

**The Effects of the Generations' Differences on Job Burnout in Sharm El-Sheikh  
Resorts: Managers' View**

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**Abstract**

The burnout become as a result of staff turnover, so that job burnout is identified as a major issue in the human resources management arena, for both employees and management, especially in the hospitality industry. It was evident that there is a relationship between burnout and generations differences. This study aims to measure the relationship between employees' generations, job burnout and turnover from the perspective of resort hotel managers and supervisors. This study employed structured interview as the data collection instrument. The study chooses a convenience sample of 30 five and four star resort hotels in Sharm El-Sheikh to carry the research. The study showed that gen Y is mostly affected by job burnout compared to other generations. A major significant contribution of this study to the development of a model to study the importance of the job burnout reasons on staff in relation to the extent of the hotel's interest in fighting the causes of job burnout. This study would like to provide hotel managers a clear picture about the burnout levels among their employees in accordance to generational differences. They should pay attention to their causes, negative effects and try to find solutions to the problems they face. Wherever the solutions to minimize them as much as possible.

**Key words:** Resort hotels, Generations, Job burnout, Job burnout reasons.

**Introduction**

There is no doubt that the hospitality industry had diverse employees from different generations with different characteristics that make it more challenging than ever for hoteliers (Gursoy et al., 2013; Abu El -Hassan et al., 2015). Previous studies suggested that the generational group employees belong to are likely to influence employees' workplace attitudes, satisfaction, job burnout, and turnover intention ( Solnet and Kralj, 2011; Chien Lu and Gursoy, 2016). Different generational features it is possible that positive job characteristics in the hospitality industry, such as frequent human communication and undesirable working conditions, may have a different importance on emotional wellness and work engagement of resort hotel employees of different generations, which could lead to different outcomes. Twenge (2010) and Jacobs and Piyapromdee (2016) clarified that generational differences in work importance, work leisure values, or loyalty, for example, May reasonable the effects of job burnout and turnover on work-related attitudinal outcomes among employees of different generations.

There is a gap between the importance of the reasons of job burn out and its application in resort hotels (Saheer et al., 2017). Hotel employees, in the different sectors face a range of psychological stress that affect their performance and loyalty as a result of the presence of internal pressure in the hotel from the professional pressure, as well as customers, colleagues, managers pressure and the lack of administrative support in solving problems and the lack of job satisfaction (Khosae et al., 2014).

**The Research Importance**

The importance of the study lies in dealing with the job burnout among employees in accordance to generational differences, which is one of the most important psychological phenomena that appear among the hotel employees. The purpose of this study is to

investigate the relation between employees' generations and job burnout applied to Sharm El- Sheikh Resort Hotels.

### **The Research Aim and Objectives**

The purpose of the study is to investigate the Generational differences' effect on the relationship between job burnout and employees' turnover in Sharm El Sheikh Resort Hotels. To achieve the study aim, this study has four objectives:

Undertake a review of literature on the job burnout, generations and employees' turnover.

Assess survey in order to find out the open resort hotel of total resort hotels in Sharm El Sheikh Resort Hotels during the research period.

Investigate managers' perceptions towards the effect of the generations on the relation between job burnout and turnover in a convenience sample of five and four star resort hotels in Sharm El Sheikh.

Developing suggested practice job burnout gap model.

Establish a set of recommendations and suggestions in order to adequate the work conditions to avoid job burnout among generations and increase employees' retention in Sharm El Sheikh Resort Hotels.

### **The Research Problem**

The study seeks to verify the idea of burnout that typically suffers from many jobs and professions. Therefore, the study seeks to identify the impact of job burnout on employees' turnover among generations in resort hotels.

The research problem is to study the spread of the job burnout significantly among generations in Egypt and to identify the reasons, the side effects, the impact on the employees' turnover and how to avoid job burnout through the following points:

Identify the reasons for increasing the job burnout of the employees' on Sharm El Sheikh Resort Hotels.

Study the points that employees need to be strengthened in the hotels to avoid job burnout and increase employees' retention.

Are there any statistically significant relations between the job burnout in accordance to employees' generations in Sharm El Sheikh Resort Hotels?

### **The Study Hypotheses**

The following two hypotheses were proposed to test the conceptual model of job burnout reasons and its importance as well as the level of application of the resort hotels decision:

Hypothesis 1: "There is a relation with statistically significant difference between the importance of Job burnout reasons and the resort level of application."

Hypothesis 2: there is a relation with statistically significant differences between the job burnout and generations.

### **Review of Literature**

#### **Job burnout**

Burnout is a syndrome with dimensions of emotional exhaustion, depersonalization, and reduced feelings of personal accomplishment (Maslach et al., 1996; Lloyd et al., 2002; Korunka et al., 2010). Burnout has been described as a state of physical, emotional and mental exhaustion, lowered sense of accomplishment, depersonalization, and disengagement (Pines, 2011). Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy (Maslach et al., 2001; Saheer et al., 2017).

There are many job burnout symptoms (1) Physical signs and symptoms of burnout. (2) Emotional signs and symptoms of burnout are sense of failure and self-doubt. (3) Behavioral signs and symptoms (Jenaabadi et al., 2016). Moreover, There are many job burnout indicators: Fatigue, loss of hope, psychological stress, a sense of failure, tension and revolution for trivial reasons, frequent disagreements with the team work, desire to sleep all the time, try to avoid social events, lost faith with others and describes all around him selfish, frequent absences Lack of productivity (El Hashem, 2015\*). Burnout became a very significant and it expressed a vital aspect of employee's work experience (Schaufeli et al., 2009 - El Rafii and El kodah, 2010\*-Iltaf and Gulzar, 2013). The dimensions of job burnout :Emotional exhaustion, depersonalization, and low personal accomplishment (El Kharabshah and Arabiat, 2005 - El Rafii and El kodah, 2010\*).

Job burnout sources can appear among employee in the field of services, including hospitality and classified in two dimensions: [1] External sources or professional sources which relate to the nature of the work and its environment and the role of its staff. [2] Internal sources or personal characteristics that relate to personal and psychological factors (El Samaduni, 1995\*). Moreover, Job burnout can appear in three sources: (1) Organizational Sources, (2) Personal Sources and (3) Environmental Sources: (Metwally, 2005\*). Regarding to the job burnout reasons there are three reasons which are: (1) Work-related causes (Cedoline, 1996; El Qarni, 2005\*; (El Hashem, 2015\*). (2) Lifestyle causes (Pines, 2011). (3) Personality traits (Cedoline, 1996 - Bagnall et al., 2016- Saheer et al., 2017).

### **Generations**

According to Tolbize, (2008) generation is an identifiable group that shares birth years, age, location, and significant life events at critical developmental stages, divided by five to seven years into: the first wave, core group, and last wave. While, Kupperschmidt, (2000); and Leiter et al., (2009) defined generation as a group of people born within a defined series of birth years who share attitudes and values shaped by the sociocultural environment and events of their formative years. Members of a generational group share important life experiences such as school, and entering the workforce, and they also experience memorable historical events at a similar developmental stage (Park, and Gursoy, 2011). Leiter et al., (2010) asserted that evidence has mounted of a relationship between burnout and generations.

There are five types of Generations: Traditionals, Baby Boomers "Boomers, Generation X (Gen Xers), Millennials (Generation Y or GenMe) and Gen Z (Jason, 2016). Traditional generation: The traditional generation is the oldest generation in the workplace, although most are retired. Also known as the veterans, the Silent, the Silent generation, the Matures, the greatest generation, this generation includes individuals born before 1945, and some sources place the earliest birth year to 1922 (Tolbize, 2008).

