

Why Is Stress Management Important? The Effects of Employees' Job Stress and Burnout on Counterproductive Work Behavior in a Deluxe Hotel: Moderating Effects of Employees' Regulatory Focuses^{*}

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스트레스 관리가 왜 중요할까? 특급 호텔 종사원의 직무스트레스가 소진 및 반생산적행동에 미치는 영향: 종사원 조절초점의 조절효과를 중심으로

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Abstract

The purpose of this study is to understand the interrelationships among hotel employees' perception of job stress, burnout and counterproductive work behavior in a deluxe hotel. A total of 362 employees working for deluxe hotels in Korea participated. The results showed a positive relationship between employees' perceptions of job stress and burnout. Participants who reported a high level of burnout were more likely to manifest counterproductive work behavior. In addition, employees' prevention focus showed that moderating effects in the causal relationships between employees' burnout and counterproductive work behavior. Limitations and future research directions are also discussed.

Key words: job stress; burnout; counterproductive work behavior; regulatory focuses; hotel employee

1. Introduction

Hotel employees are exposed to more stress and conflict in their job situation relative to those in other job groups due to their irregular work schedules, long-term excessive work, low wages, and difficulties resulting from direct contact with customers(Murry-Gibbons R · Gibbons C 2007). Moreover, unlike ordinary businesses, the hotel industry provides high-end services, and therefore

the capabilities of its employees in charge of human services are very important(Chow IH et al. 2006). Furthermore, the quality of services produced by the industry and the resulting customer satisfaction are to a great extent determined by its employees, the service providers, and are translated into performance(Steve MJ · Paul DV 1999). Therefore, organizational level management of the stress experienced by employees is absolutely necessary (Kim HJ et al. 2007). The reason is that if

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employees' excessive exposure to its organization's demands heightens their stress, their roles in it may become inefficient due to psychological burn-out and low job satisfaction(Gregory B et al. 2008; Jung HS et al. 2012). Accordingly, their job environment should be improved by minimizing unnecessary stress and burnout so that they can be satisfied with their job and commit themselves to their organization(Chiang FFT et al. 2010). This is because although stress may result from the demands on employees or from constraints imposed upon them, their stress may also be closely related to their psychological perception of their organization's attributes or with its environmental factors, whose ripple effects directly lead to its performance(Schuler RS 1980).

Loss of work desire and a following decreased job performance accompanied by stress, rather than stress itself, are the most serious dysfunctional factors related to employees' stress in an organization. A lot of research has demonstrated that stress in a job situation very significantly influences not only employees' psychological burn-out but also their organization's performance(Gregory B et al. 2008; Kim HJ · Agrusa J 2011). Stress is a psychological process that occurs with adaptation and maladjustment in individuals' relationship with the environment and as a result they may perceive different degrees of stress from the same situational stimulus. Moreover, even though individuals perceive the same level of stress, their adaptability to the stress may vary. Therefore, employees' coping with a certain stressful situation does not mean that they continue to behave consistently. It means that they deal with each situation flexibly. Their measures may differ according to the time and situation. In brief, an organization's members have a desire to cope with

stress using their own personal methods or styles(Pearlin L · Schooler C 1978), and an increase or decrease in its institutional productivity depends on how flexibly and actively they deal with a stress situation(Kim BCP et al. 2009; Chiang FFT et al. 2010).

The job stress and burnout experienced by employees in work environments are extremely emotional factors, likely to be influenced by individual characteristics, so that turnover intent resulting from them may also depend on those characteristics(Jung HS et al. 2012). When individuals are faced with a stress situation, their regulatory focuses determine their level of stress and burnout and examining whether negative behaviors like counterproductive behaviors may be caused by such stress and burnout is considered to provide a very meaningful result for managers. Regulatory focuses have been derived from a notion that people generally try to pursue pleasure and avoid pain. Higgins ET(1987, 2005) noted that regulatory focuses may determine employees' psychological and behavioral patterns and emphasized its importance regarding their behaviors within their organization. According to Shah PJ(1998), while those with a high propensity for promotion focus are motivated by incentives related to their achievement goals, those with a high propensity for prevention focus concentrate on incentives related to safe goals aimed at avoiding risks. They demonstrated that regulatory focuses were closely associated with the goals of each type of person and their emotional changes(Idson IC et al. 2000). In this regard, it is judged that, those with promotion focus, who are motivated by desires for achievements, cope with a stress situation through positive behaviors and cognitive strategies using their own measures and those with prevention focus overcome it through

conservative and preventive strategies in order to defend against their accountability in their job and workplace.

