



Passion and burnout in Bangkok's luxury hotel industry: Investigating obsessive and service-oriented effects

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Abstract

This research explores the intricate dynamics involving obsessive passion, passion to serve, and their impact on burnout within the context of luxury hotel employees in Bangkok. The study involves data collection from 505 employees in luxury hotels in Bangkok, and employs SPSS for data entry, management, and analysis. Leveraging advanced statistical methods and the PROCESS application, the research conducts a comprehensive analysis, yielding valuable insights into the influence of passion on workplace burnout. By specifically examining the moderating effects of obsessive passion and passion to serve among employees in Bangkok chain hotels, the study provides practical guidance for organizations and managers addressing professional burnout. Through a moderation analysis, the research unveils the nuanced relationship between job demands and burnout, contingent on the intensity of obsessive passion. The managerial and theoretical contributions of this research will be discussed in detail, offering valuable insights for both practitioners and scholars in the field.

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Introduction

Thailand is a popular tourist destination (WTO, 2021). Tourist arrivals have been rising steadily since 2015 (Tourism Authority of Thailand, 2020). 800,000 hotel rooms, mostly in the south, offer cheap to luxury lodgings due to this boom (Tourism Authority of Thailand, 2020). Foreign tourists account for about 30 percent of Thailand's hotel industry (Statista Research Department, 2023). The COVID-19 epidemic has reduced this figure,

especially for hotels in Bangkok, Pattaya, and Phuket, which depend on international tourists (Statista Research Department, 2023). Especially, Bangkok has earned its place among the top 10 best food cities globally. Renowned for hosting a diverse array of national cuisines, the city attracts people from around the world with its rich culinary offerings (Kowalczyk, 2020). Due to rising demand from local and foreign tourists, 2023 and 2024 are likely to improve. Hotel occupancy rates are expected to climb to 65–70 percent from 79 percent in 2019 (Lumkam, 2022).

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Hotel jobs and tourists boost Thailand's economy. According to the World Travel and Tourism Council (WTTC, 2020), tourism and travel contributed 21.6 percent of the country's GDP in 2019. However, the fast-paced and high-pressure hotel work environment can lead to burnout. The industry has substantial personnel turnover due to this (Malek, et al., 2018; Mansour & Tremblay, 2016; U.S. Bureau of Labor Statistics [BLS], 2015). Service-based organizations must address significant employee turnover to remain competitive, acquire new clients, and retain existing ones (Malek et al., 2018; Mansour & Tremblay, 2016). Since intention to quit drives turnover rates, management in these organizations must understand the employee turnover process (Mansour & Tremblay, 2016).

In the fast-paced and high-pressure hotel industry, employee burnout is a major issue that hurts employee well-being and organizational performance. Burnout causes emotional tiredness, depersonalization, and decreased personal accomplishment, which increase absenteeism, job dissatisfaction, and turnover intentions (Leiter & Maslach, 2017; Maslach, 2011). Recent research has examined workplace passion and burnout. Passion is intense enthusiasm, excitement, and enjoyment for work-related tasks. Harmonious and obsessive passions are described in literature. Harmonious passion is a balanced, fulfilling, and enjoyable approach to labor. Obsessive passion, on the other hand, is an overwhelming urge for work that can cause professional and personal issues (Vallerand, 2016). Despite the increased interest in passion and burnout, the exact effects of these varied passion types on hotel sector burnout remain unexplored (Birkeland & Nerstad, 2016; Crawford et al., 2022; Horwood et al., 2021; Luu, 2021). Obsessive desire and passion to serve may moderate the relationship between job demands and burnout, but this has yet to be investigated. Thus, this study examines the complex function of passion in professional burnout and the moderating impacts of obsessive passion and desire to serve in a Bangkok hotel chain.

The existing literature has recognized that burnout in the hotel industry is a significant concern leading to high turnover rates. However, the specific mechanisms through which passion, both harmonious and obsessive, and the desire to serve influence the burnout process remain largely unexplored. Additionally, the potential moderating effects of obsessive passion and passion to serve on the relationship between job demands and burnout have not been thoroughly investigated within the hotel industry context. By honing in on these aspects, the proposed study aims to bridge the academic gap by providing

a comprehensive examination of the complex interplay between different types of passion and burnout, shedding light on how these factors manifest in the unique and demanding environment of luxury hotels in Bangkok. A luxury hotel, in essence, transcends conventional accommodations, embodying a class of hospitality distinguished by its commitment to unparalleled service, opulent amenities, and an immersive, extraordinary guest experience. Hence, understanding the moderating effects of obsessive passion and the desire to serve could contribute significantly to the existing body of knowledge on burnout among the employees.

