

THE IMPACT OF WORKING HOURS AND WORKLOAD ON HOTEL FOOD AND BEVERAGE STAFF'S HEALTH STATUS DURING COVID-19 PANDEMIC

Arnieyantie, A.H. ¹

Norrina, D ²

Nur Alia Hanani, H ³

Mohamad Azli, R. ⁴

Noorliza, Z. ⁵

Hussin Khan, R.K. ⁶

¹ Faculty of Hospitality & Tourism Management, Universiti Teknologi MARA, Cawangan P.Pinang, Malaysia.
Email: arnieyanti@uitm.edu.my

² Faculty of Hospitality & Tourism Management, Universiti Teknologi MARA, Cawangan P.Pinang, Malaysia.
Email: norrina.din@uitm.edu.my

³ Faculty of Hospitality & Tourism Management, Universiti Teknologi MARA, Cawangan P.Pinang, Malaysia.
Email: aliahanani201@gmail.com

⁴ Faculty of Hospitality & Tourism Management, Universiti Teknologi MARA, Cawangan P.Pinang, Malaysia.
Email: mohamad080@uitm.edu.my

⁵ Faculty of Hospitality & Tourism Management, Universiti Teknologi MARA, Cawangan P.Pinang, Malaysia.
Email: noorliza690@uitm.edu.my

⁶ Faculty of Hospitality & Tourism Management, Universiti Teknologi MARA, Cawangan P.Pinang, Malaysia.
Email: hussi103@uitm.edu.my

Article history

Received date : 1-3-2022

Revised date : 2-3-2022

Accepted date : 25-6-2022

Published date : 1-8-2022

To cite this document:

Arnieyantie, A. H., Norrina, D., Nur Alia Hanani, H., Mohamad Azli, R., Noorliza, Z., & Hussin Khan, R. K. (2022). The Impact of Working Hours and Workload on Hotel Food and Beverage Staff's Health Status During Covid-19 Pandemic. *International Journal of Accounting, Finance and Business (IJAFB)*, 7(41), 317 - 326.

Abstract: *The COVID-19 pandemic had a significant influence on several industries, particularly the hotel industry. The hotel's decision to reduce employee numbers as part of its survival strategy has had an impact on the surviving employees, including increased workload and excessive working hours. As a result, this study investigated the impact of working hours and workload on the health of hotel food and beverage workers during the COVID-19 epidemic. The quantitative approach using an online survey was applied throughout the study. The data were analyzed using Statistical Package for the Social Sciences (SPSS) version 20 after delivering a questionnaire to 100 respondents. Only one of the two independent factors evaluated has a significant ($p < 0.05$) impact on the health of hotel food and beverage employees. Workload influences the health of hotel food and beverage employees, according to the study. Based on the findings, management should prioritize job distribution by stressing work delegation according to the job description, job schedule, task SOP, and teamwork among employees to reduce workload and prevent health problems among hotel food and beverage employees.*

Keywords: *COVID-19, F&B staff, health status, overtime, workload*

Introduction

The global pandemic coronavirus 2019 (COVID-19) has created continuous problems in the hospitality sector (Karim et al., 2020). All hotels, restaurants, theme parks, and other hospitality industries need to be closed due to the increasing number of cases daily (Khan et al., 2020). Hotel business faces a wide range of biggest issues, including delivering and sustaining outstanding quality services, labour shortages, and keeping qualified staff (Nain, 2018). Job insecurity, potential COVID-19 exposure, a lack of health insurance, increased stress due to a high workload, and the extra time required to ensure effective disinfection during outbreaks are all difficulties that organizations confront in a pandemic (Rosemberg, 2020). It was reported earlier that 75% of frontline workers in the restaurant industry experiencing stress due to adverse consequences of pandemic economic downturn (Noel et al., 2021). Since the burst of the pandemic COVID-19, hotels need to operate according to the instructions from the government.

Due to this situation, hotels are struggling and have forced their workers to retire early, be laid off, take unpaid leave, experience a reduction in welfare benefits, and change their schedules or responsibilities (Edgecliffe-Johnson et al., 2020). Moreover, hotels enable to generate money during the pandemic. When there is a labour shortage, existing employees are required to work overtime and do several duties while receiving lower pay. This will influence the hotel employees' emotions and well-being because employees not only work compulsory to work overtime but also do additional tasks.