Baby Boomers "Boomers generation is the group born between the years 1943 and 1960 (Stuenkel et al., 2005). Or (born from 1946 to 1964) are individuals of the largest generational group in history, involving millions of workers who have made huge social and economic importances and are now being replaced by younger generation, Millennials. They grew up in the economic prosperity of the post-World War II, and experienced very affected change (Dries et al., 2008).

Also, Gursoy et al., (2013) shows that boomers are more driven by goals and results in the workplace, looking forward to get positions with greater responsibility than younger generations. Smola and Sutton, (2002) clarifying that boomers tend to value work more than younger generations and see work as being more central to their life than younger

generations. Boomers perceived work to be a vital part in one's life more powerfully than younger generation. Boomers are also more loyal and committed to their resort hotel compared to younger generations because they believe hard work pays off (Gursoy et al., 2008).

Generation X (Gen Xers) is the original latchkey generation. Born between the years 1961 and 1981 (McNeese-Smith and Crook 2003, Stuenkel et al. 2005), or (born from 1965 to 1980) Generational characteristics of this cohort are shaped by critical political events such as the end of the Cold War and a series of economic recessions in early and late 1970s and early 1980s. They saw high unemployment and family relocations caused by such economic insecurity (Twenge et al., 2010). As a result, Gen Xers have a stronger desire for rapid job progression than do Boomers; they are not work-centric and more likely than older generation to value work-life balance (Twenge, 2010). They also value independence and liberty from supervision in the workplace (Jurkiewicz, 2000).

Gen Xers reported higher external control (Twenge et al., 2004) and self-esteem (Twenge and Campbell, 2001) than Boomers. Although Gen Xers are likely to be independent and individualistic, placing more value on their own career over being loyal to resort hotel (Beutell and Wittig-Berman, 2008). Instead of seeking job security, they hunt challenging jobs and better chances to develop their own profession (Kupperschmidt, 2000). There is curbing effects of the generation were significant between Millennials versus Gen Xers, and between Millennials versus Boomers (Kowske et al., 2010).

Millennials (Generation Y or GenMe) (born from 1981 to 1999) are the youngest generation cohort, replacing their older generation. Millennial generation has been characterized by economic success, advancement of instant communication technologies through the Internet, social networking, and globalization. Similar to Gen Xers and more than Baby Boomers, Millennials value freedom and work-life balance (Cennamo and Gardner, 2008). Further, they place a greater value on expressive and rewarding work and are not easygoing of less challenging work (Lancaster and Stillman, 2005).

They also have high leisure work values, preferring a job that provides more vacation time than Gen Xers and Baby Boomers (Twenge et al., 2010). Despite of their lower work centrality, Millennials have higher expectations about promotions in the workplace (Ng et al., 2010). Moreover, Kowske et al., (2010) added that in spite of prevailing beliefs about Millennials' high expectations about work environment and status, prior researchers found that Millennials are as satisfied with their job as their older generations, even reporting marginally higher job satisfaction, and are more optimistic about their career development. Previous research in personality traits among generations found that Millennials are likely to have distinct personality traits from older generations (Twenge and Campbell, 2001; Twenge et al., 2008). Millennials are found to demonstrate higher narcissism, self-esteem, and assertiveness than their older generations (Twenge and Campbell, 2003). Millennials tend to be more satisfied with their jobs than older generations, but are similar in turnover intention (Twenge, 2010).

Kowske et al., (2010) suggested that if millennial employees are less absorbed in their work, they are more likely to intend to leave their resort hotel. However, when they find their job fulfilling and meaningful, thereby being deeply engaged, millennial employees are less likely to leave their resort hotel than engaged Gen X and Baby Boomer employees. If millennial employees lose a sense of significance, enthusiasm, and challenge in their work, their intention to leave significantly increases compared to Boomer employees. Millennial employees' not only higher turnover intention, they also showed significantly lower vigor, dedication, and absorption than their older generations. Millennials have

more similarities than dissimilarities to Gen Xers. For example, work centrality and leisure values are considered to be similar between the two cohorts (Meriac et al., 2010).

Patel, (2016) stated that Generation Z is classified as those who were born in the mid-90s. Generation Z (also known as iGeneration, Centennials, or Post-Millennials) is the demographic cohort after the Millennials. There are no precise dates for when Generation Z starts or ends; demographers and researchers typically use the mid-1990s to the mid-2000s as starting birth years, and as of yet there is little consensus regarding ending birth year (White, 2016). Gen Zers are self-motivated, committed to make their own way in life and in their careers; they're willing to work hard to gain success. They also expect a lot in return (Patel, 2016). Frank, (2012) showed that a significant aspect of this generation is the widespread usage of the Internet from a young age; members of Generation Z are typically thought of as being comfortable with technology, and interacting on social media websites for a significant portion of their socializing.

### **Research methodology**

The field of study was accomplished through structured interview, which includes studying the effects of job burnout in accordance to generations in 30 resorts of Sharm El-Sheikh Resort Hotels. It is translated from English into Arabic. The five-level Likert scale ranging from 1 "was No importance" to 5 "was extremely high importance" was used to design the interview form. The interview was divided into three main sections: the first section: includes five of open ended questions regarding job burnout and generations. The second section: focus on the Job Burnout Reasons importance on hotel employees as well as the level of applications of Sharm El-Sheikh Resort Hotels in accordance to managing the job burnout reasons. The third section: personal data such as (age, education, and department). The self-administrated interview was established in order to investigate the resort hotel managers in regard to job burnout in Sharm El-Sheikh Resort Hotels.

Pilot study was conducted in this study during October to November 2017. The survey was done through social media (face book, e Mails), telephone calls, Egyptian Hotel Association guide, the internet (trip advisor) and field visits in order to find out the open resort hotel of total resort hotels in Sharm El Sheikh Resort Hotels during the research period. Moreover, to ensure that the survey was well designed and easily understood by potential respondents, to examine the reliability and validity of the research tools as well as to develop and refine measure of the questions.

Interview was reviewed by some academic scholars to establish their appropriateness, clarity and to ease the understanding. Some amendments were suggested and then were implemented. Interview was then pre-tested in order to investigate the respondent's understanding of scale items and to identify also any issues that was complex or confusing in order to develop appropriate scale items to ensure the validity and reliability of the research. For this purpose, a self-administered interview was distributed to a sample of resort managers.

A number of 20 forms were distributed to respondents who were asked to complete them. Only, 15 completed forms were valid which represents 75% rate of response. Interview distributed to the resort managers and supervisors through the internet (Google drive, hotels mails) and a personal meetings, hotels managers and supervisors of Sharm El Sheikh Resort Hotels five and four star hotels in the period of December 2017 to February 2018 "during the peak winter periods". The total numbers of expected interviews were (120), only (85) interviews were done correctly and ready to be statistically analyzed. The main purpose of this questionnaire was to evaluate the managers regarding the job burnout

to increase job engagement and avoid job burnout. The results obtained from the valid forms which statistically analyzed by using SPSS version 20.

The study was conducted on a sample of 30 hotels from Sharm El Sheikh. The choice of the hotels was due to [a] the capacity Egyptian Hotel Association (EHA) Guide (2014) a number of Resort hotels in Sharm El Sheikh are 42 five star resort hotels and 64 four star resort hotels from 193 by a percentage 55% of Sharm El Sheikh hotels and by a percentage 10% of total Egypt hotels as a sample for the research; [b] The trip advisor to rank the best hotels in Sharm el sheikh during the research period; [c] find out the hotels in operation as the pilot study pointed out (Trip Advisor, 2017); [d] Rise of their awareness level; [e] Ease of response to new trend; [f] Elasticity in treatment, the study focus on four and five star hotels which more able to manage the research aim and objective. The characteristics of the investigated hotels are as follows in table (1). The hotels samples of this study were selected according to the guide of the Egyptian Hotel Association (EHA), (2014) there are 1013 hotels in Egypt. But, there are 42 five star resort hotels and 64 four star resort hotels from 193 by a percentage 55% of Sharm El Sheikh Hotels and by a percentage 10% of total Egypt hotels as a sample for the research. Table (1) showed the list of investigated hotels.