Theories and Hypotheses

This section critically explores the correlation between enthusiasm and professional burnout, specifically examining obsessive passion and the desire to serve within the context of luxury hotels in Bangkok. The objective is to scrutinize relevant scholarly literature, research materials, and articles to provide a comprehensive analysis of the core theoretical constructs and empirical findings related to this research topic as shown [Figure 1](#).

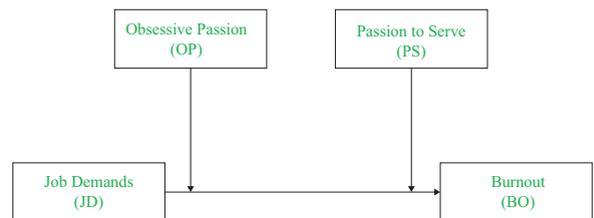


Figure 1 Conceptual Framework

1. Passion

Scholars and professionals widely acknowledge that workplace passion can enhance employee motivation, engagement, and job satisfaction (Purba & Ananta, 2018). However, it is recognized that an excessive level of passion may contribute to burnout (Landay, et al., 2022). In the workplace, passion is defined as a potent positive emotional state directed towards an action, object, or concept, with distinctions made between task-focused, people-focused, and organizational-focused passions (Sondari et al., 2016). Past research has demonstrated the motivational and positive effects of passion on job satisfaction, organizational commitment, and overall performance (Ahmed, 2019; Cheasakul & Varma, 2016; Riyanto et al., 2021). It is crucial to note, however, that obsessive passion, characterized by an inability to disengage from a particular activity even when detrimental, can have adverse effects, potentially

leading to burnout (Tomkins et al., 2019). Obsessive passion can contribute to burnout, a state characterized by chronic emotional, mental, and physical exhaustion resulting from work-related stress (Landay et al., 2022; Saville et al., 2018). The detrimental impact of obsessive passion on burnout is evident in increased work demands and workload (Birkeland et al., 2018), limited recovery time and detachment from work (Singh et al., 2016), and disruption of the balance between work and other life domains such as family, social, and personal activities, exacerbating burnout. In contrast, harmonious passion, characterized by a more flexible and balanced approach, has been associated with enhanced well-being, reduced burnout, and improved job performance (Horwood et al., 2021; Benitez et al., 2023).

2. Workplace burnout

The pervasive issue of workplace burnout is a critical concern, particularly in high-paced, demanding work environments (Sara et al., 2018). It is established that burnout is a consequence of work-related stress (Bezliudnyi et al., 2019). The ramifications of burnout encompass a decline in job satisfaction, productivity, increased absenteeism, and heightened turnover rates (Boamah et al., 2017).

3. Obsession

Obsessive passion, a phenomenon scrutinized across employment, athletics, and romantic contexts (Carbonneau et al., 2016; Vallerand, 2016), has been empirically linked to adverse outcomes such as burnout, compromised well-being, and diminished performance. Notably, studies suggest that obsessive passion stems from external pressures, lacking intrinsic desire and enjoyment (Afsar et al., 2016; Mahatanakoon, 2018). The manifestation of obsessive passion is characterized by rigidity, a notable absence of balance, and inflexibility (Peixoto et al., 2021). Factors such as perfectionism, societal pressures, and challenging life circumstances are identified as catalysts for obsessive passion. Perfectionism, for instance, can propel obsessive passion as individuals driven by perfectionistic tendencies may feel compelled to engage in certain activities to evade criticism or failure (Verner-Filion & Vallerand, 2016). Additionally, social pressures play a role in fostering obsessive enthusiasm by establishing norms that contribute to its development (Birkeland & Nerstad, 2016).