Prior to the pandemic in Malaysia, most hotel workers struggled with long working hours and heavy workloads, which harmed their health. To cover their off-day friends, most hotel employees must work overtime. Despite the possibility of exposure to COVID-19 and increased workload during pandemic (Davahli et al., 2020), the study on workload and working hours faced by hotel food and beverages staff and their impact on their health during pandemic situations are still scarcely known and need to be investigated. The past article mostly covered health and safety (Rosemberg, 2020) job perception (Goh & Baum, 2021) and the stress impact of COVID-19 (Kang et al., 2021). Thus, this study will examine the effect of working hours and workload on hotel food and beverages staff by using the Theory of Job-Demand Resources (Bakker et al., 2017). This study only uses a part of the JDR theory- workload and working hours as part of job demand and its relationship toward health status. The respondent of this study is hotel food and beverages staff that works in 4 to 5 stars hotel. This is being chosen due to many hotels are closed during and people are choosing the 4-to-5-star hotel during the pandemic.

This study aims to see whether the working hours and workload will affect the health status of hotel workers, especially during pandemic COVID-19. The objective of this study is i) to investigate the relation of working hours on health status among hotel food and beverages staff and ii) To determine the impact of workload on health status among hotel food and beverages staff.

Literature Review

Theory of Job-Demand Resources (JD-R)

The JD-R approach is one of the most usually applied frameworks for examining the motivational and restraining impacts of job resources and work demands (Tan et al., 2020). According to (Bakker et al., 2017) job demands are described in JD-R theory as characteristics

of work that require hard work and hence have health consequences. While the job resources are job characteristics that help employees in achieving desired outcomes, decrease job demands and related physiological and mental effects, and/or promote personal development, learning, and improvement (Bakker et al., 2017). Job demand can be seen in workload and working hours. Because the goal of this study is to evaluate the impact of workload and working hours on the mental and physical health of hotel food and beverage workers, a portion of the JD-R hypothesis will be focused on. Workloads are linked to a positive relationship between mental job demands and health absenteeism in recent studies, indicating that emotional exhaustion is more damaging in high-workload scenarios (Van et al., 2016). According to the job demands-resources (JD-R) model, poor working conditions can lead to mental health issues such as psychological stress, which can harm employees' work habits and productivity.

Health status of hotel food and beverages staff

Mental and physical health are related to each other (Yu et al., 2020). Many causes might harm mental and physical health at the workplace. According to (Rajan, 2020), the workload is closely related to employees' health status. Reference (Rajan, 2020) also stated that if working hours are extended, it will undoubtedly be the cause of heavy workload and will affect employee health. There are several impacts on physical health such as insufficient sleep, diabetes, cancer, serious illness. Long working hours also may reduce opportunities for good sleep, so, it will raise the risk of occupational injuries, mental issues, serious illness, and early death (Afonso et al., 2017) (Grandner et al., 2010). Moreover, employees in this hospitality industry experience a variety of physical and mental risks, including challenging jobs, accidentally falling, assault, harassing, racism, drug problems, a heavy workload, and pressure (Denton et al., 2018)(Burke, 2019). As in (Afonso et al., 2017) reported that extended working hours were linked to numerous unexpected fatalities caused by heart disorders among middle-aged employees, such as stroke, acute cardiac failure, heart attack, and abdominal hernia rupture.

In the hospitality sector, employee stress and mental health are being major problems. Reference (Hori & Chao, 2019) stated that employees are subjected to high emotional pressures during dealing with consumers, which they are unable to handle. Although emotional labour might benefit a business's performance by increasing guest satisfaction, it is thought to get a severe effect on employees' positive emotions (Krannitz et al., 2015). Because of its substantial influence on the organization, job stress has remained an important concern for many hospitality professionals and academic experts (Ariza-Montes et al., 2018) (Radic et al., 2020).

Working hours of the hotel staff.