Table 1: The characteristics of the investigated hotels

No.	Resort Name	No. of rooms
Five star resort hotels		
1.	Baron Resort Sharm El Sheikh	360
2.	Concorde El Salam Hotel Sharm El Sheikh	725
3.	Dreams Beach Resort	483
4.	Four Seasons Resort Sharm El Sheikh	238
5.	Hyatt Regency Sharm El Sheikh Hotel	471
6.	Hilton Sharm Dreams Resort	394+time share
7.	Iberotel Palace Sharm El Sheikh	263
8.	Jaz Mirable Beach Resort	1001
9.	Maritim Jolie Ville Golf and Resort	418
10.	Marriott Hotel Sharm El Sheikh	520
11.	Royal Rojana Resort	538
12.	Savoy Hotel Sharm El Sheikh	790
13.	Sonesta Beach Resort Sharm El Sheikh	520
14.	Stella Sharm Hotel	298
15.	Sunrise Select Island View Resort	492
Four star resort hotels		
16.	Club El Faraana Reef	410
17.	Coral Sea Resort (Oreintal)	376
18.	Coral Sea Holiday Village	484
19.	Dreams Vacation Resort	319
20.	Helnan Marina Sharm Hotel	305
21.	Hilton Sharks Bay Resort	317+Time Share
22.	Magic Life Resort	521
23.	Nubian Village	491
24.	Radisson Blu Resort Sharm Elsheikh	331
25.	Reef Oasis Beach Resort	718
26.	Rehana Sharm Resort	468
27.	Savita Resort & Spa	549

28.	Sea Club Sharm	625
29.	Sharm Holiday Resort	289
30.	Sonesta Club Sharm El Sheikh	409

### **Results and Discussions**

The responses obtained from the direct interview are shown as follows:

The concept and reasons of job burnout

The managers were asked about the concept of "job burnout" and job burnout reasons. 65 of the managers in the investigated resorts mentioned that they don't know a lot about job burnout. Furthermore, 16 of them were confused between job burnout and job stress. Meanwhile, more than half of the managers in the investigated resort hotels were each body of them know one or two reasons no one have a complete view they mentioned that life problems, work condition, low occupancy, the political and economic condition are the major reasons of job burnout. Also, 4 of the managers agreed with Korunka et al., 2010 that: job burnout is a result of long-term job stress; job burnout is a result of chronic job stressors, this result also agreed with Leiter and Maslach 2004); Job burnout affects an employee when staying in his work without any change or development for long period. The gap between the demands of work and resources especially when the workplace demands are unusually high this result agreed with Saheer et al., 2017).

### **The indicators and main symptoms of job burnout**

The managers were asked about job burnout indicators and symptoms. 44 of the investigated mentioned that they don't have a Clair idea about job burnout indicators and symptoms. Meanwhile, 36 of the managers agreed that job burnout indicators and symptoms are: the burned out employee always looks sad,frustrated and dismotivated; Moreover, 4 of the mangers added that burned out employee always tired, less empathy, more exhausted and Taking longer to get things done this results agreed with Korunka et al., 2010. Also, he may be skipping work or come late and leave early; Use food, drugs, or alcohol to cope.

Using drugs, medication or alcohol are considered primary indicators of job burnout and its main symptoms.

The highlighted symptoms of job burnout are in agreed with [manager 23].

### **The methods of measuring job burnout in the investigated Hotels**

The managers were asked about the methods of measuring job burnout in Sharm El-Sheikh Resort Hotels. 60 of the managers in the investigated resorts stated that they don't have measuring methods of job burnout. Furthermore, 6 of the managers mentioned that they don't have any idea about the methods of measuring job burnout in their resort hotels.

On the other hand, 11 of the managers agreed that their resort hotels measuring job burnout through employees' direct contact to collect employees' opinions as well as monthly and weekly meeting and the daily briefing with the staff as a direct tool to identify the employees' requirements, also, through the departments' managers and supervisors as well as the human resources department and the training manager. Moreover, 5 of the managers mentioned that they usually use the employees annually, quarterly and monthly evaluation to identify the employees' performance. Furthermore, 3 managers use a questionnaire or recommendation box, travel agent reports, trip advisors (online website) and other websites such as holidays check or top hotels to gauge on the customer's opinions regarding the employees and the services. This found agreed with Saheer et al., (2017) in that daily briefing with the staff is important.

“monthly and weekly meeting and the daily briefing with the staff as a direct tool to identify the employees' requirements is considered a primary way to measuring job burnout. Moreover employees' party considered one of the most important to give the managers the chance to be in direct contact with the employees to collect employees' opinions.

The highlighted methods used to measure job burnout are in agreed with [manager 5].

The level of applications of job burnout among employees; and are these levels different depending on the different generations of employees?

The managers were asked about the level of applications of job burnout among employees. 46 of the managers in the investigated resort hotels mentioned that employees have high job burnout levels; Followed by, 30 of the managers declared that employees have moderate job burnout levels; Followed by 9 of the respondents stated that employees have low job burnout levels; Finally, few of the investigated believed that employees haven't job burnout at all.

### **The points that are need to be enhanced / improved for hotel staff to avoid job burnout and increase retention of staff.**

The managers were asked about the points that need to avoid job burnout and increase retention of staff. 70 of the respondents indicate that: Taking care of employees; good salary and good treatments of the staff are a suitable means to avoid job burnout and increase retention of staff. This found agreed with Shumon, (2010) and Bagnall et al., (2016), in Taking care of employees.

Also, there were other means to reduce staff turnover as added 15 of the managers such as: respect and good position; insurance; choosing employee of the month; holding festivals ; thanks letters; conduct training to support any changes in employees' jobs; adequate and achievable demands; hire a suitable number of employees according to job demands; encourage younger employees to develop new skills; design systems to encourage staff; use modern technology; give employees regular and constructive feedback; promote positive behaviors at work. This found agreed with Griffeth et al., (2000) in good position; insurance; choosing employee of the month; holding festivals and thanks letters.

### **The reasons of job burnout**

This question was designed to investigate the managers' perceptions concerning the most effective reasons of job burnout and rank this items according to their importance from the respondents' point of view/ and then arrange them according to their level in resort hotels.

Towards ranking the main group factors of the importance of Job burnout reasons as well as their levels in Sharm El-Sheikh Resort hotels as showed in table (3), the results showed that:

Concerning job burnout reasons, the results refer to:

Regarding work-related causes of burnout:

Lack of job security was the 1<sup>st</sup> effect ranking position with average of (98.36). This result indicates that job security is very important. Role conflict and role ambiguity were the 2<sup>nd</sup> ranking position average of (94.82). This result reflects the importance of role clarifies. Regarding the 3<sup>rd</sup> importance ranking position average (93.18) was Lack of social support. This shows the effect of social support. In the 4<sup>th</sup> position was time pressure, with average (91.30). This assured the effect of feedback.



Concerning the 5th effect ranking average of (84.94) was regarding agree with that lack of participation in decision-making. This result indicates that employee's participation in decision-making need to improve. This agreed with Bakker and Demerouti, (2008) in that lack of job security.

