innate psychological needs for autonomy, competence, and relatedness (Gagné & Deci, 2005). When these needs are satisfied in the workplace, employees experience higher levels of motivation, engagement, and well-being (Manganelli et al., 2018). It is possible to consider emotional impairment as a barrier to meeting SDT's list of fundamental psychological needs. Employees' sense of autonomy and connectedness at work is disrupted when they battle with emotional disturbances like impatience and uncontrollable emotional outbursts. They could experience a loss of emotional control and a sense of isolation from their coworkers and workplace. Additionally, emotional impairment might diminish an employee's perception of competence because it may be difficult for them to work efficiently when emotionally disturbed. The essential psychological needs described in SDT are not being met, which can affect motivation, engagement, and general well-being. As a result, employees might engage in quiet quitting behaviours at their workplaces.

5.3. Unveiling the Mediating Influence of Job Satisfaction

We delved into the crucial role of job satisfaction as a mediating force in the complex relationship between job burnout and quiet quitting intention in order to achieve our third research objective. The degree to which employees feel positive contentment from their work obligations is captured by job satisfaction, which is frequently referred to as employees' overall feeling towards their jobs (Dziuba et al., 2020; Pratama et al., 2022). Existing literature shows how important job satisfaction is in influencing different workplace attitudes and behaviours across a range of industries. The significance of job satisfaction as a significant variable in the context of China's micro-entities operating in the hospitality industry is shown by our findings. We found a strong and positive association between job burnout and quitting intention. This link means that increased job burnout increases the risk that employees will consider engaging in quiet quitting behaviours, such as lowering effort, delegating tasks, or being reluctant to voice their thoughts.

Our study's distinctive contribution is in clarifying how job satisfaction functions as a mediating variable within this complex dynamic. Despite the frequent negative correlation between job satisfaction and burnout (Wu et al., 2021), there is a significant knowledge gap about how job satisfaction may moderate the relationship between job burnout and quiet quitting, particularly in certain settings. In their study of the "quiet quitting" phenomena among nurses in the Greek healthcare industry, Galanis et al. (2023) found a positive correlation between job burnout and quiet quitting as well as a negative correlation between quiet quitting and job satisfaction. However, it was discovered that the mediating role of job satisfaction had a very small effect size, necessitating additional research in other contexts to fully understand the intricacies of this relationship. Our study expands on the findings of this research about the Greek healthcare industry in terms of effect size. Our findings show a larger effect size, suggesting that job satisfaction, in this particular setting, mediates the impact of job burnout on employees' intention to engage in quiet quitting behaviours. This emphasises that job satisfaction is not just a small or insignificant factor in this relationship; rather, it acts as a significant mediator, providing organizations with practical information about how raising job satisfaction can successfully lower employees' intention to engage in quiet quitting behaviours. Our study emphasizes the practical relevance and significance of taking job satisfaction into account as a key factor in dealing with employee disengagement and burnout-related concerns.

To further emphasize our point, we use goal-setting theory in this context to provide a base for our findings. According to this theory, people work hard to accomplish particular goals, and their dedication to these goals affects their motivation and behaviour (Gkizani & Galanakis, 2022). According to our study, job satisfaction is a target that people strive for in the workplace. As job burnout depletes their emotional and cognitive resources, employees may sense a disconnect between their expectations from their jobs (job satisfaction) and the reality of their working conditions (job burnout). Their intention to participate in quiet quitting behaviours may become more intense as a result of this incongruence.

6. Implications of the Study

6.1. Theoretical Implications

Our study considerably advances knowledge of job burnout and how it affects employee behaviour in the context of China's micro-entities operating in the hospitality industry. It draws attention to the pervasiveness of the link between job burnout and quiet quitting intention while illuminating the complexity of burnout's fundamental elements. Most significantly, it disproves the widespread belief that emotional exhaustion is the only cause of disengagement by showing how emotional impairment predominates in affecting quiet quitting intention. The theoretical landscape of job burnout is enhanced by this nuanced viewpoint, which emphasizes the need for a diverse strategy in comprehending and resolving this condition. Further emphasizing the significance of job satisfaction as a key component in

reducing the negative impacts of job burnout, the study experimentally proves it as a significant mediator in the association between job burnout and quiet quitting intention.

6.2. Practical Implications

This study has significant practical implications for businesses engaged in the hospitality industry. Our study emphasizes the necessity of taking prompt action to avoid and treat employee job burnout. These steps should include time management, stress-reduction techniques, and the development of a welcoming workplace environment that places a high value on emotional health. The recommendation is made for specific interventions to improve emotional well-being, such as employee assistance programs and stress management training, given the critical role that emotional impairment plays in motivating quiet quitting intention. A crucial tactic to combat burnout's detrimental effects on employee engagement is to increase job satisfaction. Organizations can do this by enhancing working conditions, offering chances for people to grow their skills, and recognizing their efforts. Last but not least, maintaining a dedicated and resilient team may depend on encouraging a workplace culture that is aware of the symptoms of burnout and proactive in treating it through training and education. Overall, the study's conclusions provide useful advice for businesses looking to improve employee engagement and work cultures.