4. Service-minded

The profound inclination to assist others, as a motivational force for overcoming challenges and

attaining personal objectives, has been acknowledged in various domains beyond healthcare, education, or social work (Bentum et al., 2020; Munawar & Choudhry, 2021). The connection between a passion for service and elevated levels of job satisfaction, engagement, and overall well-being has been substantiated (Shanafelt et al., 2021; Trofino, 2020). An affinity for service is posited as a potential buffer against burnout-inducing factors such as stress, limited autonomy, and disengagement (Apag & Sison, 2017; Crawford, 2016). By fostering a love for service, employees can derive a sense of purpose, enabling them to navigate job pressures more effectively (Norton, 2018). Furthermore, employees with a love for service are more likely to wield autonomy and control over their work, acting as a preventive measure against burnout (Davis, 2022). The positive impact of a service-oriented mindset extends to the promotion of connectivity and interpersonal relationships among employees, fostering a supportive work environment that mitigates burnout (Luu, 2021; Zulu et al., 2016). Notably, the cultivation of a passion for service can be facilitated through activities aligning with individual values and providing a sense of purpose (Naing, 2022). Organizations, in turn, can contribute to this ethos by instituting volunteer programs that enable employees to contribute to their communities or engage in charitable activities. Additionally, investing in training and development programs can empower employees to enhance their abilities in alignment with their passions (Zulu et al., 2014).

5. The relationship between passion, workplace burnout, and the moderating roles of obsessive passion and passion to serve

5.1) The relationship between passion and workplace burnout

Extensive empirical investigations have consistently affirmed a substantial connection between passion and workplace burnout. Notably, obsessive passion, characterized by an overpowering compulsion to engage in an activity without self-control, has consistently shown a positive correlation with burnout. In contrast, harmonious passion, defined by flexible and self-determined engagement in activities aligning with one's identity, has demonstrated a negative association with burnout. Recent scholarly inquiries, such as the findings by Horwood et al. (2021), further supported this relationship, emphasizing the positive association between harmonious passion, job satisfaction, and the negative association with burnout. Intriguingly, this research uncovered that the protective effect

of harmonious passion on burnout weakened when overall passion levels were high, suggesting a potential attenuation of its benefits among individuals with heightened general passion. Similarly, Birkeland and Nerstad (2016) contributed insights indicating that the extent of obsessive passion played a pivotal role in determining whether a supportive work environment could effectively mitigate the risk of burnout. Consequently, based on critical analysis, this study posits the following hypotheses:

Hypothesis 1: Obsessive passion has a significantly positive impact on workplace burnout.

5.2) The Moderating Roles of Obsessive Passion and Passion to Serve

Existing research has effectively delineated passion into two distinct categories: obsessive passion and harmonious passion. Obsessive passion is characterized by an overwhelming compulsion to engage in an activity driven by external rewards and validation. Conversely, harmonious passion reflects a more flexible and autonomous involvement guided by intrinsic motivation and alignment with personal values and interests. Empirical studies consistently indicate that while both forms of passion can yield positive outcomes, obsessive passion is associated with negative consequences, including burnout and diminished well-being.

The concept of passion to serve introduces a unique dimension characterized by a profound desire to assist others and make a positive impact. Previous research underscores the positive connections between passion to serve and outcomes such as job satisfaction, engagement, and overall well-being (Crawford et al., 2022). Recent findings by Luu (2021) further illuminate a positive correlation between human resource (HR) flexibility and innovative work behavior, mediated by harmonious

passion. Moreover, Luu (2021) suggests that a promotion focus enhances the relationship between HR flexibility and harmonious passion, while a prevention focus attenuates this relationship. Therefore, this study posits the following hypotheses:

Hypothesis 2a: The relationship between Passion and Workplace Burnout will be significantly moderated by Obsessive Passion.

Hypothesis 2b: The relationship between Passion and Workplace Burnout will be moderated by Passion to Serve.

Consequently, the related literature generated the main hypotheses, and this investigation utilized Model 2, which is a conceptual diagram that examines the relationship between Job Demands (JD), Burnout (BO) = Emotional Exhaustion + Depersonalization, and two moderating variables includes Obsessive Passion (OP) and Passion to Serve (PS). The diagram shows that JD has a direct effect on BO through OP and PS as shown in Table 1.