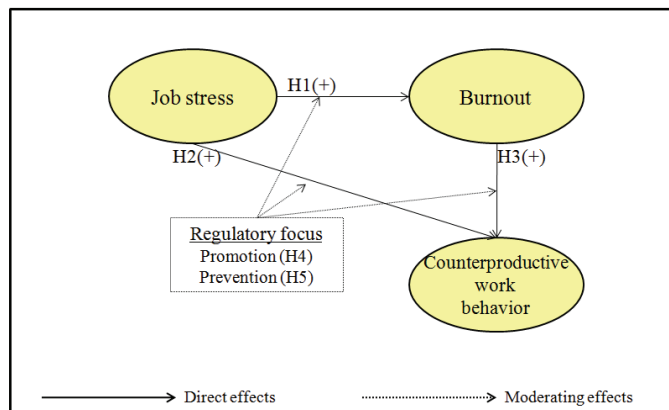
Nonetheless, a majority of previous studies have concerned personal characteristics, organizations, and work environments regarding the causes of stress and burnout, and their dependent variables have included only job satisfaction and turnover intent. Research on the effects of stress and burnout on employees' counterproductive work behaviors has been lacking. In particular, there has been no research verifying the moderating effects of hotel employees' regulatory focuses on the causal relationship between job stress and burnout and counterproductive work behaviors. Moreover, the number of research studies on the hotel industry is low both in Korea and abroad, and therefore examining whether hotel employees' stress significantly affects burnout and counterproductive work behaviors and whether employees' regulatory focuses play moderating roles in such a causal relationship is considered to provide meaningful suggestions to managers for efficient internal marketing. This study therefore aims to examine the effect of job stress on burnout and counter-

productive work behaviors among deluxe hotel employees, and to determine the moderating effects of their regulatory focuses(Fig. 1).

2. Literature review and conceptual model

Job stress, burnout, counterproductive work behaviors, and regulatory focuses

Beehr TA · Newman JE(1978) defined *job stress* as the employees' response to overwork, conflict and ambiguity, and to specific work environments. Cooper CL · Marshall J(1976) suggested that job stress consists of three factors: conflict, ambiguity, and overload. A number of researchers(Rizzo JR et al. 1970; Boyas J et al. 2012; Jung HS et al. 2012) have found evidence that job stress due to conflict, ambiguity, and overload leads us to three categories of practices. *Conflict* occurs when an individual experiences conflicting demands at work(Fried Y et al. 2008; Alarcon GM 2011). *Ambiguity* is employees' perception that the roles imposed on them or the results from the performance of their tasks are not clear(Rizzo JR et al. 1970). Additionally, *Overload* is a condition where employees perceive that their



<Fig. 1> A proposed model of job stress, burnout, and counterproductive work behavior

expected responsibilities or activities are too much for their capabilities(Rizzo JR et al. 1970). Montgomery AJ et al.(2006) defined *burnout* as the exhaustion of physical, emotional, and mental energies. Sderfeldt M et al.(1995) also stated that when members of an organization experience stress, they display diverse psychological responses. Burnout is divided into three aspects: exhaustion, cynicism, and non-accomplishment. *Exhaustion* means that work overload imposed on workers triggers exhaustion, and demands by organizations on employees to maintain performance despite lack of resources was another cause of exhaustion(Cordes CL et al. 1997). *Cynicism* is when employees behave like bureaucrats rather than solving problems and satisfying customers(Maslach C · Pines A 1977). Finally, *non-accomplishment* means that employees' sense of achievement drops in the face of exhaustion and cynicism and they perceive they are not wanted by their organization(Kang B et al. 2010). Robinson SL · Bennett RJ(1995) defined *counterproductive work behaviors* as voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both. Fox S et al.(2001) also defined *counterproductive work behaviors* as the behaviors intended to have a detrimental effect on organizations and their coworkers. Higgins ET(2005) defined *regulatory focuses* as the basic motivating principle. *Regulatory focuses* is the name of a theory about how people pursue goals(Higgins RT 1997): regulatory focuses is divided into two aspects: promotion focus and prevention focus(Arnold MJ · Reynolds KE 2009). A promotion focus is oriented toward achievement and aspirations, viewing desired goals largely as a set of gains or non-gains, and a prevention focus is ori-

ented toward safety and vigilance, viewing goals largely as a set of losses and non-losses(Higgins ET 1997).

Relationship between job stress and burnout

Jackson SE et al.(1986) said that conflict and ambiguity influenced burnout that was linked to employees' tasks. Lee RT · Ashforth BE(1993) stated that job stress(conflict and ambiguity) had a positive effect on burnout. Sderfeldt M et al.(1995) stated that there is a close link between job stress and burnout. Sigh J(2000) also noted that conflict was the most important cause of employees' burnout. Kim HS · Stoner M(2008) and Boyas J et al.(2012) examined the direct correlation between job stress and burnout and Jung HS et al.(2012) noted that job stress had a significant positive effect on employees' burnout. Also, Hwang SY · Kwon TI(2008) noted that job stress directly caused burnout, Park JH(2009) observed that job stress was the most important cause of employees' burnout. Kim JH et al.(2011) examined the direct causation between stress and burnout, Park JC(2012) mentioned the close link between stress and burnout in the hotel workplace. In conclusion, if employees experience stress, they more frequently burnout(Thomas J 1982; Miller KI et al. 1989; Demerouti D et al. 2001; Balch CM · Shanafelt T 2011; Gray-Stanley JA · Muramatsu N 2011; Smith RJ · Clark SJ 2011). In view of the empirical evidence, the following hypothesis was formulated:

Hypothesis 1: Job stress is positively related to burnout.