7. Limitations and Future Directions

In the quest for knowledge and understanding, it is vital to recognize the limitations of our study and think critically about ways that additional research can build on the results so far. Firstly, the reliance on self-report measures is one of the study's major limitations. Although prevalent in research, this strategy is subject to common method bias. Participants may not always give honest or correct answers, which could distort the findings. Despite promises of anonymity, this inherent bias continues to be a major concern. To lessen the effects of this bias, future studies should think about including more objective metrics or triangulating data from several sources. Secondly, the fact that this study is cross-sectional must also be taken into account. Although we can demonstrate connections between the variables using this strategy, causation cannot be proved. It is risky to infer causation from these data. Longitudinal studies that track changes over time are necessary to identify the causal links between job burnout, job satisfaction, and quiet quitting intention in order to overcome this restriction. Thirdly, the study's context is also limited, concentrating solely on China's micro-entities operating in the hospitality sector. Despite the fact that this particular context has provided many insightful observations, caution must be exercised when extrapolating these results to other sectors of the economy or cultural settings. Research in other organizational settings is required since the dynamics of job burnout and quiet quitting intention may differ dramatically elsewhere. Fourthly, our study's focus was on four components of job burnout, but it is possible that other, unexamined components may contribute to the development of quiet quitting intention. In order to grasp a more comprehensive understanding of the problem, it is crucial to critically examine more of such components and how they interact with job burnout. Finally, although the mediating effect of job satisfaction was successfully demonstrated in our study, the processes behind this mediation were not completely explored. Implementing successful treatments requires a thorough understanding of how job satisfaction functions as a mediator. For a deeper understanding, these mechanisms need to be critically examined.

8. Conclusion

This study makes an important contribution by elucidating the relationship between job burnout, quiet quitting intention, and job satisfaction in China's micro-hospitality entities. The findings demonstrate the significant impact of job burnout, especially emotional impairment, on the propensity for quiet quitting behaviours. Additionally, the mediating role of job satisfaction was established, suggesting its value in mitigating the negative effects of job burnout. However, the limitations of self-report measures

and cross-sectional data must be acknowledged. Further experimental research tracking changes over time could provide deeper insights into the causal mechanisms. Overall, the study emphasizes the need for interventions to combat burnout and enhance workplace well-being in order to address the pressing issue of quiet quitting intention in modern organizations.

References

- Atalay, M., & Dağıstan, U. (2023). Quiet quitting: a new wine in an old bottle?. *Personnel Review*.
- Ayaz-Alkaya, S., Yaman-Sözbir, Ş., & Bayrak-Kahraman, B. (2018). The effect of nursing internship program on burnout and professional commitment. *Nurse education today*, 68, 19-22.
- Aydin, E., & Azizoğlu, Ö. (2022). A new term for an existing concept: Quiet Quitting-A self-determination perspective.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
- Bashir, S., & Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality industry in Pakistan. *International Journal of Hospitality Management*, 34, 61-65.
- Bhardwaj, P. (2019). Types of sampling in research. *Journal of Primary Care Specialties*, 5(3), 157-163.
- Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. Pearson.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27-30.
- Campton, J., Tham, A., & Ting, H. (2023). Quiet Quitting–Implications for Asian Businesses. *Asian Journal of Business Research Volume*, 13(2), 128-134.
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of business research*, 116, 183-187.
- Clark, M., DiBenedetti, D., & Perez, V. (2016). Cognitive dysfunction and work productivity in major depressive disorder. *Expert review of Pharmacoeconomics & outcomes Research*, 16(4), 455-463.
- Dai, Z., Li, J., Wang, F., Wang, L., & Wang, Y. (2023). Organizational Management: Quiet Quitting's Mitigation Strategies for Organizational Response. *Journal of Education, Humanities and Social Sciences*, 19, 25-32.
- Deligkaris, P., Panagopoulou, E., Montgomery, A. J., & Masoura, E. (2014). Job burnout and cognitive functioning: A systematic review. *Work & stress*, 28(2), 107-123.
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1), 18-25.
- Formica, S., & Sfodera, F. (2022). The Great Resignation and Quiet Quitting paradigm shifts: An overview of current situation and future research directions. *Journal of Hospitality Marketing & Management*, 31(8), 899-907.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational behavior*, 26(4), 331-362.