Methodology

Population: In 2020, the National Statistical Office reported that Bangkok had 1,190 hotels with 66,400 employees, or 4.9 percent of Thailand's total. 1,300 students and 65,100 paid workers comprised this workforce (National Statistical Office, 2020). This study examines Bangkok hotel employees in customer-facing roles. This investigation targets customer-facing employees at 63 Bangkok hotel chains. Sample size Data collection will include hotel chain departments including reservations, sales, reception, porter service, concierge, food, and room service, reflecting the research scope. The researcher invited four Dusit International and four

Table 1 Correlation statistics for all constructs

Variables	JD	PS	OP	BO	GEN	AGE	TEN	STA	EDU	POS
JD	(.908)									
PS	.128**	(.936)								
OP	.110*	-.310**	(.967)							
BO	.143**	-.467**	.594**	(.913)						
GEN	-.080	.015	-.026	-.045	1					
AGE	.025	-.023	-.009	.002	-.142**	1				
TEN	.073	-.061	.000	.041	-.208**	.765**	1			
STA	.024	-.023	-.024	-.081	.074	.439**	.315**	1		
EDU	-.082	.014	-.041	.004	.360**	-.019	-.091*	-.050	1	
POS	.058	.023	.030	-.044	.164**	1.68**	.134**	.160**	-.069	1

Note: JS = Job Demand, PS = Passion to serve, OP = Obsessive Passion, BO = Burnout, GEN = Gender, TEN = Tenure, STA = Status, EDU = Education, POS = Position, () = Cronbach alpha value

* = p -value < .05, ** = p -value < .01.

Centara Hotel and Resorts hotels to participate. The study includes Accor Hotels and Starwood, which Marriott International acquired. Hotel chains are more likely to interact with tourists and guests with higher expectations than local hotels or other classes. To distinguish themselves from other hotels, hotel chains require all linked establishments to satisfy uniform criteria. This study needs 15–30 observations per independent variable to estimate the sample size (Hair, 2009). Thus, at least 240 Bangkok luxury hotel frontline personnel must be sampled. Knight Frank (2020) reported 25 luxury hotels in Bangkok in 2020, with three more under construction. The research defines luxury hotels as multinational chains or independent businesses with high-end amenities. The Luxury hotels are known for maintaining a workforce that is both specific and highly specialized, distinguishing them from SMEs or mid-tier hotels. Concentrating on the frontline personnel of luxury hotels allows for an in-depth examination of roles and responsibilities that are unique to the upscale hospitality sector. Given their influential position in the hospitality industry, luxury hotels often establish trends and standards. Researching within this segment can provide insights that extend to broader industry practices and trends. Additionally, the dynamics of customer interactions in luxury hotels markedly differ from those in mid-tier establishments. Therefore, an investigation into frontline personnel in luxury hotels offers a focused exploration of service delivery and customer engagement strategies tailored to the high-end hospitality experience. The report mentions Aman, Banyan Tree, Four Seasons, Mandarin Oriental, Rosewood, St. Regis, and Waldorf Astoria, among others. This research will focus on frontline personnel at Bangkok's 28 luxury hotels including worldwide chains and independent operators. Hence, the proportional sampling is essential to ensure that each hotel makes a proportional contribution to the sample based on its size. This is critical for achieving a representative sample that accurately mirrors the distribution of frontline personnel across various luxury hotels. Proportionate sampling enables a more precise depiction of the entire industry, considering the workforce size of each hotel. This method is crucial in mitigating potential biases in the sample, preventing over-representation or under-representation of specific hotels that could distort the research findings. This population can be sampled via accidental random sampling. To ensure a diverse sample of Bangkok luxury hotel personnel, hotel brands or chains might be used. Knight Frank's Bangkok Luxury Hotel Market 2020 research lists luxury hotels and their brands. A sample size calculator can determine the population size based on

the number of frontline personnel in luxury hotels in Bangkok, together with the chosen margin of error and confidence level. The total count of frontline personnel in luxury hotels in Bangkok plays a pivotal role in determining the necessary sample size for creating a representative subset. A larger population entails a correspondingly larger sample size to ensure an accurate reflection of the overall workforce. The margin of error represents the permissible degree of variability or deviation that researchers are willing to accept in the outcomes of their study. A reduced margin of error necessitates a larger sample size, as it demands heightened precision in the study's findings. Furthermore, the confidence level denotes the level of certainty or reliability researchers aim to attribute to their results. Commonly used confidence levels, such as 95 percent, guide the determination of the appropriate sample size, striking a balance between statistical significance and practical considerations in the research process. QR-code-formatted questionnaires were sent to respondents online. This study received 600 questionnaires. 15 percent of questionnaires failed data screening. 505 surveys survived data analysis.

