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## **Work-From-Home in Thai Hospitality: Exploring Moderated Mediation of Service Passion, Burnout, and Employee Retention**

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Received 5 March 2024; Received in revised form 1 July 2024

Accepted 11 July 2024; Available online 24 November 2024

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### **Abstract**

This study investigated the impact of the COVID-19 pandemic on Bangkok's hotel industry, focusing on employee burnout and turnover intention. The objectives included exploring burnout's mediation between work interference and turnover intention and examining how passion for service moderates the burnout-turnover relationship. The research methodology involved selecting a representative sample of Bangkok hotels based on employee numbers. Data collection employed stratified random sampling to ensure diverse representation across hotel sizes and types, with a sample size of 474 employees. The findings reveal that burnout significantly mediates the relationship between work interference and turnover intention. Additionally, passion for service moderates the burnout-turnover relationship, indicating that employees with a higher passion for service experience reduced turnover intention despite burnout. The study highlights the complexity of burnout and the importance of individual and contextual factors in employee retention. According to the findings, the study recommends implementing targeted interventions to enhance employee well-being and retention, such as providing mental health support, promoting work-life balance, and fostering a supportive work environment. These interventions can help mitigate the adverse effects of burnout and reduce turnover intention in Bangkok's hotel industry in the post-pandemic period.

### **Keywords**

Work-From-Home Interference, Turnover Intention, A Moderated Mediation Model and Passion

## **Introduction**

The COVID-19 pandemic has had far-reaching implications, particularly in the service industry. A noteworthy consequence is the prevalence of burnout among employees (Galanis et al., 2021; Pressley, 2021), which has emerged as a significant factor contributing to their inclination to quit their jobs (Shah et al., 2021). Previous research has highlighted that service-oriented sectors, including hospitals, schools, and both public and private organizations across different countries (Califf & Brooks, 2020), have experienced a considerable degree of burnout (Kim, 2019), resulting in a heightened desire among employees to quit their jobs and subsequently leading to an elevated turnover rate (Wang et al., 2020). The hotel industry, too, was significantly impacted by burnout and high turnover rates during the pandemic, leading to a shortage of skilled personnel to efficiently operate the establishments and cater to customers while adhering to social distancing policies and remote work arrangements.

Thailand's hotel industry was significantly affected by the COVID-19 pandemic (National Statistical Office, 2020). The industry comprises of roughly 24,300 hotels, with a notable concentration of 1,217 hotels in the capital city, Bangkok (Tourism Authority of Thailand, 2022). The adverse consequences of the pandemic on this sector were twofold: first, a substantial decline in revenue from international clientele, and second, a pronounced increase in burnout and turnover rates among hotel employees. As a response to the challenging circumstances, the Tourism Authority of Thailand (TAT) proactively stimulated hotels to mitigate the impact by promoting staycation options and facilitating remote work arrangements for guests, thereby enabling hotels to continue their operations while adhering to necessary social distancing measures (TATNews, 2021). Despite these efforts, the hotel industry in Bangkok encountered persistent difficulties in generating revenue and faced the added challenge of a shortage of skilled staff available to serve customers while still complying with the mandated social distancing policies and remote work practices.

The COVID-19 epidemic prompted various industries, including the hotel sector, to adopt a working-from-home (WFH) approach as a viable solution (Chi et al., 2021; Dai et al., 2021). Nonetheless, within the realm of human resource management, WFH has been recognized as posing certain challenges, notably leading to negative outcomes such as burnout and increased turnover intention among employees (Daraba et al., 2021; Joshi & Sharma, 2020; Scanlan & Still, 2019; Van der Heijden et al., 2019). In response to these challenges, prior researchers have sought to mitigate the prevalence of burnout and turnover intention by focusing on the cultivation of passion for service among employees (Chen et al., 2019; Jan et al., 2021). This approach holds promise as a potential means of alleviating the adverse effects of WFH in the hotel industry and other sectors, ultimately contributing to a more sustainable and productive work environment post-COVID.