- Galanis, P., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., Moisoglou, I., ... & Kaitelidou, D. (2023). The "Quiet Quitting" Scale: Development and initial validation.
- Galanis, P., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., Katsoulas, T. & Kaitelidou, D. (2023). The influence of job burnout on quiet quitting among nurses: The mediating effect of job satisfaction.
- Galanis, P., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., Katsoulas, T. & Kaitelidou, D. (2023). Nurses quietly quit their job more often than other healthcare workers: an alarming issue for healthcare services.
- Gkizani, A. M., & Galanakis, M. (2022). Goal setting theory in contemporary businesses: A systematic review. *Psychology*, 13(3), 420-426.
- Golonka, K., Mojsa-Kaja, J., Gawłowska, M., & Popiel, K. (2017). Cognitive impairments in occupational burnout—error processing and its indices of reactive and proactive control. *Frontiers in Psychology*, 8, 676.
- Haar, J. (2021). The state of job burnout amongst New Zealand managers: Implications for employment relations. *New Zealand Journal of Employment Relations*, 46(1), 36-50.
- Harjanti, D. (2019). Burnout and employee performance in hospitality industry: the role of social capital. *Jurnal Teknik Industri*, 21(1), 15-24.
- Henke, R. M. (2023). The Great Opportunity for Workforce Health. *American Journal of Health Promotion*, 37(4), 566-582.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual review of organizational psychology and organizational behavior*, 5, 103-128.
- Hunter, E. M., & Wu, C. (2016). Give me a better break: Choosing workday break activities to maximize resource recovery. *Journal of Applied Psychology*, 101(2), 302.
- Jahanzeb, S., & Fatima, T. (2018). How workplace ostracism influences interpersonal deviance: The mediating role of defensive silence and emotional exhaustion. *Journal of Business and Psychology*, 33, 779-791.
- Kim, H. J., Shin, K. H., & Umbreit, W. T. (2007). Hotel job burnout: The role of personality characteristics. *International journal of hospitality management*, 26(2), 421-434.
- Kim, J., Kim, P. B., Kim, J. E., & Magnini, V. P. (2016). Application of construal-level theory to promotional strategies in the hotel industry. *Journal of Travel Research*, 55(3), 340-352.
- Kluger, M. T., & Bryant, J. (2008). Job satisfaction, stress and burnout in anaesthetic technicians in New Zealand. *Anaesthesia and intensive care*, 36(2), 214-221.
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020). Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 21(4), 371-401.
- Lee, J. S., Back, K. J., & Chan, E. S. (2015). Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*, 27(5), 768-789.
- Linden, D. V. D., Keijsers, G. P., Eling, P., & Schaijk, R. V. (2005). Work stress and attentional difficulties: An initial study on burnout and cognitive failures. *Work & Stress*, 19(1), 23-36.

- Lu, M., Al Mamun, A., Chen, X., Yang, Q., & Masukujjaman, M. (2023). Quiet quitting during COVID-19: the role of psychological empowerment. *Humanities and Social Sciences Communications*, 10(1), 1-16.
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16.
- Mahand, T., & Caldwell, C. (2023). Quiet Quitting—Causes and Opportunities. *Business and Management Researches*, 12(1), 9-18.
- Manganelli, L., Thibault-Landry, A., Forest, J., & Carpentier, J. (2018). Self-determination theory can help you generate performance and well-being in the workplace: A review of the literature. *Advances in Developing Human Resources*, 20(2), 227-240.
- Maslach, C. (2003). Job burnout: New directions in research and intervention. *Current directions in psychological science*, 12(5), 189-192.
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World psychiatry*, 15(2), 103-111.
- Mortlock, J. T. (2020). More than meditation: how managers can effectively put the science of workplace mindfulness to work. In *The Routledge companion to mindfulness at work* (pp. 251-265). Routledge.
- Newhart, M., & Patten, M. L. (2023). Understanding research methods: An overview of the essentials.
- Newman, D. B., Tay, L., & Diener, E. (2014). Leisure and subjective well-being: A model of psychological mechanisms as mediating factors. *Journal of happiness studies*, 15, 555-578.
- Ng, E., & Stanton, P. (2023). The great resignation: managing people in a post COVID-19 pandemic world. *Personnel Review*, 52(2), 401-407.
- Ojedokun, O., Idemudia, E. S., & Omotoso, A. O. (2013). When rendering hospitality becomes collateral damage: Psycho-organisational variables and job burnout amongst hotel workers in metropolitan Nigeria. *SA Journal of Industrial Psychology*, 39(1), 1-9.
- O'Neill, J. W., & Davis, K. (2011). Work stress and well-being in the hotel industry. *International journal of hospitality management*, 30(2), 385-390.
- ONYEBU, C. M. P., & OMOTAYO, O. A. R. (2017). Employee job satisfaction and organizational performance an insight from selected hotels in Lagos Nigeria. *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 6(10), 48-59.
- Pandey, P., & Pandey, M. M. (2021). *Research methodology tools and techniques*. Bridge Center.
- Pevec, N. (2023). The Concept of Identifying Factors of Quiet Quitting in Organizations: An Integrative Literature Review. *Challenges of the Future*, (2), 128-147.
- Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). The effect of job satisfaction and organizational commitment on turnover intention with person organization fit as moderator variable. *Aptisi Transactions on Management (ATM)*, 6(1), 74-82.
- Puig, A., Baggs, A., Mixon, K., Park, Y. M., Kim, B. Y., & Lee, S. M. (2012). Relationship between job burnout and personal wellness in mental health professionals. *Journal of Employment Counseling*, 49(3), 98-109.