Data analysis: After collecting data from the targeted population, SPSS, a statistical software tool, must be used to enter, manage, and analyse it. Data can be analysed using statistical methods to find patterns, trends, and relationships. This study will examine the moderating impacts of obsessiveness and service passion on occupational burnout. The PROCESS application will be used to develop and test a structural equation model to analyse and estimate indirect effects. SPSS and the PROCESS program will allow for a rigorous and sophisticated analysis of the collected data, providing valuable insights into the role of passion in workplace burnout through an investigation of the moderating effects of obsessive passion and passion to serve among Bangkok chain hotel employees.

Validity and reliability: In this study, Indexes of item-objective congruence (IOC) were employed, involving three experts, to assess content validity during the item development stage. The results revealed that all items demonstrated scores ranging from 0.67 to 1.00 (Turner & Carlson, 2003). So, this study's measurement items met construct validity. Pilot tests with 30 samples also accepted Cronbach's α values above 0.80 since they showed that all items were reliable and internally consistent (Nunnally, 1978; Peterson, 1994). Job demand by Baka and Baziska (2016) has a Cronbach's α value of .980, burnout by Maslach and Jackson (1981) is .913, obsessive passion is .976, and desire to serve by Vallerand et al. (2003) is .936.

Ethical Considerations

This research has been approved by the Ethics Review Board of Rangsit University, Thailand. The reference number for Documentary Proof of Exemption was DPE.No. RSU-ERB2023/041.0803.

Results and Discussion

The correlation matrix displays the interrelationships between several variables, including Job Demand (JD), Passion to Serve (PS), Obsessive Passion (OP), and Burnout (BO). According to the correlation coefficients, JD has a positive correlation with PS, OP, and BO, while OP has a positive correlation with BO. Conversely, PS has a negative correlation with OP and BO. Based on the strength of these correlations, the relationship among the variables can be described as moderate, using a fuzzy-firm linear rule (Ratner, 2009).

The findings indicate that the intercept is statistically significant ($p < .001$), signifying the presence of a non-zero baseline level of burnout. Among the control variables, only Status shows statistical significance ($p < .05$), suggesting that employees with lower status are more prone to

experiencing burnout. Additionally, all three independent variables demonstrate statistically significant effects on burnout ($p < 0.001$). Specifically, an increase in Job Demands is associated with a higher likelihood of burnout ($B = 0.082$). Conversely, an increase in Passion to Serve is associated with a lower likelihood of burnout ($B = -0.382$). However, an increase in Obsessive Passion is associated with a higher likelihood of burnout ($B = 0.504$). The R-squared value of 0.470 indicates that the independent variables account for 47 percent of the variance in burnout. The adjusted R-squared value of 0.460 suggests that the inclusion of control variables has improved the overall model fit. The F-test statistic of 48.760 is statistically significant ($p < 0.001$), indicating that the overall model adequately fits the data.

The Collinearity Statistics table provides information on the tolerance and Variance Inflation Factor (VIF) for each variable in the regression analysis. Tolerance measures the proportion of variation in one predictor variable that can be explained by the other predictor variables in the model, while VIF is the reciprocal of the tolerance. Generally, a tolerance value of 0.1 or less is considered a cause for concern, indicating the presence of significant multicollinearity (Midi et al., 2010). However, in this analysis, all tolerance values are above 0.1, ranging from 0.363 to 0.940, suggesting minimal concerns regarding multicollinearity.

Table 2 Testing the direct effect of hypothesis.

Variables	Unstandardized Coefficient		Collinearity Statistic	
	B	Sig.	Tolerance	VIF
Intercept	3.325	.000		
Control variables				
Gender	-.013	.866	.770	1.299
Age	.009	.778	.363	2.757
Tenure	.019	.497	.398	2.512
Status	-.152	.018	.775	1.291
Education	.065	.296	.836	1.196
Position	-.013	.164	.906	1.103
Main effect				
Job demands	.082	.000	.940	1.064
Passion to serve	-.382	.000	.869	1.151
Obsessive passion	.504	.000	.877	1.140
R^2	.470	Adjusted R^2	.460	
F-test	(9,495) 48.760	p-value = .000		

Table 3 Testing the interaction effect of hypothesis.