This study presents a novel conceptual framework tailored to mitigate burnout and turnover intention within Thailand's hotel industry. While some researchers have made efforts to address burnout and turnover intention in the broader service industry, limited attention has been given to comprehensively examining the influence of factors such as working from home interference, passion for service, and turnover intention specifically in the context of the hotel industry in Thailand. Consequently, this paper proposes new propositions by exploring the relationships and interactions among working from home interference, burnout, passion for service, and turnover intention among hotel industry employees in Bangkok, Thailand. Through this investigation, a more targeted and sector-specific approach is developed to address the challenges posed by the pandemic and its impact on the well-being and retention of hotel employees in the region. Research indicates that remote work exacerbates interruptions and distractions, leading to diminished job satisfaction and heightened job stress, which subsequently elevate turnover intention (Chi et al., 2021). Osei et al. (2022) further elucidate that increased work intensity within the hotel industry is positively correlated with burnout; however, psychological detachment serves as a mitigating factor, a process complicated by remote work conditions. Koo et al. (2020) have demonstrated the deleterious impact of burnout on job satisfaction, affective commitment, and job performance, with a positive correlation to turnover intention. Additionally, a passion for service emerges as a pivotal element in attenuating burnout and turnover intention. This is evidenced by Srisakun and Oentoro (2022), who found that a robust passion for service moderates these adverse relationships. Comparable moderating effects of passion have been documented in diverse contexts, including running (de Jonge et al., 2020), entrepreneurship (Liao et al., 2022), and harmonious passion (Khan et al., 2022). By synthesizing these insights, this study bridges the research gap and elucidates the causal relationships among these variables, thereby contributing to the development of more efficacious strategies for enhancing employee well-being and retention in Thailand's hotel industry.

Theoretical contributions stemming from the Model of Burnout (Maslach & Jackson, 1981) and the Dualistic Model of Passion (Vallerand et al., 2003) significantly enhance our understanding of burnout and turnover intention in the hotel industry, particularly amid the challenges posed by the COVID-19 pandemic. The Model of Burnout offers a multifaceted perspective, emphasizing emotional exhaustion, depersonalization, and reduced personal accomplishment. It highlights burnout's dynamic nature, influenced by individual and contextual factors, as exemplified by the moderating effect of passion for service (PFS). The discerned indirect effects of work-from-home interference (WHI) on turnover intention (ITL) through burnout (EMDE) at various PFS levels underscore the need for targeted interventions that consider burnout as a mediating factor and recognize the moderating impact of passion for service. In parallel, the Dualistic Model of Passion contributes by delineating the

distinctions between harmonious and obsessive passion. The results affirm that passion for service (PFS) moderates the relationship between WHI and ITL through the intermediary of burnout (EMDE). Harmonious passion, aligned with core values, positively influences this relationship, while obsessive passion, driven by compulsion, exerts a negative modulation. The DMP's theoretical framework emphasizes the motivational underpinnings of passion, shedding light on how PFS influences employees' responses to workplace challenges. This understanding is pivotal, particularly in navigating the consequences of work-from-home interference on burnout and turnover intention. Hence, these theoretical contributions provide valuable insights for formulating targeted interventions to alleviate burnout's impact on turnover intention in the hotel industry during the ongoing pandemic.

### **Literature Review**

This literature review examines the impact of remote work, specifically work-from-home interference, on hotel employees' turnover intention during the COVID-19 pandemic.

Chi et al. (2021) found that remote work increased interruptions and distractions, diminishing job satisfaction and increasing job stress, potentially leading to higher turnover intention. Osei et al. (2022) explored work intensity, burnout, and quality of work life in the hotel industry, emphasizing psychological detachment as a moderating factor. Higher work intensity correlated with increased burnout, but psychological detachment helped mitigate this effect. The challenges of remote work may hinder psychological detachment, elevating the risk of burnout, which is a significant concern in the hospitality industry. This can affect job satisfaction, performance, and turnover intention. Koo et al. (2020) revealed burnout's negative impact on job satisfaction, affective commitment, and job performance, while also showing a positive correlation with turnover intention. Passion for service emerged as a crucial factor, with Srisakun and Oentoro (2022) finding that it moderated the relationship between burnout and turnover intention. Strong passion reduced burnout and the inclination to leave, similar to the observed moderating effects for those who had a passion for running (de Jonge et al., 2020), entrepreneurship (Liao et al., 2022), and harmonious passion (Khan et al., 2022). This suggests the potential of passion to moderate various work-related variables.