Relationship between job stress and counterproductive work behaviors

Jackson SE et al.(1986) noted that role conflict and ambiguity influenced employees' emotional tension and as a result they became dissatisfied with their job, increasing their counterproductive work behaviors. Fox S et al.(2001) demonstrated that job stressors could bring about negative emotion and counterproductive work behaviors. Moreover, Spector PE et al.(2006) said that interpersonal conflicts linked with stresses have a significant correlation effect on counterproductive work behaviors. Chraif M · Anitei M(2011) also noted that stress was reflected in employees' physical and psychological behaviors, and as a result, causing increased counterproductive work behaviors.

Parasuraman S · Alutto A(1984) also said that job stress had a positive effect on turnover intent. Sager JK(1994) noted that salespersons' stress negatively affected their immersion in their work, and increased their turnover intent. Karatepe OM · Karatepe T(2010) also measured conflict and ambiguity, which positively affected turnover intent. In view of the empirical evidence, the following hypothesis was formulated:

Hypothesis 2: Job stress is positively related to counterproductive work behaviors.

Relationship between burnout and counterproductive work behaviors

Brown SD et al.(2009) noted that burnout had a positive relationship to disruptive behavior such as low productivity. Maloney PW et al.(2012) said that employees experienced emotional exhaustion through exhaustion of feelings at their workplace, leading to counterproductive work behaviors. Furthermore, Golden TD(2006) agreed that employees' increased emotional exhaustion heightened their turnover intent and caused reduced

commitment. Knudsen HK et al.(2006) also reported that emotional exhaustion had a positive relationship to turnover intent, while a low sense of achievement had a positive relationship to turnover intent(Knudsen HK et al. 2008; Kim YJ et al. 2011). In terms of job performance, burnout has caused reduced job satisfaction, and productivity and increased turnover intent(Rimmer RB et al. 2009). Swider BW · Zimmerman RD(2010) explained that job burnout was reflected in employees' negative workplace behaviors(e.g., absenteeism and turnover intent); as a result, causing decreased job performance. Alarcon GM(2011) also wrote that employees' burnout coming from job stress was directly related to turnover intent. In view of the empirical evidence, the following hypothesis was formulated:

Hypothesis 3: Burnout is positively related to counterproductive work behaviors.

Moderating effects of regulatory focuses (promotion vs. prevention)

There is almost no research that verifies the moderating effects of employees' regulatory focuses on a causal relationship between their job stress, burnout, and counterproductive work behaviors in an organization. Higgins ET(2005), in a study from similar perspectives, asserted that individuals' promotion focus and prevention focus were closely related with appropriateness between individuals and their environment(job or performance) and prevention focus was an environmental value more advantageous for employees working for an administrative and supervisory department and promotion focus was an environmental value more advantageous for those working for a sales department. Brenninkmeijer V et al.(2010) also ob-

served that excessive work differently influenced teachers' emotional exhaustion according to their prevention focus, and in more detail the higher the prevention focus was, the more influence their workload had on emotional exhaustion. Such a result suggests that in the case of teachers with high prevention focus who place importance on obligations, safety, and security, excessive job requirements such as workload have a great effect on emotional exhaustion such as burnout. Zhao X · Namasivayam K(2012) also took the view that promotion focus had significant moderating effects regarding the influence of conflicts or stress at home on job satisfaction. In particular, teachers with strong promotion focus committed themselves to their job and were more satisfied than those without. On the other hand, teachers with low promotion focus depended more on performance among job resources, which means that those with high promotion focus have high levels of enthusiasm, satisfaction, and commitment regardless of their amount of job resources. To sum up, such regulatory focuses that may determine employees' psychological and behavioral patterns will have varying moderating effects on responses and behaviors related with stress and burnout. Based on the above previous study results, this study assumes that the causal relationship between hotel employees' job stress, burnout, and counterproductive work behaviors would differ according to their regulatory focuses; promotion focus and prevention focus and established the following hypotheses.

Hypothesis 4: The links among employees' job stress, burnout and counterproductive work behaviors in high-promotion focus and low-promotion focus groups are different.

Hypothesis 5: The links among employees' job stress, burnout and counterproductive work behaviors in high-prevention focus and low-prevention focus groups are different.