In terms of lifestyle causes of burnout:

Working too much, without enough time for relaxing and socializing was the 1st effect average (98.12). This result indicates that relaxing and socializing are very important. Family responsibilities were the 2nd effect average (96.94). This result reflects the effect of family. Regarding the 3rd level average (94.36) was alienation from family. This shows the effect of the alienation from family. In the 4th position were that not getting enough sleep and taking on too many responsibilities, without enough help from others, with average (93.42). This assured the importance of work control. Concerning the 5th effect level average (91.84) was regarding both working with a tough people and work-life imbalance.

In reference to personality traits can contribute to burnout:

High-achieving was the 1st effect ranking position average (98.58). This result indicates that high-achieving is very important. Perfectionist tendencies were the 2nd effect average (97.64). This result reflects the effect of the perfectionist tendencies. In accordance to the 3rd average level were financial problems with average (96.00). This shows the effect of financial problems. Value conflict was coming in the 4th level to the respondents with average (95.30). Following in the 5th effect level by that nothing is ever good enough, by average (93.64).

Table 3: rank the importance of burnout reasons and its applications in resort hotels

No.		Job Burnout Reasons	Level of importance			Level		
			Mean	Rank		Mean	Rank	
				(%)	Rank		(%)	Rank
Work-related causes of burnout								
1.	a1	Feeling like the employee has little or no control over his work	4.54	66.20	20*	2.62	55.30	10*
2.	a2	Lack of recognition or rewards for good work	4.05	72.70	15*	2.86	60.94	14*
3.	a3	Unclear or overly demanding job expectations	3.96	83.54	7*	3.12	60.94	14*
4.	a4	Doing work that's monotonous or unchallenging	3.75	82.60	9*	2.60	49.68	7*
5.	a5	working in a unorganized or High-pressure environment	3.14	72.72	14*	2.76	60.00	13*
6.	a6	Lack of feedback	3.55	69.16	18*	3.05	44.98	4
7.	a7	Role conflict and role ambiguity	3.31	94.82	2	3.05	49.68	7*
8.	a8	Lack of social support	3.64	93.18	3	2.48	53.64	8*
9.	a9	Time pressure	4.18	91.30	4	3.0	57.18	12
10.	a10	Lack of autonomy	4.13	67.28	19	2.25	53.64	8*
11.	a11	Lack of participation in decision-making	3.64	84.94	5	2.48	48.74	6
12.	a12	The modest salary	3.46	82.82	8	2.68	35.76	1*
13.	a13	Lack of job security	4.74	98.36	1	2.86	35.76	1*
14.	a14	Dysfunctional workplace dynamics	4.66	59.76	22	2.68	53.88	9

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15.	a15	Housing conditions	4.56	79.78	11	2.44	46.10	4
16.	a16	Poor nutrition	3.36	81.88	10	1.79	62.82	16
17.	a17	Non-good distribution of roles	3.25	63.38	21	1.79	39.06	2
18.	a18	Work structure conditions	3.14	69.18	17	2.69	41.92	3
19.	a19	Lower administrative level of support	3.15	84.48	6	2.31	48.00	5
20.	a20	Lack of job satisfaction	4.05	72.70	15*	3.14	56.24	11
21.	a21	Lacking a sense of accomplishment	3.99	78.34	12	1.95	61.42	15
22.	a22	Being under constant and strong pressure which may be unrealistic	3.09	73.42	13	2.09	60.00	13*
23.	a23	Absence of support from colleagues and an abundance of criticism	3.16	69.88	16	2.40	63.06	17
24.	a24	Lack of trust between supervisor and employees	3.46	66.20	20*	2.81	85.64	20
25.	a25	Not having opportunities for personal expression	3.22	72.70	15*	3.07	83.06	19
26.	a26	Facing unrealistic demands on employee time and energy	3.64	83.54	7*	3.00	55.30	10*
27.	a27	Too much responsibility	3.92	82.60	9*	3.15	60.94	14*
28.	a28	Training	3.67	72.72	14*	4.28	60.94	14*
29.	a29	Poor job fit	3.49	69.16	18	4.15	49.68	7*
Lifestyle causes of burnout								
1.	b1	Working too much, without enough time for relaxing and socializing	4.91	98.12	1	3.35	67.06	6*
2.	b2	Being expected to be too many things to too many people	4.40	88.00	7	3.27	65.42	5
3.	b3	Taking on too many responsibilities, without enough help from others	4.67	93.42	4*	3.35	67.06	6*
4.	b4	Not getting enough sleep	4.67	93.42	4*	3.08	61.64	2
5.	b5	Lack of close, supportive relationships	4.59	91.76	6	3.12	62.36	3
6.	b6	Alienation from family	4.72	94.36	3	3.72	74.34	8
7.	b7	Working with a difficult people	4.59	91.84	5*	3.48	69.66	7
8.	b8	Family responsibilities	4.85	96.94	2	3.21	64.24	4
9.	b9	Work-life imbalance	4.59	91.84	5*	3.47	49.42	1
Personality traits can contribute to burnout								
1.	c1	Perfectionist tendencies	4.88	97.64	2	3.21	64.24	4
2.	c2	Nothing is ever good enough	4.68	93.64	5	3.94	78.82	9*
3.	c3	Pessimistic view of employees self and the world	4.41	88.24	9	3.35	67.06	6
4.	c4	The need to be in control	4.40	88.08	10	3.55	71.14	8
5.	c5	Reluctance (unwillingness) to delegate to others	4.26	85.18	11	3.33	66.60	5

6.	c6	High-achieving	4.93	98.58	1	3.01	60.22	2
7.	c7	Type a personality	4.65	92.94	7	3.94	78.82	9*
8.	c8	value conflict	4.76	95.30	4	4.12	82.36	10
9.	c9	Lack of fairness	4.67	93.42	66	3.47	69.42	7
10.	c10	Health problems	4.64	92.70	8	2.99	59.70	1
11.	c11	Financial problems	4.80	96.00	3	3.02	60.48	3

About ranking the main group levels in Sharm El-Sheikh Resort hotels in accordance to manage the job Burnout Reasons, as showed in table (3), the results refer to:

### **Work-related causes of burnout**

Concerning both Lack of job security and the modest salary were the 1st weakness average (35.76). This result indicates that Sharm El-Sheikh Resort hotels need more care about job security and workplace dynamics in accordance to manage the Job Burnout Reasons. In reference to Non-good distribution of roles the 2nd Weakness average (39.06). This result reflects that distribution of roles in Sharm El-Sheikh Resort hotels need more care to avoid the Job burnout. Regarding the 3rd level average (41.92) was work structure conditions; this shows that work structure conditions in Sharm El-Sheikh Resort hotels need more care to prevent the employees from the job burnout. In the 4th position was lack of feedback, with average (44.98). This assured the importance of avoiding pressure. Concerning the 5th level average (48.00) was regarding agree with that lower administrative level of support. This result reflects that Sharm El-Sheikh Resort hotels need to improve the administrative level of support in order to avoid the Job Burnout.

### **Concerning lifestyle causes of burnout**

Work-life imbalance was the 1st Weakness average (49.42). This result indicates that Work-life imbalance need more care. In relation to not getting enough sleep was the 2nd Weakness average (61.64). This result reflects that the hotels need to study the reasons about why employees not getting enough sleep. In accordance to the 3rd average level was lack of close, supportive relationships, with average (62.36). This shows that hotels need more care about supportive relationships. Family responsibilities were coming in the 4th level to the respondents with average (64.24); Followed in the 5th level by being expected to be too many things to too many people, by average (65.42).