Long working hours have become one of the major significant concerns in occupational health ever since the late 1800s (Afonso et al., 2017). Normally, working hours are for 8 hours, but due to the rising productivity, it leads many industries to work for more than 8 hours each day and on weekends, mostly in public services such as health facilities, security agencies, public transportation, hotels, and retailers (Herawati et al., 2018). Shifting work is essential in hotels since this business operates 24 hours per day, 7 days per week, despite holidays, to satisfy guests (Moon et al., 2015).

Working hours should be balanced and not too long nor short to assure staff's well-being, increased productivity, and substantial work-related satisfaction (Rajan, 2020). In addition, working hours were already linked to employee mental wellbeing (Worrall et al., 2015). Shift work causes staff to undergo "jet lag," which would be described as tiredness, drowsiness, sleeplessness, disorientation, stomach problems, impatience, impaired mental flexibility, and

low productivity performance (Moon et al., 2015). As aforementioned above, the following hypothesis was established:

H1: There is a significant impact between working hours on the health status of hotel food and beverages staff.

The workload of hotel staff

The workload is described as the difference between employees' capability or ability to satisfy the requirements of the job that should be handled both physically and mentally, and each one has a distinct sustainable procurement (Tarwaka, 2015). Meanwhile, (Deeb et al., n.d.) described that workload is a condition of stress and physiological effects, that employees experience because of various causes that negatively impact workers' job performance. Hotel workers reported to be engaged in long working hours with minimal breaks, erratic shifts and carrying big loads individually (Dwomoh & Moses, 2020). Due to the insufficient employee in the hotels, the workload of each worker becomes higher (Goonetilleke et al., 2018), which might negatively influence their mental health in the hospitality industry (Altintas et al., 2018). Thus, this study proposed hypothesis:

H2: There is a significant impact between workload on health status among food and beverages staff.

Research framework

This proposed research framework for the study of “The Impact of Working Hours and Workload on Hotel Food and Beverages Staff Health Status during Pandemic COVID-19” was adapted from (Bakker et al., 2017) was presented figure 1.

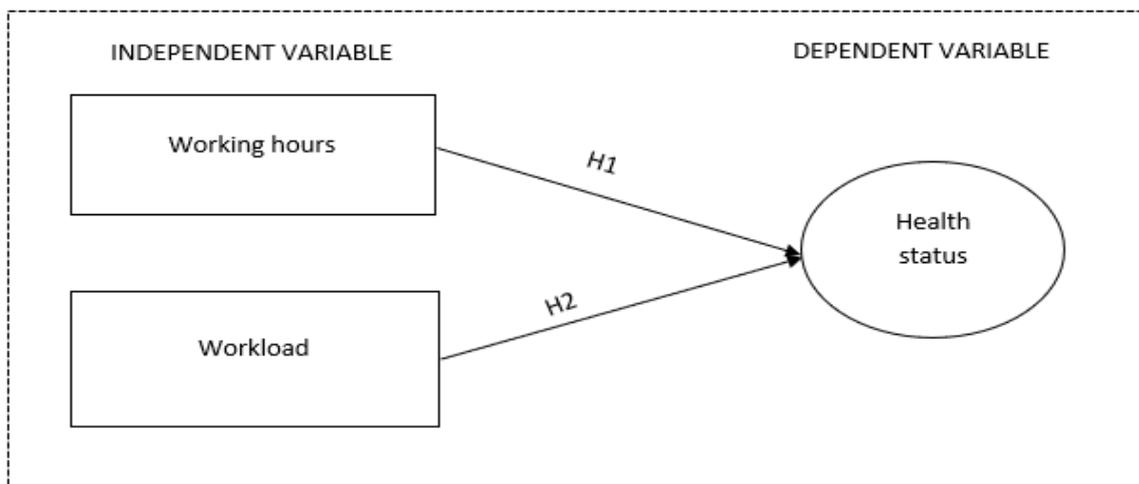


Figure 1: Research framework

Hypotheses:

H1 (+) There is a significant impact between working hours on the health status of hotel food and beverages staff.

H2 (+) There is a significant impact between workload on the health status of hotel food and beverages staff.

A quantitative approach was opted for this study. Therefore, an online questionnaire was designed by adapting and adopting the items to suit the research setting. Food and Beverage hotel staff working at four and 5-star hotels in Selangor. Purposive sampling is a suitable sampling technique procedure to deal with respondent criteria stated. Due to the unknown population of F&B staff in Selangor, G-Power software was used to determine sample size resulting in seventy-five respondents. However, one hundred respondents managed to answer the questionnaire.