3. Research Methodology

Sample and data collection

The data used for this study were collected from employees in deluxe hotels in Seoul in 2012. Ten five-star hotels such as the Hyatt, Grand Hilton, Intercontinental, Lotte, Marriott, Ritz-Carlton, and Walkerhill participated. Once the human resources manager gave permission, employees were provided with a voluntary survey and were asked by the researcher to complete the self-administered questionnaires. A pilot test of 50 hotel employees was conducted to ensure the reliability of the scales. Several modifications were then made on the basis of the results. Before the questionnaire was finalized, five executive chefs at deluxe hotels and three faculty members familiar with the topic area reviewed the questionnaire, and slight revisions in wording were made based on their suggestions. The completed questionnaires were sealed in envelopes to protect employee anonymity and collected by the researcher one week later. After eliminating incomplete questionnaires, a total of 362 questionnaires were obtained over the 1 month period(response rate of 72.40%).

Instrument development

The measures in this study can be grouped into five categories: job stress, burnout, counterproductive work behaviors, regulatory focuses, and demographic characteristics. The survey instrument used to measure job stress, burnout, counterproductive work behaviors, and regulatory focuses

included a 7-point scale: How much do you agree or disagree with these statements?(1: strongly disagree to 7: strongly agree).

Job stress: To measure employees' perceptions of job stress, this study adapted Rizzo JR et al.(1970), and Cooper CL · Marshall J(1976) multi-item scales using 10 items. This study examines three dimensions of employees' stress(Cooper CL · Marshall J 1976): conflict(4 items), ambiguity(3 items), and overload(3 items).

Burnout: Burnout was measured using 10 items based on Maslach C · Jackson S(1981), Cordes CL · Dougherty TW(1993), Singh J et al.(1994), Maslach C · Leither MP(2008), and Kang B et al.(2010). This study examines three dimensions of employees' burnout(Kang B et al. 2010): exhaustion(3 items), depersonalization(3 items), and non-accomplishment(4 items).

Counterproductive work behaviors: Respondent counterproductive work behavior was also measured using 4 items, as developed by Fox S · Spector PE(1999), Fox S et al.(2001), Marcus B · Schuler H(2004), and Bechtoldt MN et al.(2007).

Regulatory focuses: To measure employees' regulatory focuses, this study adapted Lockwood P et al.(2002), Brenninkmeijer V et al.(2010), and Pham MT · Chang HH(2010) multi-item scales using 11 items. This study examines two dimensions of employees' regulatory focuses(Lockwood P et al. 2002): promotion focus(6 items) and prevention focus(5 items).

Demographic characteristics: Age, gender, education, tenure, and status have been theorized and empirically shown to be significant predictors of job attitude(Williams L · Hazer J 1986). Therefore, measures of demographic information(e.g., age, gender, and education) and job-related information(e.g., tenure, job position, and job status)

were included in this study.

Data analysis

Descriptive statistics were performed to profile the respondents' demographic and job-related questions. Following the two-step approach recommended by Anderson JC · Gerbing DW(1988), a confirmatory factor analysis with maximum likelihood was first performed to estimate the measurement model, which determined whether the manifest variables reflected the hypothesized latent variables. Once the measure was validated, a structural equation model was used to test the validity of the proposed model and hypotheses.

4. Results

Profile of the sample

The characteristics of the sample are presented in <Table 1>. The mean age of the participants was 36.31 years old and slightly over three-quarters of the respondents were male(76.8%). Most participants had a community college or university degree(91.5%). They had been working for an average of 9.96 years in the current hotel, and their primary job positions were BOH(Back of the House)(50.0%), FOH(Front of the House)(26.2%), and Management(23.8%). The majority were full-time workers(80.7%).

Measurement Model

Following Anderson JC · Gerbing DW(1988)'s two-step approach, a confirmatory factor analysis was first undertaken to assess the overall fit of the three-factor model(job stress, burnout, and counterproductive work behaviors). The initial CFA yielded a poor goodness of fit to the data ($\chi^2=3747.92$, $df=249$, $GFI=.49$, $CFI=.54$ and

<Table 1> Profile of the sample (n=362)

Characteristics	N	Percentage
Age		
21 to 30	117	32.3
31 to 40	121	33.4
Older than 40	124	34.3
Average	36.31 ± 8.57	
Gender		
Male	278	76.8
Female	84	23.3
Education		
High school graduate	31	8.6
Community college degree(2 years)	191	52.8
University degree(4 years)	140	38.7
Tenure		
5 years and below	162	44.7
6-9 years	68	18.8
10-14 years	82	22.6
15 years and above	50	13.8
Average	9.96 ± 8.04	
Job position		
BOH	181	50.0
FOH	95	26.2
Management	86	23.8
Job status		
Contract worker	70	19.3
Full-time worker	292	80.7