- Rajesh, J. I., & Suganthi, L. (2013). The satisfaction of teachers with their supervisors' interpersonal communication skills in relation to job burn-out and growth satisfaction in southern India. *Management in Education*, 27(4), 128-137.
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511-518.
- Salem, I. E. B. (2015). Transformational leadership: Relationship to job stress and job burnout in five-star hotels. *Tourism and Hospitality Research*, 15(4), 240-253.
- Saunders, M., & Lewis, P. (2017). *Doing research in business and management*. Pearson.
- Schaufeli, W. B., Desart, S., & De Witte, H. (2020). Burnout Assessment Tool (BAT)—development, validity, and reliability. *International journal of environmental research and public health*, 17(24), 9495.
- Seery, B. L., & Corrigan, E. A. (2009). Emotional labor: Links to work attitudes and emotional exhaustion. *Journal of managerial psychology*, 24(8), 797-813.
- Seidler, A., Thinschmidt, M., Deckert, S., Then, F., Hegewald, J., Nieuwenhuijsen, K., & Riedel-Heller, S. G. (2014). The role of psychosocial working conditions on burnout and its core component emotional exhaustion—a systematic review. *Journal of occupational medicine and toxicology*, 9(1), 1-13.
- Serenko, A. (2023). The human capital management perspective on quiet quitting: recommendations for employees, managers, and national policymakers. *Journal of Knowledge Management*.
- Sommovigo, V., Setti, I., O'Shea, D., & Argentero, P. (2020). Investigating employees' emotional and cognitive reactions to customer mistreatment: an experimental study. *European Journal of Work and Organizational Psychology*, 29(5), 707-727.
- Sørengaard, T. A., & Saksvik-Lehouillier, I. (2022). Associations between burnout symptoms and sleep among workers during the COVID-19 pandemic. *Sleep Medicine*, 90, 199-203.
- Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees' Online reviews. *Tourism Management*, 75, 130-147.
- Taris, T. W., Bakker, A. B., Schaufeli, W. B., Stoffelsen, J., & Van Dierendonck, D. (2005). Job control and burnout across occupations. *Psychological Reports*, 97(3), 955-961.
- Teng, Y. M., Wu, K. S., Lin, K. L., & Xu, D. (2020). Mental health impact of COVID-19 on quarantine hotel employees in China. *Risk management and healthcare policy*, 2743-2751.
- Totterdell, P., Herscovis, M. S., Niven, K., Reich, T. C., & Stride, C. (2012). Can employees be emotionally drained by witnessing unpleasant interactions between coworkers? A diary study of induced emotion regulation. *Work & Stress*, 26(2), 112-129.
- Van Beek, I., Hu, Q., Schaufeli, W. B., Taris, T. W., & Schreurs, B. H. (2012). For fun, love, or money: What drives workaholic, engaged, and burned-out employees at work?. *Applied Psychology*, 61(1), 30-55.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of applied psychology*, 83(3), 486.
- Wu, F., Ren, Z., Wang, Q., He, M., Xiong, W., Ma, G., ... & Zhang, X. (2021). The relationship between job stress and job burnout: the mediating effects of perceived social support and job satisfaction. *Psychology, health & medicine*, 26(2), 204-211.

Xu, S., Martinez, L. R., Van Hoof, H., Estrella Duran, M., Maldonado Perez, G., & Gavilanes, J. (2018). Emotional exhaustion among hotel employees: The interactive effects of affective dispositions and positive work reflection. *Cornell Hospitality Quarterly*, 59(3), 285-295.

Zhang, Z., & Zhou, Q. (2023). *China's Tax Incentives for Small Businesses (Updated)*. <https://www.china-briefing.com/news/chinas-tax-incentives-for-small-businesses/>.

Zuzelo, P. R. (2023). Discouraging Quiet Quitting: Potential Strategies for Nurses. *Holistic Nursing Practice*, 37(3), 174-175.