The questionnaires developed in the style of a 5-point Likert scale: strongly disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The self-administered electronic questionnaire in the form of an online survey developed into four sections: Section A, Demographic (5 questions); Section B, Working hours ((Ariza-Montes et al., 2018), (4 items); Section C, Workload ((Deeb et al., n.d.); 4 items) and Section D, health status ((Hori & Chao, 2019); 9 items). Prior to validity, the questionnaire was revised by expertise among academicians from UiTM Cawangan Pulau Pinang. A minimum of at least thirty relevant respondents participated in a pilot test. The pilot test shows that the Cronbach's Alpha value of each variable study is between 0.690- 0.955 indicating it is reliable and valid to be used (Brownlow et al., 2014)

Findings

Reliability analysis

Based on the analysis, it is concluded that the questions for all sections are reliable because all the sections of Cronbach's Alpha are from 0.50 to 0.90. It can conclude that this section has excellent, high reliability and moderate reliability reading, as stated by (Brownlow et al., 2014)

Descriptive analysis of Demographic profile

Descriptive analysis of the demographic profile has been analysed. The questionnaire about the demographic profile was divided into five segments, which are gender, age, level of education, races, and department in Food and Beverages.

Table 1: Demographic profile (N=100)

Demographic Characteristic	Frequency (n)	Percent (%)	
Gender	Male	52	52%
	Female	48	48%
Age	20-25 years old	42	42%
	26-30 years old	39	39%
	31-35 years old	17	17%
	35 years old and above	2	2%
Education level	SPM	18	18%
	Certificates	51	51%
	Diploma	23	23%
	Degree	8	8%
	Others	0	0%
Races	Malay	88	88%
	Chinese	5	5%
	Indian	7	7%
	Others	0	0%

Department in Food and Beverages	Front of the house	53	53%
	Back of the house	46	46%

Note: demographic profile

Based on the table 1 above, for the gender which is male and female. Male is 52 respondents (52%) and female 48 respondents (48%). The age of 20-25 years is a higher respondent for 42%. Most of the respondents have a certificate, which is 51%, and their races are Malay for 88%. Most of the respondents are working at the front of the house (53%) in the department of food and beverages.

Linear regression

In this finding, multiple linear regression used to describe the relationship between two or more independent variables and one dependent variable. The primary goal of this analysis is to determine the impact of the independent variable on the dependent variable.

Model summary

This study shows that the R square is 0.553. It means that there is a 55.3% variance of the dependent variable (health status) that is explained by the independent variables (working hours and workload), which is statistically significant as p-value <0.05.

ANOVA Model

Table 2: ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2294.838	2	1147.419	58.772	.000b
	Residual	1854.714	95	19.523		
	Total	4149.551	97			

a. Dependent Variable: Health status

b. Predictors: (Constant), Workload, Working hours

Table 2 above, shows the ANOVA test. This is to determine the regression model that has been tested is significant towards the research. The p-value is 0.000 which <0.05 which is significant. Therefore, the null hypothesis has been rejected. This shows that this regression model is significant to the research study.

Coefficient Model

Table 3: Coefficient Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.700	3.984		1.431	.156	-2.209	13.608
	Working hours	.138	.242	.042	.571	.569	-.343	.620
	workload	1.773	.181	.726	9.777	.000	1.413	2.133

a. Dependent Variable: Health_status

Table 3 shows the coefficients result, which is the standardized coefficient for working hours, is 0.042 while the workload is 0.726. Then, the significance of working hours is 0.569 meanwhile workload is 0.000. The p-value of working hours is $p\text{-value} > 0.05$, which means that there is no significant impact on the health status of hotel food and beverages staff. Workload $p\text{-value} < 0.05$, which means that there is a significant impact on the health status of food and beverages staff. From the table, we can conclude that workload give a bigger impact on the health status of hotel food and beverages staff because the standardized coefficient of workload is bigger than working hours.