RMSEA=.19). Anderson JC · Gerbing DW(1988) suggested that to improve the model fit is to delete the indicators from the model because some indicators showed possible cross-loading. Therefore, the model was improved by deleting a total of 8 items of job stress and burnout. As shown in <Table 2>, the level for internal consistency in each construct was acceptable with Cronbach's alpha estimates ranging from .92 to .94. Composite reliability estimates, ranging from .78 to .88, were considered acceptable(Fornell C · Larcker DF 1981). Thus, these results were evidence of the convergent validity of the measures. In addition, all variance extracted estimates(job stress=.71; burnout=.62; counterproductive work behaviors=.819) exceeded the recommended .50 threshold(Fornell C · Larcker DF 1981). Discriminant

validity was assessed by comparing the average variance extracted(AVE) with the squared correlation among constructs. Discriminant validity was evident since the variance extracted estimates, ranging from .62 to .81, exceeded all squared correlations for each pair of constructs, ranging from .01 to .28. These results suggested that the seven factors were distinct and uni-dimensional. In addition, confirmatory measurement models demonstrated the soundness of the measurement properties($\chi^2=909.98$, $df=101$; GFI=.80; NFI=.84; CFI=.86).

<Table 2> Reliabilities and confirmatory factor analysis of the items

Construct	Standardized loadings	t-value	CCR ^a (Cronbach's alpha)	AVE ^b
Job Stress			.88	.71
JS ₁	.84	fixed	(.93)	
JS ₂	.86	17.77***		
JS ₃	.90	18.52***		
JS ₄	.89	19.44***		
JS ₅	.79	19.14***		
JS ₆	.78	16.57***		
Burnout			.78	.62
BN ₁	.89	fixed	(.92)	
BN ₂	.88	12.50***		
BN ₃	.86	12.42***		
BN ₄	.56	12.29***		
BN ₅	.60	9.01***		
BN ₆	.89	12.51***		
Counterproductive work behaviors			.87	.81
CB ₁	.89	fixed	(.94)	
CB ₂	.92	27.98***		
CB ₃	.91	27.12***		
CB ₄	.88	25.02***		

Note: ^aCCR=composite construct reliability; AVE=average variance extracted. $\chi^2=909.98$ (df=101) $p < .001$; Goodness of Fit Index (GFI)=.80; Normed Fit Index (NFI)=.84; Tucker Lewis Index (TLI)=.83; Comparative Fit Index (CFI)=.86; Incremental Fit Index (IFI)=.86; JS₁₋₂=Conflict; JS₃₋₄=Ambiguity; JS₅₋₆=Overload; BN₁₋₂=Exhaustion; BN₃₋₄=Non-accomplishment; BN₅₋₆=Depersonalization; *** $p < .001$.

<Table 3> illustrates the inter-correlations among the five constructs in this study(including moderate variables). An assessment of the bivariate correlations showed that the items used to measure job stress were positively(+) related to the items associated with burnout. The items associated with counterproductive work behaviors were also positively(+) related to job stress and burnout.

Structural equation modeling (SEM)

Structural equation modeling was conducted to test the validity of the proposed model and the hypotheses. To verify the established hypotheses through the path coefficients acquired from the Structural Equation Model(SEM), the suitability of the model regarding the relation of variables should first be evaluated(Bagozzi R · Yi Y 1988).

<Table 4> presents the estimated model, illustrat-

<Table 3> Correlations among the latent constructs

Construct	1	2	3	4	5	Mean±SD ^a
1. Promotion focus	1					5.21±1.19
2. Prevention focus	.138**	1				4.36±1.18
3. Job stress	-.084	.072	1			4.53±1.10
4. Burnout	-.201*	.119*	.385**	1		3.19±1.39
5. Counterproductive work behavior	-.109*	.115*	.505**	.536**	.1	2.75±1.46

Note: ^aSD=Standard Deviation. All items were measured on a 7-point Likert scale from 1-strongly disagree to 7-strongly agree; * $p < 0.05$; ** $p < 0.01$.

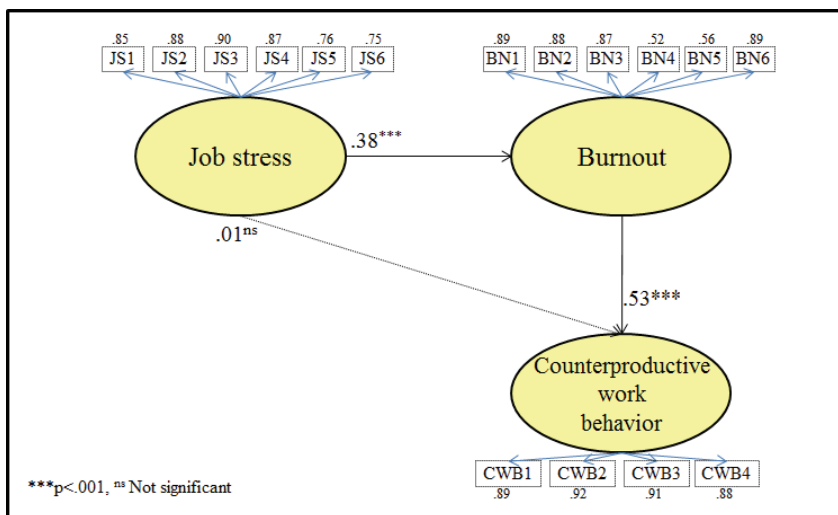
<Table 4> Structural parameter estimates