**Table 1** Implications for Work-from-Home Interference and Turnover Intention

Study and Findings	Implications for Work-from-Home Interference and Turnover Intention
Chi, Saldamli, and Gursoy (2021)	Work-from-home interference is associated with increased interruptions and distractions, leading to reduced job satisfaction and elevated job stress levels. Increased turnover intention due to negative outcomes.
Osei, Asiedu-Appiah, and Ansah (2022)	Higher work intensity in the hotel industry is linked to heightened burnout; psychological detachment mitigates this relationship. Remote work challenges may hinder psychological detachment, potentially increasing burnout and turnover intention.
Koo, Yu, Chua, Lee, and Han (2020)	Burnout negatively influences job satisfaction, affective commitment, and job performance. Positively correlated with turnover intention.
Srisakun and Oentoro (2022)	Passion for service significantly moderates the relationship between burnout and turnover intention. Employees with a strong passion for service exhibit lower burnout levels, reducing the likelihood of considering job departure.
de Jonge, Balk, and Taris (2020)	Passion for running moderates the likelihood of running-related injuries, emphasizing the protective role of passion in adverse outcomes.
Liao, Nguyen, Chi, and Nguyen (2022)	Passion for entrepreneurship moderates the relationship between entrepreneurial education and entrepreneurial intention. Strong passion increases the likelihood of having entrepreneurial intentions.
Khan, Saeed, Fayaz, Zada, and Jan (2022)	Harmonious passion moderates the connection between perceived overqualification and knowledge hiding behavior. Individuals with high harmonious passion are less likely to engage in knowledge hiding, mitigating negative behaviors.

**Source:** Author's own

## Methodology

The selection of the study's population was based on several considerations. The primary focus was on hotels located in Bangkok, as the research aimed to investigate the impact of work-from-home interference on turnover intention among hotel employees in this specific city. To obtain a representative sample from this population, the study opted to include hotels with a substantial number of employees and rooms. The rationale behind this approach was that larger hotels with more employees and rooms would likely encounter higher demands for employee management and service, making them more susceptible to work-from-home interference. Consequently, the sample was carefully chosen based on the

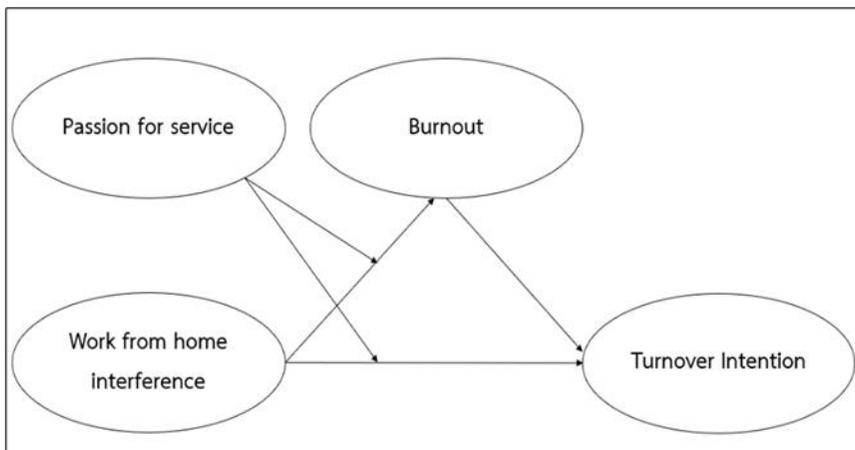
number of employees within each hotel. Specifically, the study selected a sample consisting of 184 hotels with employee counts ranging from 51 to 200, and 72 hotels with over 200 employees. According to data from the National Statistical Office of Thailand (2020), these selected hotels collectively represented approximately 62.2 percent of the total population of hotels in Bangkok. By including hotels that accounted for a significant proportion of the overall population, the study aimed to ensure that its findings could be more effectively generalized to the broader hotel industry in Bangkok. This sampling strategy aimed to enhance the relevance and applicability of the study's results, enabling them to inform and influence policies and practices aimed at enhancing the well-being and retention of hotel employees in Bangkok during remote work arrangements. According to the literature review, it is hypothesized that:

Hypothesis (H1): There is a positive relationship between work-from-home interference and turnover intention among employees of hotel chains in Bangkok.