Hypothesis testing

Table 4: Summary of significance results

Hypothesis	Result	Achieved
H1: There is a significant impact between working hours on the health status of hotel food and beverages staff.	$P=0.569$ ($p > 0.05$)	Not achieved
H2: There is a significant impact between workload on the health status of hotel food and beverages staff.	$p=0.00$ ($p < 0.05$)	Achieved

The result in table 4 shows that there is no significant impact between working hours on the health status of hotel food and beverages staff. Meanwhile, there is a significant impact between workload on the health status of hotel food and beverages staff.

Discussion

Based on the findings, there is no significant impact between working hours on the health status of hotel food and beverages staff. From the data of multiple regression between working hours on health status is $p\text{-value} (0.569) > 0.05$, it can be concluded that working hours do not give an impact on the health status of hotel food and beverages staff. According to (Dwomoh & Moses, 2020), hotel employees have been witnessed working for extended periods with only short breaks, working in irregular shifts, and manually carrying large loads. Moreover, the duration of hours of individuals is obliged to work has a significant impact not just on their physical wellbeing as well as on their mental wellbeing (Afonso et al., 2017). However, in this study, the working hours do not give an impact on the health status of hotel food and beverages staff.

Moreover, the majority age of the respondent is 20 – 25 years old, so due to the early age, it might not give an effect on them. Job security is also one of the reasons that working hours do not give an impact on the health status of hotel food and beverages staff. This is because the hotel provides the SOP guidelines from Malaysian Minister of Health. Furthermore, physical separation is still used, in addition to extensive hygiene instruction and new legislation requiring the use of personal protective equipment (Idris et al., 2020). These should assist staff to gain confidence in their safety and reduce stress regardless working hours. In Malaysia, the working hours are still under control and the staff are not forced to work more than 12 hours a day.

In second hypothesis, the null hypotheses rejected as $p\text{-value} (0.00) < 0.05$. Based on the findings, there is a significant impact between workload on the health status of hotel food and beverages staff. These findings are supported by (Rajan, 2020), the workload is closely related to employees' health status. Staff with a heavy workload need to commit a significant amount

of time and effort to complete multiple job tasks within a short amount of time, which might negatively influence their mental health in the hospitality industry (Goonetilleke et al., 2018). Moreover, during this pandemic, food and beverages staff need to be multi-tasking due to the downsizing of staff. (Dwomoh & Moses, 2020) that due to the insufficient employee in the hotels, the workload of each worker becomes higher support these findings. As a result, employees are forced to perform work that should be done by two or more employees. The workload will cause staff fatigue and result in health-related issues, labour turnover, and absenteeism (Sampson et al., 2014). Reference (Rajan, 2020) further remarked that extending working hours due to a lack of adequate people in the department will surely result in a hard burden and have an impact on employee health. To guarantee that the hotel food and beverage staff's health is not harmed, management should arrange shifts that are equitable to everyone.

Conclusion

Overall, the workload will affect the health of hotel food and beverage employees. In the hospitality industry, working hours are always being a problem because they have no fixed working hours. Management must provide an adequate number of employees to ensure the working hours and workload did not influence the staff's physical and mental health. Although working in shifts is unavoidable in the hospitality industry since it is 24 hours service provider, arranging shifts will reduce the impact on staff health. Well-planned Shifts are important because staff needs adequate rest to avoid health problems. During a busy day, the head of the department should divide the work properly to prevent health problems such as fatigue, stress, and injuries. The delegation of tasks mentioned in the previous study stated that employers should divide the task using the method that is not burdened staff (Gamor et al., 2017), which is distributing jobs according to job descriptions and work schedules.

This finding helps to upgrade the knowledge of human resources to protect the staff and reduce the turnover intention of hotel employees. This study contributes significantly to the theory by offering further conceptual developments to the literature on the Theory of Job-Demand Resources. The first significant contribution to this theory is the conceptualization of hotel employees' working hours and workload based on a survey of previous research linked to the Theory of Job-Demand Resources. The findings of this study will be used as a reference for future research. Through this study, it can be concluded that a person's health status is vital for hotel food and beverage employees because a health problem will prevent them from working hence affects not only the department but also affects the productivity of the organization.