Hypothesized Path (stated as alternative hypothesis)	Standardized Coefficients	t-value	Results
H1: Job stress → Burnout	.38	5.45***	Supported
H2: Job stress → CWB	.01	.86	Not Supported
H3: Burnout → CWB	.53	7.75***	Supported
Goodness-of-fit statistics	$\chi^2_{(99)}=391.41(p<0.001)$ $\chi^2/df=3.95$ GFI=.89 AGFI=.85 NFI=.93 CFI=.95 RMSEA=.09		

Note: ***p<0.001; GFI=Goodness of Fit Index; NFI=Normed Fit Index; CFI=Comparative Fit Index; RMSEA=Root Mean Square Error of Approximation; CWB=Counterproductive work behaviors

ing the direction and magnitude of the impact of the standardized path coefficients. The chi-square statistic indicated that the model did not fit the data well($\chi^2=391.41$; $df=99$; $p<.001$). Given the sensitivity of the chi-square statistics to sample size(Bentler PM · Bonett DG 1980), other fit indices were also examined. Other goodness-of-fit indices proved that the structural model reasonably fit the data(GFI=.89; AGFI=.85; NFI=.93; CFI=.95; RMSEA=.09). The model's fit, as indicated by these indices, was deemed satisfactory;

thus, it provided a good basis for testing the hypothesized paths(Table 4). Hypothesis 1, which hypothesized a positive relationship between job stress and burnout, was supported($\beta=.38$; $t=5.45$; $p<.001$). It is supposed that the more stress employees perceive in their job, the more burned out they feel. However, Hypothesis 2, which predicted a positive relationship between job stress and counterproductive work behaviors, was not supported($\beta=.01$; $t=.86$; $p>.001$). In this study, an employee's perception of job stress did not have a sig-



<Fig. 2> Structural parameter estimates

nificant, direct impact on their counterproductive work behaviors. As predicted by Hypothesis 3, employees' burnout had significant, positive effects on counterproductive work behaviors ($\beta=.53$; $t=7.75$; $p<.001$). This result indicated that these results were produced because the burnout of the hotel employees increases involuntary and negative deviating behaviors such as counterproductive work behaviors (See Fig. 2).

The moderating effect of employees' regulatory focuses

In order to test the moderating effects of the employees' regulatory focuses on job stress, burnout and counterproductive work behaviors, based on a multi-group approach, χ^2 differences with two degrees of freedom were used to compare the two models (unconstrained and constrained) for each of the three path coefficients, consecutively. The χ^2 value of the unconstrained model (freely estimated) was subtracted from the χ^2 value of the constrained model (constrained to be equal).

The results of the moderating effects of promo-

tion focus are shown in <Table 5>. The unconstrained model for prevention focus showed a good fit to the data ($\chi^2=1147.48$; $df=98$; $p<.001$; $GFI=.80$; $NFI=.82$; $CFI=.85$). The link between job stress, burnout, and counterproductive work behaviors, the difference in χ^2 between the constrained model and the unconstrained model, was not significant. Therefore, hypothesis 4 was not supported. The results of the moderating effects of prevention focus are shown in <Table 6>. The unconstrained model for promotion focus showed a good fit to the data ($\chi^2=1159.14$; $df=198$; $p<.001$; $GFI=.80$; $NFI=.82$; $CFI=.84$). The link between employees' job stress and burnout, the difference in χ^2 between the constrained model and the unconstrained model, was not significant ($H5a=$ Job stress \rightarrow Burnout; $\chi^2_{(df=1)}=.12$, $p>.05$). In addition, in terms of the relationship between job stress and counterproductive work behaviors, there was no significant difference between the constrained and unconstrained models ($H5b=$ Job stress \rightarrow Counterproductive work behaviors; $\chi^2_{(df=1)}=.11$, $p>.05$). As for the link between employees' burnout and coun-

<Table 5> Moderating effects of promotion focus

	High-promotion focus (N=218)		Low-promotion focus (N=144)		Unconstrained model chi-square (df=198)	Constrained model chi-square (df=99)	$\Delta\chi^2$ (df=1)
	Standardized Coefficients	t-value	Standardized Coefficients	t-value			
H4a	.36	3.78***	.37	2.77***		1148.16	.68
H4b	.04	.71	-.06	-.79	1147.48	1148.62	1.14
H4c	.56	6.97***	.53	4.08***		1148.32	.84

Note: $GFI=.80$; $NFI=.82$; $CFI=.85$; *** $p<.001$.