Hypothesis (H2): There is a positive relationship between work-from-home interference and burnout among employees of hotel chains in Bangkok.

Hypothesis (H3): There is a positive relationship between burnout and turnover intention among employees of hotel chains in Bangkok.

Hypothesis (H4): Burnout has a mediated effect on turnover intention, which is moderated by passion for service among employees of hotel chains in Bangkok.



**Figure 1** Conceptual Framework

**Source:** Author's own.

## Results and Discussion

The study's demographic composition reveals a gender distribution with 33.4% of participants identified as male and 66.6% as female. Notably, a substantial portion falls within

the age range of 21 to 25 years, constituting 32.1% of the cohort. Furthermore, a significant portion of the participants reported having less than one year of work experience, accounting for 30.8% of the sample. The majority of respondents indicated their marital status as single, with 69.8% falling into this category. In terms of educational attainment, a substantial 69.2% of participants reported being undergraduate students. Lastly, within the context of their employment roles, the most prevalent position held among participants was that of greater/hostess, with 38.0% of respondents occupying this role.

**Table 2** Descriptive statistics

Construct	Mean	S.D.	WHI	PFS	EMDE
WHI	3.38	1.01	1		
PFS	6.06	0.85	.16*	1	
EMDE	2.38	1.88	.42**	-.40**	1
ITL	1.89	.88	.30**	-.37**	.59**

**Source:** Authors 'own.

**Note:** WHI = Work-From-Home Interference; PFS = Passion for Service; EMDE = Burnout; ITL = Turnover Intention

\*\* =  $p < .01$ ; \* =  $p < .05$ .

**Table 3** Reliability and Validity

Construct	KMO	Bartlett's Test of Sphericity		Cronbach's Alpha
		Chi-Square	Sig.	
WHI	.848	219.84	.000	.724
PFS	.888	2159.69	.000	.949
EMDE	.899	2489.82	.000	.922
ITL	.828	371.31	.000	.841

**Source:** Authors 'own.

**Note:** KMO = Kaiser-Mayer-Olkin.

All four constructs have KMO values ranging from .828 to .899. A KMO value closer to 1.0 indicates better suitability for factor analysis. The test produces a Chi-Square statistic and a p-value (Sig.). In all cases, the p-value is very close to zero ( $p < .001$ ), indicating that there are significant correlations among the items within each construct. Cronbach's Alpha values range from .724 to .949.

**Table 4** Regression results for direct effect

EMDE					ITL				
Variables	coeff	se	t	p	Variables	coeff	se	t	p
Constant	1.32	1.23	1.07	0.28	Constant	-4.05	0.93	-4.37	0.00
WHI	1.35	0.37	3.63	0.00	WHI	2.02	0.29	7.07	0.00
PFS	-0.10	0.20	-0.50	0.61	EMDE	0.34	0.04	7.89	0.00
WHI x PFS	-0.14	0.60	-2.36	0.01	PFS	-0.76	0.15	5.11	0.00
					WHI x PFS	-0.31	0.05	-6.78	0.00
R <sup>2</sup>	0.38				R <sup>2</sup>	0.46			
F	61.55				F	66.19			

**Source:** Authors' own.

The result shows WHI has a significant positive effect on EMDE, and there is a significant interaction between WHI and PFS that affects EMDE. However, PFS does not have a significant effect on EMDE. The model as a whole is significant based on the F-statistic, and it explains approximately 38 % of the variance in EMDE.