References

- Afonso, P., Fonseca, M., & Pires, J. F.(2017). Impact of working hours on sleep and mental health. *Occupational Medicine*, 67(5), 377-382.
- Altintas, V., Turanligil, F., 2018. Hotel employees' perception of stress factors. *Int. J. Appl. Eng. Res.* 13, 1431–1441.
- Ariza-Montes, A., Arjona-Fuentes, J. M., Han, H., & Law, R.(2018). Work environment and well-being of different occupational groups in hospitality: Job Demand–Control–Support model. *International Journal of Hospitality Management*, 73, 1-11.
- Bakker, A.B. and Demerouti, E.(2017), “Job demands – resources theory: taking stock and looking forward”. *Journal of Occupational Health Psychology*, Vol. 22 No. 3, pp. 273-285.
- Brownlow C, Hinton P, McMurray I. Using SPSS to analyze questionnaires: Reliability. *SPSS Explain* 2nd Ed.(2014).
- Burke, R. J.(2019). Creating psychologically healthy workplaces. In *Creating psychologically healthy workplaces*. Edward Elgar Publishing.

- Davahli, M. R., Karwowski, W., Sonmez, S., & Apostolopoulos, Y.(2020). The hospitality industry in the face of the COVID-19 pandemic: Current topics and research methods. *International Journal of Environmental Research and Public Health*, 17(20), 7366.
- Deeb, A., Alananzeh, O. A., Tarhini, A., Ra', N. A., Masa', ed, & deh, N. A.(2020). Factors affecting job performance: the case of Jordanian hotels' kitchen staff. *International Journal of Public Sector Performance Management*, 6(3), 340.
- Deeb, A., Alananzeh, O. A., Tarhini, A., Ra', N. A., Masa', ed, & deh, N. A.(2020). Factors affecting job performance: the case of Jordanian hotels' kitchen staff. *International Journal of Public Sector Performance Management*, 6(3), 340.
- Denton, M., Zeytinoglu, I. U., Brookman, C., Davies, S., & Boucher, P.(2018). Personal support workers' perception of safety in a changing world of work. *Safety in Health*, 4(2), 1-10
- Dwomoh, E., & Moses, M. O.(2020). Job-related activity patterns, health status, and absenteeism related factors of star-rated hotels staff. *European Journal of Tourism, Hospitality and Recreation*, 10(3), 274-285.
- Edgecliffe-Johnson, A., 2020. Marriott puts tens of thousands on unpaid leave. *Financial Times*. Retrieved from <https://www.ft.com/content/df2ed112-6878-11ea-800d-da70cff6e4d3>
- Gamor, E., Amissah, E.F., Amissah, A. and Nartey, E.(2017) 'Factors of work-family conflict in the hospitality industry in Ghana'. *Journal of Human Resources in Hospitality and Tourism*. DOI: 10.1080/15332845.2017.1328263. *Research and Public Health*, 17(17), 6357.
- Goh, E., & Baum, T.(2021). Job perceptions of Generation Z hotel employees towards working in Covid-19 quarantine hotels: the role of meaningful work. *International Journal of Contemporary Hospitality Management*, 33(5), 1688–1710. <https://doi.org/10.1108/ijchm-11-2020-1295>
- Goonetilleke, A. E. J. W., Priyashantha, K. G., & Munasinghe, S.(2018). The Impact of Work Stress on Employee Performance in the Hotel Industry in Sri Lanka. In *Proceedings of the 7th International Conference on Management and Economics* (pp. 103-118).
- Grandner, M. A., Hale, L., Moore, M., & Patel, N. P.(2010). Mortality associated with short sleep duration: the evidence, the possible mechanisms, and the future. *Sleep medicine reviews*, 14(3), 191-203.
- Herawati, A., Yuniartha, D. R., Purnama, I. L. I., & Dewi, L. T.(2018, April). Shift scheduling model considering workload and worker's preference for security department. In *IOP Conference Series: Materials Science and Engineering* 337(1), 012011.
- Hori, N., & Chao, R. F.(2019). The impact of surface acting, deep acting and emotional exhaustion on subjective well-being in the employees of food and beverages industries. *International Journal of Organizational Innovation (Online)*, 11(4), 215-228.
- Idris, S., Lily, J., Tamsang Andi Kele, A., & Chan Kim Lian, J.(2020). Covid-19 pandemic and economic landscape in malaysia: a new crisis and norms. *Journal of Humanities and Social Sciences Research*, 2(2), 43–54. <https://doi.org/10.37534/bp.jhssr.2020.v2.n2.id1059.p43>
- Kang, S. E., Park, C., Lee, C. K., & Lee, S.(2021). The stress-induced impact of COVID-19 on tourism and hospitality workers. *Sustainability*, 13(3), 1327.
- Karim, W., Haque, A., Anis, Z., & Ulfy, M. A.(2020). The movement control order (mco) for covid-19 crisis and its impact on tourism and hospitality sector in Malaysia. *International Tourism and Hospitality Journal*, 3(2), 1-7. <https://doi.org/10.37227/ithj-2020-02-09>
- Khan, A., Bibi, S., Lyu, J., Latif, A., & Lorenzo, A.(2020). COVID-19 and sectoral employment trends: assessing resilience in the US leisure and hospitality industry. *Current Issues in Tourism*, 24(7), 952–969. <https://doi.org/10.1080/13683500.2020.1850653>