<Table 6> Moderating effects of prevention focus

	High-prevention focus (N=190)		Low-prevention focus (N=172)		Unconstrained model chi-square (df=198)	Constrained model chi-square (df=199)	$\Delta\chi^2$ (df=1)
	Standardized Coefficients	t-value	Standardized Coefficients	t-value			
H5a	.38	3.58***	.24	2.24***		1159.26	.12
H5b	.02	.40	-.01	-.09	1159.14	1159.25	.11
H5c	.66	6.63***	.31	3.41***		1171.57	12.43*

Note: $GFI=.80$; $NFI=.82$; $CFI=.84$; * $p<.05$; *** $p<.001$.

terproductive work behaviors, statistically significant group differences were detected on the basis of the χ^2 differences between the two models(H5c=Burnout→Counterproductive work behaviors; $\chi^2_{(df=1)}=12.43$; $p<.05$). The results showed that the effects of employees' burnout on counterproductive work behaviors was significantly stronger in the high-prevention focus group($\beta=.66$; $p<.001$) than in the low-prevention focus group($\beta=.31$; $p<.001$). The effect of burnout on their counterproductive work behaviors is greater in employees with high prevention focus than those with low prevention focus, and therefore those with high prevention focus are more likely to exhibit counterproductive work behaviors resulting from burnout. Accordingly, it was verified that prevention focus among regulatory focuses plays significant moderating roles in the relationship between Burnout and counterproductive work behaviors. Therefore, hypothesis 5 was partially supported.

5. Discussion

This study sought to examine the effect of employees' job stress on burnout, and counterproductive work behaviors in a deluxe hotel. This study found that employees' job stress in a deluxe hotel had a significant, positive effect on burnout. These results are in line with the studies done by(Sderfeldt M et al. 1995; Kim HS · Stoner M 2008; Balch CM · Shanafelt T 2011; Smith RJ · Clark SJ 2011; Boyas J et al. 2012; Jung HS et al. 2012) suggesting that employees' job stress were closely related to burnout. Regarding the non-significant relationship between employees' job stress and counterproductive work behaviors, the results should be interpreted with cau-

tion(Jackson SE et al. 1986; Fox S et al. 2001; Spector PE et al. 2006; Chraif M · Anitei M 2011). Such results, which are rather different from previous study results that job stress triggers employees' counterproductive work behaviors, mean that employees have the possibility of conducting counterproductive work behaviors because of stress but such behaviors do not result from emotional responses such as burnout. The results were partially consistent with Smith RJ · Clark SJ(2011)'s finding that burnout had no significant relationship with job exit(negative workplace behaviors). As for the link between employees' burnout and counterproductive work behaviors, the influence of burnout on counterproductive work behaviors was positive and significant. This finding supported earlier work(Golden TD 2006; Brown SD et al. 2009; Swider BW · Zimmerman RD 2010; Maloney PW et al. 2012), which suggested that burnout leads to high negative workplace behavior. Conversely, an employee's burnout increases his or her counterproductive work behaviors. In short, it is judged that due to burnout, hotel employees experience psychological and physical exhaustion, this directly lead to counterproductive work behaviors; burnout caused by job performance within their organization results in counterproductive work behaviors that produce negative performance such as absence from duty or job transfer. In other words, high levels of burnout trigger counterproductive work behaviors and job ambiguity, conflicts, and workload are factors that cause stress and they induce employees to experience burnout, thereby bringing about counterproductive work behaviors. The verification result of the moderating effects of employees' regulatory focuses on the causal relationship between job stress, burnout, and counterproductive work behav-

iors was that promotion focus did not have significant moderating effects but prevention focus did. In particular, burnout experienced by employees with high prevention focus resulted in their counterproductive work behaviors. It can be interpreted that prevention focus plays a greater role in moderating the effect of burnout on counterproductive work behaviors than promotion focus does.

This study was initiated by raising a question regarding the fact that job stress and burnout may or may not be effectively controlled according to individuals' characteristics, such as regulatory focuses in the same stress situation. The reason is that individuals' characteristics and capabilities may be conducive to their organization's performance or on the contrary they may be harmful to their emotional and physical health or negatively affect their organization's performance. Job stress perceived by employees negatively influences individuals' health and their organization's performance (Gregory ER et al. 2008) and they undergo burnout due to accumulated stress (Leiter MP · Maslach C 1988) and as a result, if burnout is aggravated, it may be accompanied by physical, behavioral, and psychological symptoms such as depression, a sense of frustration, headache, and anger (Greenglass ER et al. 2003; Robinson JR et al. 2003). Therefore, the causal relationship between employees' job stress, burnout, and counterproductive work behaviors harmful to their organization may vary according to their regulatory focuses and such result was judged to be a very meaningful result on an organizational level. Although there are some studies that verified the moderating effects of employees' general characteristics on the causal relationship between job stress, burnout, and negative behaviors (Karatepe