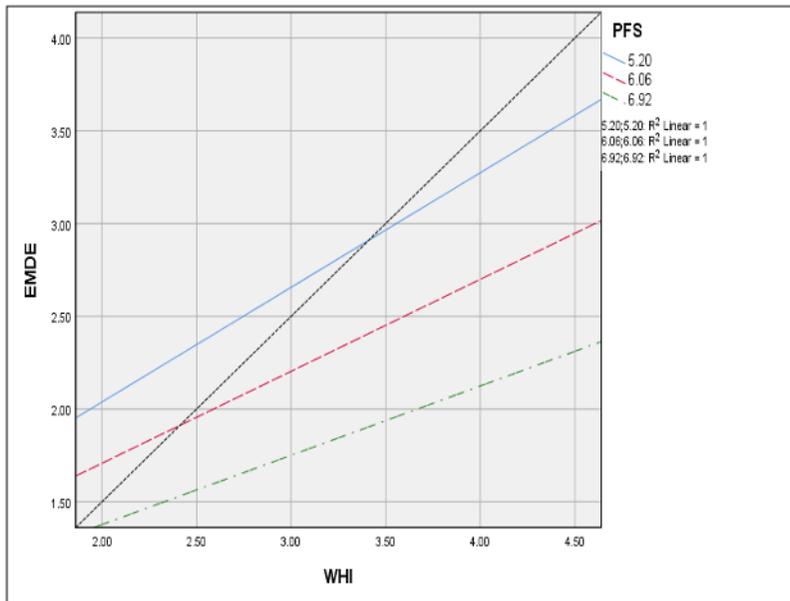
WHI and EMDE has a significant positive effect on ITL, while PFS has a significant negative effect on ITL. The interaction between WHI and PFS has a significant negative effect on ITL. The model as a whole is significant based on the F-statistic, and it explains approximately 46% of the variance in ITL, indicating a moderately strong relationship between the independent variables and the dependent variable.

**Table 5** Conditional effects of the focal predictor at values of the moderator (s):

PFS	Effect	se	t	p	LLCI	ULCI
5.20	0.62	0.08	8.22	0.00	0.47	0.77
6.06	0.50	0.05	10.12	0.00	0.40	0.59
6.92	0.37	0.07	5.58	0.00	0.24	0.51

**Source:** Authors 'own.

At a PFS value of 5.20, the estimated effect on the dependent variable is 0.62. This effect is statistically significant with a very low p-value ( $p < 0.001$ ). The confidence interval (CI) for this effect ranges from 0.47 to 0.77. At a PFS value of 6.06, the estimated effect on the dependent variable is 0.50, again highly significant ( $p < 0.001$ ). The CI for this effect ranges from 0.40 to 0.59. At a PFS value of 6.92, the estimated effect on the dependent variable is 0.37, still significant ( $p < 0.001$ ). The CI for this effect ranges from 0.24 to 0.51.



**Figure 2** interaction model 1

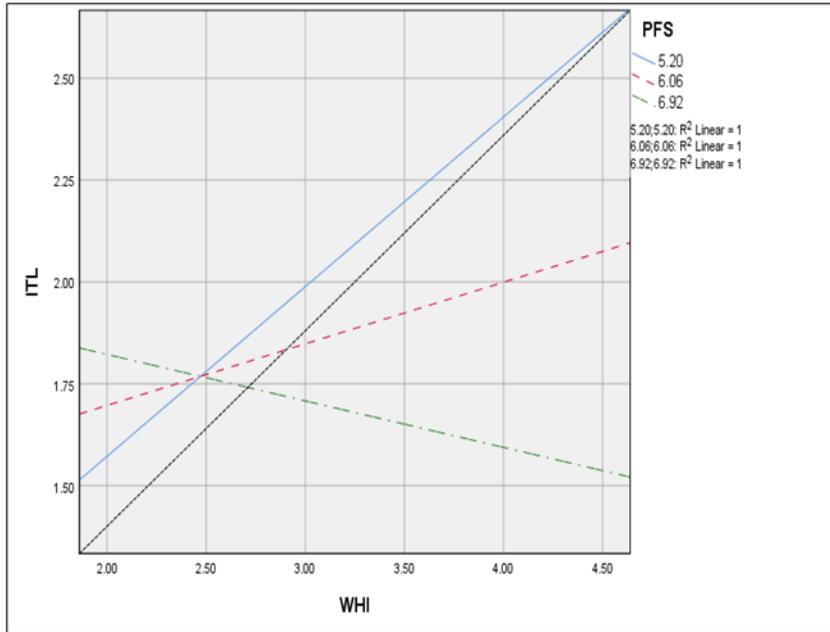
**Source:** Authors' own.