In relation to personality traits can contribute to burnout:

Health problems were the 1st Weakness average (59.70). This result indicates that employees' health need more care. About High-achieving was the 2nd Weakness average (60.22). This result reflects the importance of high-achieving. Regarding the 3rd level average (60.48) were financial problems. This shows the importance of the financial issue. In the 4th position were perfectionist tendencies, with average (64.24). Concerning the 5th level average (66.60) was reluctance (unwillingness) to delegate to others.

Prior to testing the hypotheses, it is important to establish the reliability of each of the items used in this study. Reliability judges the degree to which measures are free from error, hence, yielding consistent results (Tabachnick and Fidell, 2001). Means and standard deviation in table (3) used to measure the reliability.

Kruskal-Wallis Test between the different generations in order to explain the generational differences in accordance the effect of job burnout reasons in the employees.

### **Work-related causes of burnout**

Mean score was used also to determine which group is higher. The Mann-Whitney U test revealed a statistically significant difference between the three groups in terms of most of

the scale variables such as: unclear or overly demanding job expectations, doing work that's monotonous or unchallenging, working in a unorganized or high-pressure environment, lack of feedback, role conflict and role ambiguity, lack of social support, time pressure, lack of autonomy, lack of participation in decision-making, the modest salary, lack of job security, Dysfunctional workplace dynamics, housing conditions, poor nutrition, non-good distribution of roles and work structure conditions.

On the other hand, there was no difference between the three groups in terms of lower administrative level of support, lack of job satisfaction, being under constant and strong pressure which may be unrealistic and not having opportunities for personal expression, lack of recognition or rewards for good work and poor job fit.

### **Lifestyle causes of burnout**

The Mann-Whitney U test revealed a statistically significant difference the between the results in five star resorts and the results in four star resorts in terms of taking on too many responsibilities, without enough help from others, supportive relationships, working with a difficult people, family responsibilities and work-life imbalance. But there is no difference between the three groups in terms of alienation from family and working too much without enough time for relaxing and socializing, being expected to be too many things to too many people, not getting enough sleep, Lack of close, supportive relationships.

### **Personality traits can contribute to burnout**

As shown in Table 4.13, it's quite evident that there is a statistically significant difference between the results in accordance to generation boomers, gen Y and gen Y in terms of nothing is ever good enough, lack of fairness, health problems and financial problems. On the other side, there is no difference between the two groups in terms of perfectionist tendencies, pessimistic view of employees self and the world, the need to be in control, reluctance (unwillingness) to delegate to others, high-achieving, type a personality and value conflict

Exploring the gap between the importance of the reasons of job burn out and its application in resort hotels

The Mann-Whitney U test was used in this study to compare between the importance of job burnout on employee and the application of job burnout reason in Sharm El-Sheikh Resort Hotels from the management point of view in order to find out if there is a significant difference between them in terms of the importance of job burnout reasons in accordance to the resort hotels application. The following tables and figures handle this issue:

Table 4: A Summary of the Mann-Whitey U Test Between The importance and the application of job burnout reasons. (N 170)

Burnout reasons	Theimportance and the application	Mean rank score	Mann-Whitney U test	Asymp. Sig. (2tailed)
<b>Work-related causes of burnout</b>				
a1	The importance	126.55	123.000	.000*
	The application	44.45		
a2	The importance	117.38	902.500	.000*
	The application	53.62		
a3	The importance	109.11	1605.500	.000*
	The application	61.89		
a4	The importance	114.57	1141.500	.000*

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	The application	56.43		
a5	The importance	99.14	2453.500	.000*
	The application	71.86		
a6	The importance	99.66	2409.000	.000*
	The application	71.34		
a7	The importance	93.99	2890.500	.005*
	The application	77.01		
a8	The importance	114.70	1130.500	.000*
	The application	56.30		
a9	The importance	108.77	1634.500	.000*
	The application	62.23		
a10	The importance	122.34	481.500	.000*
	The application	48.66		
a11	The importance	114.34	1161.500	.000*
	The application	56.66		
a12	The importance	108.89	1624.500	.000*
	The application	62.11		
a13	The importance	125.67	198.000	.000*
	The application	45.33		
a14	The importance	126.81	101.500	.000*
	The application	44.19		
a15	The importance	126.26	148.000	.000*
	The application	44.74		
a16	The importance	125.32	228.000	.000*
	The application	45.68		
a17	The importance	124.61	288.000	.000*
	The application	46.39		
a18	The importance	102.38	2177.500	.000*
	The application	68.62		
a19	The importance	114.14	1178.000	.000*
	The application	56.86		
a20	The importance	109.40	1581.000	.000*
	The application	61.60		
a21	The importance	126.68	112.000	.000*
	The application	44.32		
a22	The importance	121.66	539.000	.000*
	The application	49.34		
a23	The importance	113.16	1261.000	.000*
	The application	57.84		
a24	The importance	106.25	1849.000	.000*
	The application	64.75		
a25	The importance	90.66	3174.000	.085
	The application	80.34		
a26	The importance	104.02	2038.000	.000*
	The application	66.98		
a27	The importance	111.22	1426.000	.000*
	The application	59.78		

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a28	The importance	68.09	2132.500	.000*
	The application	102.91		
a29	The importance	68.76	2189.500	.000*
	The application	102.24		
Lifestyle causes of burnout				
b1	The importance	124.32	312.500	.000*
	The application	46.68		
b2	The importance	121.10	586.500	.000*
	The application	49.90		
b3	The importance	121.38	562.500	.000*
	The application	49.62		
b4	The importance	125.86	182.000	.000*
	The application	45.14		
b5	The importance	125.94	175.000	.000*
	The application	45.06		
b6	The importance	111.36	1414.000	.000*
	The application	59.64		
b7	The importance	117.57	886.500	.000*
	The application	53.43		
b8	The importance	126.62	117.000	.000*
	The application	44.38		
b9	The importance	116.29	995.000	.000*
	The application	54.71		
Personality traits can contribute to burnout				
c1	The importance	126.94	90.000	.000*
	The application	44.06		
c2	The importance	108.47	1660.000	.000*
	The application	62.53		
c3	The importance	118.15	837.500	.000*
	The application	52.85		
c4	The importance	111.45	1406.500	.000*
	The application	59.55		
c5	The importance	115.64	1051.000	.000*
	The application	55.36		
c6	The importance	127.75	21.000	.000*
	The application	43.25		
c7	The importance	107.41	1750.000	.000*
	The application	63.59		
c8	The importance	108.41	1665.000	.000*
	The application	62.59		
c9	The importance	118.06	845.000	.000*
	The application	52.94		
c10	The importance	125.99	170.500	.000*
	The application	45.01		
c11	The importance	126.60	119.000	.000*
	The application	44.40		
*P-value< 0.05= Significant				

### **Work-related causes of burnout**

There is a statistically significant difference between the two groups in terms of the majority of the scale variables. But; there is no significant difference among the two groups in terms of not having opportunities for personal expression. Mean score was used also to determine which group is higher. The Mann-Whitney U test revealed a statistically significant difference between the results in the importance of job burnout reasons in the employees and the results in the application of manage the job burnout in Sharm El-Sheikh Resort Hotels in terms of feeling like the employee has little or no control over his work, lack of recognition or rewards for good work, doing work that's monotonous or unchallenging, lack of social support, lack of autonomy, lack of participation in decision-making, The modest salary, Dysfunctional workplace dynamics, housing conditions, poor nutrition, non-good distribution of roles and lower administrative level of support.