OM · Karatepe T 2010; Jung HS et al. 2012), there is no research that examined the moderating effects of their regulatory focuses. At this point, the present study is meaningful in that it re-illuminated the importance of employees' regulatory focuses as well as that of their general characteristics by demonstrating that their prevention focus has moderating effects in the causal relationship between burnout and counterproductive work behaviors. In sum, this study presented a substantial and practical outcome for managers by examining the fact that efficient management of prevention focus among employees' regulatory focuses may reduce stress and burnout in a job situation. Furthermore, this study produced a theoretical basis for the mechanism of the causal relationship between job stress, burnout, and counterproductive work behavior perceived by deluxe hotels' employees, in that the finding that job stress affected burnout and negative workplace behavior was predictable, but this study also examined the effect of job stress on deluxe hotels' employees and the causation between burnout and counterproductive work behaviors. Thus far, previous studies on the stress of deluxe hotel employees used their satisfaction or turnover intent as final dependent variables, and research that dealt with counterproductive work behaviors and negative behaviors in a job situation, as dependent variables, has been insufficient. At this point, this study inquired into the job stress of hotel employees whose job characteristics are diverse, whose working times are irregular, and of whom highly intensive labor is required and looked at the causal relationship between burnout and counterproductive work behaviors. In particular, hotel businesses are representative service firms and services provided by human resources play a central role in their performance. Further, under the

circumstance where rapid changes in hotel environments make service differentiation difficult, this study result is regarded as providing meaningful suggestions for nurturing excellent human resources aimed at responding to customers' diverse demands and for efficiently managing such resources on an organizational level in order to prevent them from leaving their organization. This is because specific measures that can contribute to reducing hotel employees' psychological burnout caused by job stress and decreasing their counterproductive work behaviors may be contemplated through this study. In particular, excessive stress that occurs during employees' job performance makes them uninterested in their job or give it up, and emotional exhaustion leads to indifference about their organization in the long-term, triggering behaviors that act against it. Accordingly, it is necessary to take systematic measures that can reduce burnout and counterproductive work behaviors by profoundly measuring hotel employees' job stress in psychological and behavioral dimensions. To this end, hotel businesses need to provide each employee with authority suitable for his or her role in order to decrease conflicts that may take place during job performance, develop textbooks that analyze jobs and systematic and intensive job manuals, thereby, through consistent education, decreasing any role ambiguity perceived by employees during their job performance. Moreover, they should take realistic measures to decrease stress under the awareness that excessive tasks are an important factor that cause employees' stress. Further, hotel employees, for their part, should voluntarily conduct personal activities to relieve stress by understanding that reduced stress is directly related to their physical and mental health and quality of life as well as to an increase in organizational per-

formance in the long term. Organizations also should develop training programs that enable their employees to efficiently cope with stress situations and continuously provide support to them in cultural activities or facilities for leisure activities in terms of welfare.

Despite its important implications, this study has several limitations that need to be addressed. First, the employees were selected based on their employer's willingness to participate in this study. Therefore, their employer's encouragement to participate may have affected some responses. Second, the sample consists of employees at deluxe hotels, as a part of the hospitality industry. The generalizability of the results may be limited to the employees in those categories. Third, employees' job stress and burnout have strong psychological effects, so stress can be affected by environmental factors and the temporary atmosphere of an organization. Therefore, this study was limited by measuring job stress and burnout only once. Fourth, this study has verified the moderating effects of regulatory focuses on the causality of stress, burnout, and counterproductive work behaviors; the starting hypotheses are, however, inadequately supported by theoretical background as there are so few relevant preceding studies. This limitation can only be overcome by succeeding studies. Finally, this study also did not consider enough variables of individual differences that may influence job stress on an individual level, and individuals' tolerance to job stress or degree of adaptation to their current team are judged as variables that should be taken account of, in order to make the proposed model more suitable.

한글 초록

본 연구에서는 호텔 종사원의 직무스트레스와 소진, 반생산적 행동과의 유의적인 인과관계를 고찰하였으며, 이러한 인과관계에서 종사원의 조절초점에 따른 조절효과를 추가적으로 검증하였다. 서울지역 특급 호텔 종사원 362명을 대상으로 한 표본을 바탕으로 분석하였으며, 연구결과, 종사원의 직무스트레스는 소진에 유의한 영향을 주었고, 소진은 반생산적행동에 유의한 영향을 주는 것으로 나타났다. 따라서 종사원이 근무 상황에서 자신의 직무에 대한 스트레스가 높아지면 소진이 일어나고 이로 인해 반생산적 행동의 경향도 높아지게 되는 것으로 추측된다. 더불어 종사원의 소진과 반생산적 행동 사이의 인과관계에 있어서 종사원의 조절초점 중 예방 초점이 유의한 조절효과를 보이는 것으로 조사되었다.

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