These results indicate that the focal predictor, PFS, has a significant positive effect on the dependent variable at all three levels of the moderator. As PFS increases, the dependent variable tends to increase as well, and this relationship is consistent across the different levels of the moderator(s). The confidence intervals for the effect estimates provide a range within which we can be reasonably confident that the true effect lies. These findings suggest that PFS is a strong predictor of the dependent variable, and this relationship holds regardless of the values of the moderator.

**Table 6** Indirect Effects of Work-From-Home Interference on Turnover Intention

WHI	-> EMDE	-> ITL			
PFS	Effect	BootSE	BootLLCI	BootULCI	
5.20	0.20	0.04	0.14	0.28	
6.06	0.17	0.03	0.12	0.21	
6.91	0.13	0.03	0.08	0.18	

**Source:** Authors 'own.



**Figure 3** interaction model 2

**Source:** Authors' own.

**PFS at 5.20:** When PFS is at 5.20, the estimated indirect effect of WHI on ITL through the mediator EMDE is 0.20. This indirect effect is statistically significant because the confidence interval (0.14 to 0.28) does not include zero. In other words, when PFS is at this level, WHI has a significant indirect effect on ITL through its influence on EMDE.

**PFS at 6.06:** When PFS is at 6.06, the estimated indirect effect of WHI on ITL through EMDE is 0.17. Similar to the previous case, this indirect effect is statistically significant because the confidence interval (0.12 to 0.21) does not include zero. So, when PFS is at this level, WHI has a significant indirect effect on ITL through its influence on EMDE.

**PFS at 6.91:** When PFS is at 6.91, the estimated indirect effect of WHI on ITL through EMDE is 0.13. Once again, this indirect effect is statistically significant because the confidence interval (0.08 to 0.18) does not include zero. So, when PFS is at this level, WHI has a significant indirect effect on ITL through its influence on EMDE.

**Hypothesis (H1):** There is a positive relationship between work-from-home interference and turnover intention among employees of hotel chains in Bangkok. The empirical findings of heightened disruptions and distractions experienced by remote workers, as elucidated in the study by Chi, Saldamli, and Gursoy (2021), substantiate the propositions encapsulated in Hypothesis H1. These findings support the assertion that work-from-home interference has the potential to diminish job satisfaction and amplify job stress levels among

hotel employees. Such deleterious consequences may, in turn, lead to an elevated proclivity toward turnover intention within the milieu of hotel chains.

Hypothesis (H2): There is a positive relationship between work-from-home interference and burnout among employees of hotel chains in Bangkok. The study by Osei, Asiedu-Appiah, and Ansah (2022) bears conspicuous relevance to Hypothesis H2. Their examination delves into the intricate interplay between work intensity, burnout, and the quality of work life within the hotel industry. The research findings therein reveal that augmented work intensity is discernibly linked to an increased susceptibility to burnout, particularly in the absence of sufficient psychological detachment. This renders the supposition that remote work arrangements could potentially exacerbate the incidence of burnout a theoretically sound proposition.

Hypothesis (H3): There is a positive relationship between burnout and turnover intention among employees of hotel chains in Bangkok. Koo et al. (2020) demonstrated the negative impact of burnout on job satisfaction, affective commitment, and job performance, with a positive correlation to turnover intention. This underscores the necessity of addressing burnout directly to improve employee retention in the hotel sector. Consequently, this substantiates Hypothesis H3, positing that burnout represents a pivotal determinant in the genesis of turnover intention among employees within hotel chains.