### **Lifestyle causes of burnout**

The Mann-Whitney U test revealed a statistically significant difference the between the results in the importance of job burnout reasons in the employees and the level of manage the job burnout in Sharm El-Sheikh Resort Hotels in terms of all the attributes such as: being expected to be too many things to too many people, taking on too many responsibilities, without enough help from others, lack of close, supportive relationships, family responsibilities. The importance of job burnout reasons in the employees has shown a higher mean towards these attributes than the application of manages the job burnout in Sharm El-Sheikh Resort Hotels.

### **Personality traits can contribute to burnout**

There is a statistically significant difference between the two groups in terms of all the scale items. As shown in Table 4.13, it's quite evident that there is a statistically significant difference between the results in the importance of job burnout reasons in the employees and the results in the application of manage the job burnout in Sharm El-Sheikh Resort Hotels in terms of Pessimistic view of employees self and the world, perfectionist tendencies, reluctance (unwillingness) to delegate to others, high-achieving, health problems, financial problems.

Exploring the managers' perceptions regarding the employees' generations' impact in job burnout using the Kruskal-Wallis Test.

The aim of this comparison is to determine if there is a significant difference between generations in terms of the effect of job burnout reasons regarding to the managers perceptions about the employees in the Sharm El-Sheikh Resort Hotels (Table 5).

Table 5: Kruskal-Wallis Test between the different generations					
burnout reasons	Department	N	Mean Rank	Chi-Square	Asymp. Sig. (2tailed)
Work-related causes of burnout					
a1	18 – 36 years (Gen Y)	50	36.69	10.997	.004*
	37 – 52 years (Gen X)	33	51.44		
	53and more (Gen Boomers)	2	61.50		
a2	18 – 36 years (Gen Y)	50	41.60	4.362	.113
	37 – 52 years (Gen X)	33	43.18		
	53and more (Gen Boomers)	2	75.00		
a3	18 – 36 years (Gen Y)	50	53.98	36.619	.000*
	37 – 52 years (Gen X)	33	24.45		
	53and more (Gen Boomers)	2	74.50		
a4	18 – 36 years (Gen Y)	50	56.22	51.659	.000*
	37 – 52 years (Gen X)	33	21.00		
	53and more (Gen Boomers)	2	75.50		
a5	18 – 36 years (Gen Y)	50	41.32	18.851	.000*
	37 – 52 years (Gen X)	33	43.03		
	53and more (Gen Boomers)	2	84.50		
a6	18 – 36 years (Gen Y)	50	50.17	23.071	.000*
	37 – 52 years (Gen X)	33	29.92		
	53and more (Gen Boomers)	2	79.50		
a7	18 – 36 years (Gen Y)	50	45.94	14.671	.001*
	37 – 52 years (Gen X)	33	36.03		
	53and more (Gen Boomers)	2	84.50		



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a8	18 – 36 years (Gen Y)	50	27.11	61.895	.000*
	37 – 52 years (Gen X)	33	64.86		
	53and more (Gen Boomers)	2	79.50		
a9	18 – 36 years (Gen Y)	50	59.02	70.477	.000*
	37 – 52 years (Gen X)	33	17.48		
	53and more (Gen Boomers)	2	63.50		
a10	18 – 36 years (Gen Y)	50	58.78	66.745	.000*
	37 – 52 years (Gen X)	33	17.73		
	53and more (Gen Boomers)	2	65.50		
a11	18 – 36 years (Gen Y)	50	49.01	17.062	.000*
	37 – 52 years (Gen X)	33	31.74		
	53and more (Gen Boomers)	2	78.50		
a12	18 – 36 years (Gen Y)	50	46.54	12.652	.000*
	37 – 52 years (Gen X)	33	35.27		
	53and more (Gen Boomers)	2	82.00		
a13	18 – 36 years (Gen Y)	50	37.00	22.182	.000*
	37 – 52 years (Gen X)	33	54.00		
	53and more (Gen Boomers)	2	11.50		
a14	18 – 36 years (Gen Y)	50	37.95	13.940	.001*
	37 – 52 years (Gen X)	33	52.35		
	53and more (Gen Boomers)	2	15.00		
a15	18 – 36 years (Gen Y)	50	38.55	9.703	.008*
	37 – 52 years (Gen X)	33	51.20		
	53and more (Gen Boomers)	2	19.00		
a16	18 – 36 years (Gen Y)	50	37.20	11.775	.003*

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	37 – 52 years (Gen X)	33	50.15		
	53and more (Gen Boomers)	2	70.00		
a17	18 – 36 years (Gen Y)	50	42.70	6.251	.000*
	37 – 52 years (Gen X)	33	41.52		
	53and more (Gen Boomers)	2	75.00		
a18	18 – 36 years (Gen Y)	50	42.95	.354	.044*
	37 – 52 years (Gen X)	33	43.44		
	53and more (Gen Boomers)	2	37.00		
a19	18 – 36 years (Gen Y)	50	43.30	.376	.838
	37 – 52 years (Gen X)	33	42.94		
	53and more (Gen Boomers)	2	36.50		
a20	18 – 36 years (Gen Y)	50	59.70	63.437	.828
	37 – 52 years (Gen X)	33	19.36		
	53and more (Gen Boomers)	2	15.50		
a21	18 – 36 years (Gen Y)	50	58.89	56.787	.000*
	37 – 52 years (Gen X)	33	20.65		
	53and more (Gen Boomers)	2	14.50		
a22	18 – 36 years (Gen Y)	50	42.40	.602	.740
	37 – 52 years (Gen X)	33	44.15		
	53and more (Gen Boomers)	2	39.00		
a23	18 – 36 years (Gen Y)	50	40.32	17.463	.000*
	37 – 52 years (Gen X)	33	44.55		
	53and more (Gen Boomers)	2	84.50		
a24	18 – 36 years (Gen Y)	50	33.60	28.002	.000*
	37 – 52 years (Gen X)	33	58.30		

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	53and more (Gen Boomers)	2	25.50		
a25	18 – 36 years (Gen Y)	50	43.70	.671	.715
	37 – 52 years (Gen X)	33	42.52		
	53and more (Gen Boomers)	2	33.50		
a26	18 – 36 years (Gen Y)	50	28.26	59.997	.000*
	37 – 52 years (Gen X)	33	66.58		
	53and more (Gen Boomers)	2	22.50		
a27	18 – 36 years (Gen Y)	50	38.21	11.728	.003*
	37 – 52 years (Gen X)	33	52.14		
	53and more (Gen Boomers)	2	12.00		
a28	18 – 36 years (Gen Y)	50	31.72	39.871	.000*
	37 – 52 years (Gen X)	33	61.64		
	53and more (Gen Boomers)	2	17.50		
a29	18 – 36 years (Gen Y)	50	44.75	3.413	.181
	37 – 52 years (Gen X)	33	39.05		
	53and more (Gen Boomers)	2	64.50		
Lifestyle causes of burnout					
b1	18 – 36 years (Gen Y)	50	43.60	.602	.740
	37 – 52 years (Gen X)	33	41.85		
	53and more (Gen Boomers)	2	47.00		
b2	18 – 36 years (Gen Y)	50	45.55	5.907	.052
	37 – 52 years (Gen X)	33	37.59		
	53and more (Gen Boomers)	2	68.50		
b3	18 – 36 years (Gen Y)	50	50.20	18.690	.000*
	37 – 52 years (Gen X)	33	31.24		