- Krannitz, M. A., Grandey, A. A., Liu, S. & Almeida, D. A.(2015). Workplace surface acting and marital partner discontent: Anxiety and exhaustion spillover mechanisms. *Journal of Occupational Health Psychology*, 20(3), 314- 325.
- Moon, H. J., Lee, S. H., Lee, H. S., Lee, K. J., & Kim, J. J.(2015). The association between shift work and depression in hotel workers. *Annals of Occupational and Environmental Medicine*, 27(1), 1-11.
- Nain, A.(2018). A study on major challenges faced by hotel industry globally. *International Journal of Creative Research Thoughts*, 6(1), 561–571. Retrieved from <https://www.ijcrt.org/papers/IJCRT1801501.pdf>
- Noel, J. The Pandemic Plight of Chicago Restaurant Workers: Maskless Customers, No Vaccines and a Constant COVID-19 Risk. *Chic. Trib.* 2021.Available Online: <https://www.chicagotribune.com/coronavirus/ct-coronavirus-chicago-restaurant-workers-struggle-20210301-35s3pjhgjcc3jstdeqhudxhwe-story.html>. (Accessed on 9 September 2021).
- Radic, A., Arjona-Fuentes, J. M., Ariza-Montes, A., Han, H., & Law, R.(2020). Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees. *International Journal of Hospitality Management*, 88, 102518.
- Rajan, D(2020). Long working hours related factors causing heavy workload: an empirical study among sanitary workers.
- Rosemberg, M. A. S.(2020). Health and safety considerations for hotel cleaners during Covid-19. *Occupational Medicine*, 70(5), 382-383.
- Sampson, W.G., & Akyeampong, O.(2014) Work-related stress in hotels: an analysis of the causes and effects among frontline hotel employees in the Kumasi metropolis, Ghana. *J Tourism Hospit*, 3, doi: 10.4172/2167-0269.1000127
- Tan, K. L., Sim, P. L., Goh, F. Q., Leong, C. M., & Ting, H.(2020). Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter? *Journal of Hospitality and Tourism Insights*.
- Tarwaka.(2015). *Keselamatan Kesehatan Kerja Dan Ergonomi Dalam Perspektif Bisnis*, Harapan Press. Surakart
- Van Woerkom, M., Bakker, A. B., & Nishii, L. H.(2016). Accumulative job demands and support for strength use: Fine-tuning the job demands resources model using conservation of resources theory. *Journal of Applied Psychology*, 101, 141–150. Retrieved from <http://dx.doi.org/10.1037/apl0000033>
- Worrall, L., and Cooper, C.L.,(2015). Working patterns and working hours: their impact on UK managers. *Leadership and organization development journal*, 20(1), 6–10.
- Yu, J., Ariza-Montes, A., Hernandez-Perlines, F., Vega-Munoz, A., & Han, H.(2020). Hotels' ecofriendly physical environment as nature-based solutions for decreasing burnout and increasing job satisfaction and performance. *International Journal of Environmental Research and Public Health*, 17(17), 6357. <https://doi.org/10.3390/ijerph17176357>