Hypothesis (H4): Burnout has a mediated effect on turnover intention, which is moderated by passion for service among employees of hotel chains in Bangkok. The conceptual framework proffered by Srisakun and Oentoro (2022) underscores the potential moderating role of passion for service in the realm of employee well-being and job attitudes. Employees with a fervent passion for service may be better poised to forestall the encroachment of burnout, consequently manifesting a diminished inclination toward turnover intentions. This alignment with Hypothesis H4 posits that the interplay of passion for service, burnout, and turnover intention merits meticulous scrutiny. Furthermore, de Jonge, Balk, and Taris (2020) furnish evidence that passion influences how individuals navigate work-related challenges and stressors. This framework can be extended to the hospitality industry, elucidating the moderating role that passion for service may assume in the nexus between work-from-home interference and turnover intention. Additionally, the works of Liao, Nguyen, Chi, and Nguyen (2022) and Khan, Saeed, Fayaz, Zada, and Jan (2022) fortify the notion that an individual's fervent dedication to their vocation can engender differential reactions to work-related exigencies. In the context of the hospitality sector, the ardor for service may similarly shape employees' responses to work-from-home interference, thereby impacting their inclination toward turnover intention.

Consequently, this compendium of scholarly investigations buttresses the hypotheses, suggesting that the confluence of passion for service, work-from-home

interference, and the attendant consequences of burnout and turnover intention warrants rigorous empirical inquiry and discernment within the context of hotel chain employees in Bangkok.

## **Conclusion**

This study provides a nuanced understanding of the complex interplay among work-from-home interference, burnout, passion for service, and turnover intention within Bangkok's hotel industry. The findings substantiate the proposed hypotheses, revealing the detrimental effects of work-from-home interference on job satisfaction, job stress, and burnout among hotel employees. Crucially, the empirical evidence underscores the pivotal role of passion for service as a potential mitigating factor, showing that employees with a strong vocational passion exhibit lower burnout levels and reduced intentions to leave their roles. The study extrapolates a generalizable principle suggesting that passion influences how individuals respond to work-related challenges, offering insights particularly relevant to the hospitality industry's unique demands. These findings hold significant implications for human resource management practices within hotel chains, emphasizing the importance of fostering and nurturing passion for service as a means to mitigate the adverse impacts of remote work on employee well-being and retention, especially amidst the ongoing challenges posed by the COVID-19 pandemic. Industry professionals and policymakers can leverage these insights to develop targeted interventions aimed at enhancing employee resilience and motivation within Bangkok's hotel sector.

## **Managerial Implications**

This investigation highlights the dynamic nature of burnout, moderated by Passion for Service (PFS), which is critical for understanding turnover intention (ITL). The study underscores varying effects of Work-from-Home Interference (WHI) on ITL through the mediator (EMDE) across different levels of PFS, emphasizing the need for tailored interventions. Theoretical insights underscore burnout's malleability and the crucial role of PFS in mitigating turnover intention. Harmonious passion, aligned with core values, positively influences this dynamic, countering adverse effects. The study's contribution lies in recognizing how employees' passion shapes their responses to work challenges, offering actionable insights for sustaining a resilient hotel workforce.

## **Future Research Directions**

Future research should build upon these empirical contributions through longitudinal studies to explore the temporal dynamics of identified associations over extended periods. Cross-cultural inquiries are essential to assess the generalizability of findings across diverse socio-cultural contexts. Qualitative approaches, such as in-depth interviews, can provide

deeper insights into the experiential facets relevant to hotel employees. Systematic evaluations of interventions aimed at mitigating work-from-home interference and burnout are needed to gauge their effectiveness in managing turnover intention. Additionally, investigating the mediating role of organizational support and its impact on passion for service, burnout, and engagement warrants further investigation. Comparative analyses between the hospitality industry and other sectors can yield industry-specific insights. Lastly, research focusing on the impact of technological advancements and hybrid work models on work-from-home interference and employee outcomes would be beneficial. Tailoring retention strategies specific to the hospitality industry remains a promising avenue for future research, aimed at reducing turnover rates and fostering a resilient workforce.

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