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	53and more (Gen Boomers)	2	57.00		
b4	18 – 36 years (Gen Y)	50	40.00	3.203	.202
	37 – 52 years (Gen X)	33	46.70		
	53and more (Gen Boomers)	2	57.00		
b5	18 – 36 years (Gen Y)	50	40.95	2.170	.338
	37 – 52 years (Gen X)	33	45.05		
	53and more (Gen Boomers)	2	60.50		
b6	18 – 36 years (Gen Y)	50	41.40	1.380	.502
	37 – 52 years (Gen X)	33	44.70		
	53and more (Gen Boomers)	2	55.00		
b7	18 – 36 years (Gen Y)	50	34.77	18.793	.000*
	37 – 52 years (Gen X)	33	54.47		
	53and more (Gen Boomers)	2	59.50		
b8	18 – 36 years (Gen Y)	50	39.30	7.034	.030*
	37 – 52 years (Gen X)	33	48.21		
	53and more (Gen Boomers)	2	49.50		
b9	18 – 36 years (Gen Y)	50	34.77	18.793	.000*
	37 – 52 years (Gen X)	33	54.47		
	53and more (Gen Boomers)	2	59.50		
Personality traits can contribute to burnout					
c1	18 – 36 years (Gen Y)	50	41.20	2.140	.343
	37 – 52 years (Gen X)	33	45.42		
	53and more (Gen Boomers)	2	48.00		
c2	18 – 36 years (Gen Y)	50	36.95	11.345	.003*
	37 – 52 years (Gen X)	33	51.35		

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	53and more (Gen Boomers)	2	56.50		
c3	18 – 36 years (Gen Y)	50	45.05	4.890	.087
	37 – 52 years (Gen X)	33	38.38		
	53and more (Gen Boomers)	2	68.00		
c4	18 – 36 years (Gen Y)	50	42.45	2.673	.263
	37 – 52 years (Gen X)	33	42.35		
	53and more (Gen Boomers)	2	67.50		
c5	18 – 36 years (Gen Y)	50	45.84	2.535	.282
	37 – 52 years (Gen X)	33	39.36		
	53and more (Gen Boomers)	2	32.00		
c6	18 – 36 years (Gen Y)	50	42.60	.266	.875
	37 – 52 years (Gen X)	33	43.42		
	53and more (Gen Boomers)	2	46.00		
c7	18 – 36 years (Gen Y)	50	41.00	1.913	.384
	37 – 52 years (Gen X)	33	45.12		
	53and more (Gen Boomers)	2	58.00		
c8	18 – 36 years (Gen Y)	50	39.40	4.937	.085
	37 – 52 years (Gen X)	33	47.85		
	53and more (Gen Boomers)	2	53.00		
	Total	85			
c9	18 – 36 years (Gen Y)	50	46.80	6.326	.000*
	37 – 52 years (Gen X)	33	36.39		
	53and more (Gen Boomers)	2	57.00		
c10	18 – 36 years (Gen Y)	50	35.55	16.033	.000*
	37 – 52 years (Gen X)	33	53.35		

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	53and more (Gen Boomers)	2	58.50		
c11	18 – 36 years (Gen Y)	50	37.90	10.811	.004*
	37 – 52 years (Gen X)	33	50.21		
	53and more (Gen Boomers)	2	51.50		

\*P-value< 0.05= Significant

**Work-related causes of burnout**

Mean score was used also to determine which group is higher. The Mann-Whitney U test revealed a statistically significant difference between the three groups in terms of most of the scale variables such as: unclear or overly demanding job expectations, doing work that's monotonous or unchallenging, working in a unorganized or high-pressure environment, Lack of feedback, role conflict and role ambiguity, lack of social support, time pressure, lack of autonomy, lack of participation in decision-making, The modest salary, lack of job security, Dysfunctional workplace dynamics, housing conditions, poor nutrition, non-good distribution of roles and work structure conditions.

On the other hand, there was no difference between the three groups in terms of lower administrative level of support, lack of job satisfaction, being under constant and strong pressure which may be unrealistic and not having opportunities for personal expression, lack of recognition or rewards for good work and Poor job fit.

**Lifestyle causes of burnout**

The Mann-Whitney U test revealed a statistically significant difference the between the results in five star resorts and the results in four star resorts in terms of taking on too many responsibilities, without enough help from others, supportive relationships, working with a difficult people, family responsibilities and work-life imbalance. But there is no difference between the three groups in terms of alienation from family and working too much without enough time for relaxing and socializing, being expected to be too many things to too many people, not getting enough sleep, lack of close, supportive relationships.

**Personality traits can contribute to burnout**

As shown in Table 4.13, it's quite evident that there is a statistically significant difference between the results in accordance to generation boomers, gen Y and gen Y in terms of nothing is ever good enough, lack of fairness, health problems and financial problems. On the other side, there is no difference between the two groups in terms of perfectionist tendencies, pessimistic view of employees self and the world, the need to be in control, reluctance (unwillingness) to delegate to others, high-achieving, type a personality and value conflict.

Research hypotheses were tested using Pearson product-moment correlation co efficient. Preliminary analyses were performed to ensure no violation of assumptions' of normality and linearity. Table (7) shows that there are correlations between the hypothesis proposed relations in the conceptual model with (r) values ranging from (.012 to .734), \*\*. Correlation is significant at the 0.01 level (2-tailed) and the obtained correlation values in the third and fourth hypotheses are in the expected negative direction. Based on the results of Pearson correlation analysis which represent proposed liner relationships, all the research hypotheses were supported.

Table 7: Summary of correlation analysis and hypotheses testing

Hypothesized correlation	Pearson correlation(r)	Hypothesis
H1: The importance of Job burnout in employees and that of the resort application to cope with job burnout	.734**	Supported correlation
H2: generational differences and job burnout importance.	.012	Supportedpoor bonding

Note: \*\* correlation is significant at the 0.001 level (2-tailed).

### **Job Burnout Gap Model**

The job burnout gap model is a model between the importance of job burnout reasons on the employees and the level of application of the resort hotels in accordance to job burnout management from the perspective of resorts managers see Table(8).

The aim of this model is to shed light on the gaps between the managers' perceptions regarding the job burnout reasons importance in resort hotel' employees versus the resort hotel' level of manage the job burnout reasons in order to meet and achieve the employees' satisfaction and avoid job burnout better way.



Table 8 : A Model of the job burnout gap

		The importance		The level of application		The gap	
No.	Ranking	Average (%)	Job Burnout Reasons	Average (%)	Ranking	The gap level	The gap rank
Work-related causes of burnout							
1.	1	98.36	Lack of job security	35.76	1*	62.6	1
2.	8	82.82	The modest salary	35.76	1*	47.06	2*
3.	2	94.82	Role conflict and role ambiguity	35.76	1*	47.06	2*
4.	3	93.18	Lack of social support	53.64	8*	39.54	3
5.	6	84.48	Lower administrative level of support	48.00	5	36.48	4
6.	5	84.94	Lack of participation in decision-making	48.74	6	36.2	5
7.	11	79.78	Housing conditions	46.10	4	33.68	6
8.	4	91.30	Time pressure	57.18	12	34.12	7
9.	9*	82.60	Doing work that's monotonous or unchallenging	49.68	7*	32.92	8
10.	7*	83.54	Facing unrealistic demands on employee time and energy	55.30	10*	28.24	9
11.	17	69.18	Work structure conditions	41.92	3	27.26	10
12.	21	63.38	Non-good distribution of roles	39.06	2	24.32	11
13.	18*	69.16	Lack of feedback	44.98	4	24.18	12

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14.	7*	83.54	Unclear or overly demanding job expectations	60.94	14*	22.6	13
15.	9*	82.60	Too much responsibility	60.94	14*	21.66	14
16.	18	69.16	Poor job fit	49.68	7*	19.48	15
17.	10	81.88	Poor nutrition	62.82	16	19.06	16
18.	12	78.34	Lacking a sense of accomplishment	61.42	15	16.92	17
19.	15*	72.70	Lack of job satisfaction	56.24	11	16.46	18
20.	19	67.28	Lack of autonomy	53.64	8*	13.64	19
21.	13	73.42	Being under constant and strong pressure which may be unrealistic	60.00	13*	13.42	20
22.	14*	72.72	working in a unorganized or High-pressure environment	60.00	13*	12.72	21
23.	14*	72.72	Training	60.94	14*	11.78	22
24.	15*	72.70	Lack of recognition or rewards for good work	60.94	14*	11.76	23
25.	20*	66.20	Feeling like the employee has little or no control over his work	55.30	10*	10.9	24
26.	16	69.88	Absence of support from colleagues and an abundance of criticism	63.06	17	6.82	25
27.	22	59.76	Dysfunctional workplace dynamics	53.88	9	5.88	26
28.	15*	72.70	Not having opportunities for personal expression	83.06	19	-10.36	27
29.	20*	66.20	Lack of trust between supervisor and employees	85.64	20	-19.44	28
			Lifestyle causes of burnout				
1.	5*	91.84	Work-life imbalance	49.42	1	42.42	1
2.	2	96.94	Family responsibilities	64.24	4	32.7	2

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3.	4*	93.42	Not getting enough sleep	61.64	2	31.78	3
4.	1	98.12	Working too much, without enough time for relaxing and socializing	67.06	6*	31.06	4
5.	6	91.76	Lack of close, supportive relationships	62.36	3	29.4	5
6.	4*	93.42	Taking on too many responsibilities, without enough help from others	67.06	6*	26.36	6
7.	7	88.00	Being expected to be too many things to too many people	65.42	5	22.58	7
8.	5*	91.84	Working with a difficult people	69.66	7	22.18	8
9.	3	94.36	Alienation from family	74.34	8	20.02	9
			Personality traits can contribute to burnout				
1.	1	98.58	High-achieving	60.22	2	38.36	1
2.	3	96.00	Financial problems	60.48	3	35.52	2
3.	2	97.64	Perfectionist tendencies	64.24	4	33.4	3
4.	8	92.70	Health problems	59.70	1	33	4
5.	66	93.42	Lack of fairness	69.42	7	24	5
6.	9	88.24	Pessimistic view of employees self and the world	67.06	6	21.18	6
7.	11	85.18	Reluctance (unwillingness) to delegate to others	66.60	5	18.58	7
8.	10	88.08	The need to be in control	71.14	8	16.94	8
9.	5	93.64	Nothing is ever good enough	78.82	9*	14.82	9
10.	7	92.94	Type a personality	78.82	9*	14.12	10
11.	4	95.30	value conflict	82.36	10	12.94	11

## **Conclusion**

Based upon the data obtained from the interview, it can be concluded that:

Resort hotels should improve the awareness of the job burnout and the difference between job burnout and job stress. Bring new practices that help in increasing its performance and keeping the guest satisfaction. These practices should focus on avoiding job burnout and increasing employees' engagement. Define the needed factors to satisfy the employees to avoid job burnout. Taking care of employees; good salary and good treatments of the staff in order to avoid job burnout and increase retention of staff. Avoid barriers facing the management to meet staff requirements. Resort hotels should give attention to lifestyle causes of burnout such as work too much, without enough time for relaxing and socializing, care about family responsibilities, and manage alienation from family. As well as, Work-life imbalance, not getting enough sleep, lack of close supportive relationships. Care of that personality traits can contribute to burnout such as high-achieving, perfectionist tendencies, financial problems and health problems as very important points to look after. Improve the awareness regarding the job burnout dimensions and intention to leave.

Resort hotels managers should improve the relationship between the employees through recreational activities, inter and intra departmental competitions, group outings, giving regular breaks to employees between work hours, discussions, stress management and job burnout management. Resort hotels should give more attention for staff selecting. Hire adequate staff proportionate to the level of work load expected. Should provide strategies to improve the employee satisfaction and maximize their participation in the resort such as: clear vision mission and action plan; providing security of jobs, keep healthy working environment.

Managers should encourage employee motivation practices such as: thanks letters, employee of the month and employee of the year, yearly and quarterly parties for the employees, festivals, thanks letters and incentives. Educate employees how to access the required resources to do their job and should give them regular and constructive feedback. Provide adequate and achievable demands in relation to the agreed hours of work, employee's skills and abilities. Empower and involve their employees to participate in the decision making process of the resort hotel. Listen to employees' suggestion and recommendation through meeting, recommendation box and meetings in order to meet the employees' expectations. Assure employees rewarding, good treatment, fair treatment, compensation, benefits, modern technology, recognition. Apply human developing strategies to avoid job burnout. Provide information to enable employees to understand their role and responsibilities. Managers should conduct training (On- job- training and off-job- training). Look after work-related causes of burnout such as lack of job security, role conflict, role ambiguity and lack of social support.

Resort hotels managers should be aware of that Gen X has more importance in some work-related causes of burnout such as: Feeling like the employee has little or no control over his work, lack of social support, lack of job security, Dysfunctional workplace dynamics, housing conditions, poor nutrition, lack of trust between supervisor and employees, facing unrealistic demands on employee time and energy, Too much responsibility and training. should determine that Gen Y has higher importance in some work-related causes of burnout such as: Lack of recognition or rewards for good work, doing work that's monotonous or unchallenging, Lack of feedback, role conflict and role ambiguity, time pressure, lack of autonomy, lack of participation in decision-making, non-good distribution of roles, lack of job satisfaction, lacking a sense of accomplishment and being under constant and strong pressure which may be unrealistic. Gen X has more importance in

some lifestyle causes of burnout such as: working with a difficult people, family responsibilities and work-life imbalance.

Gen Y has higher importance in some lifestyle causes of burnout such as: taking on too many responsibilities, without enough help from others. But, there is no difference between the two groups in terms of working too much, without enough time for relaxing and socializing, being expected to be too many things to too many people, not getting enough sleep, lack of close, supportive relationships and alienation from family. Resort hotels should determine that Gen X has more importance in some work-related causes of burnout such as: nothing is ever good enough, health problems and financial problems. But, Gen Y has more importance in lack of fairness.

### **Limitations and suggestions for future research**

Based on the results obtained during the study, the following recommendations could be suggested:

Resort hotels should improve the awareness of the job burnout; Bring new practices that focus on avoid job burnout and increase employees' engagement; Assess job burnout management as a major tool to avoid burnout. Resort hotels managers should define the needed factors to satisfy the employees to avoid job burnout; Provide strategies to improve the employee satisfaction and maximize their participation in the resort such as: clear vision mission and action plan; providing security of jobs, keep healthy working environment; Encourage employee motivation practices. Moreover, Resort hotels managers should educate employees how to access the required resources to do their job and should give them regular and constructive feedback in order to reduce job burnout for employees, provide adequate and achievable demands in relation to the agreed hours of work, employee's skills and abilities; Assure employees rewarding, good treatment, fair treatment, compensation, benefits, modern technology, recognition.

### **Recommendations for Further Researches**

Due to time and other constraints, there were a number of limitations. For instance, this study investigated the job burnout in only a sample of four and five star resorts in Sharm El Sheik. Consequently, further studies could focus on other category of hotels such as three star hotels, other types of hotels such as conference hotels, business hotels or other destinations such as Hurghada, Cairo, Marsa Alam, Luxor as well as Aswan, Therefore, further studies could focus on other category of hospitality fields such as restaurants, schools, hospitals, catering, factors, banks, airways and railways in order to investigate how far the findings differ from those identified in the current study.

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