Model Number 2	Variables	Unstandardized Coefficient		Boot	
		B	Sig.	BootLLCI	BootULCI
Intercept		2.990	.000	1.337	4.652
Main effect	Job demands	.112	.482	-.201	.427
	Obsessive passion	.850	.000	.559	1.141
	Passion to serve	-.433	.000	-.678	-.189
Interaction	Job demands x Obsessive passion	-.064	.017	-.115	-.188
	Job demands x Passion to serve	.011	.648	-.035	.057
R^2	.470				
F-test	(5,499) 87.056	p-value = .000			

This table presents the results of a moderation analysis, specifically Model Number 2 in Hayes's (2012) framework, which examines the interaction effect of job demands with two types of passion: obsessive passion and passion to serve. Moderation analysis investigates whether the relationship between two variables changes based on the level of a third variable.

The table reveals that the interaction between job demands, and obsessive passion is statistically significant ($p < .05$), as indicated by the unstandardized coefficient of $-.064$ and the 95 percent bootstrapped confidence interval ranging from $-.115$ to $-.188$. This suggests that the relationship between job demands, and the outcome variable (Burnout) is contingent upon the level of obsessive passion. Conversely, the interaction effect of job demands and passion to serve is not statistically significant ($p > .05$), as indicated by the unstandardized coefficient of $.011$ and the 95 percent bootstrapped confidence interval ranging from $-.035$ to $.057$. This indicates that the relationship between job demands, and the outcome variable is not contingent on the level of passion to serve. Thus, the significant interaction term suggests that the relationship between job demands, and burnout depends on the level of obsessive passion. The negative coefficient of $-.064$ implies that, when obsessive passion is higher, the impact of job demands on burnout is dampened. This could mean that individuals with a strong obsessive passion may handle job demands differently or may be more resilient to their effects on burnout. While passion to serve does not appear to moderate the impact of job demands on burnout.

The R^2 value of $.470$ indicates that the model accounts for 47 percent of the variance in the outcome variable. The F-test statistic of 87.056 with 5 and 499 degrees of freedom indicates that the model is statistically significant ($p < .001$).

The table shows that the interaction effect of job demands, and obsessive passion (R^2 Chang = $.006$) and the interaction effect of job demands and passion to serve (R^2 Chang = $.002$) have small but statistically significant effects on the outcome variable ($p < .05$) when examined separately. However, when examining the three-way interaction between job demands, obsessive passion, and passion to serve, the R^2 Chang value increases to $.0077$, which is also statistically significant ($p < .05$).

This indicates that the interaction between job demands and obsessive passion, as well as the interaction between job demands and passion to serve, together explain an additional 0.77 percent of the variance in the outcome variable.

Discussion

The study indicates a favorable impact of obsessive passion on professional burnout, aligning with previous research findings by Horwood et al. (2021) and Birkeland and Nerstad (2016), which highlighted an increased risk of burnout associated with obsessive passion. To mitigate the risk of burnout, the study suggests the imperative need to manage excessive passion within the workplace. Contrarily, individuals demonstrating a strong inclination to assist others are shown to be less prone to burnout, consistent with earlier research (Horwood et al., 2021). This underscores the protective effect of genuine service-oriented passion, urging employers to consider such attributes when delineating employment roles and responsibilities.

The nuanced relationship between passion and burnout in the workplace is illuminated by the study's findings, emphasizing the significance of nurturing harmonious passion while tempering excessive enthusiasm. Acknowledging and encouraging employees' enthusiasm to serve emerges as a potential strategy for fostering well-being and reducing burnout. In the pursuit of enhancing employee engagement, contentment, and performance, these insights hold implications for HR management practices encompassing recruitment, training, and job design.

The examination of the relationship between obsessive and service passions and occupational burnout, particularly within the context of Bangkok luxury hotel employees, unveils intriguing dynamics. Obsessive passion is identified as a considerable moderator of job demands and burnout, substantiating Hypothesis 2a. However, Hypothesis 2b, positing that passion to serve moderates job demands and burnout, lacks empirical support. These results align with prior research linking obsessive passion to burnout and lower well-being, suggesting that individuals with obsessive-compulsive tendencies are more susceptible to burnout under high job demands.

Table 4 Testing the highest order unconditional interactions.

Variables	R^2 Chang	F	Sig.
Job demands x Obsessive passion	.006	5.725	.017
Job demands x Passion to serve	.002	.209	.648
(Job demands x Obsessive passion) x (Job demands x Passion to serve)	.0077	3.592	.028

To counteract employee burnout, the study advocates for proactive management of obsessive passion within the workplace. While passion to serve has traditionally been associated with job satisfaction and well-being, the study introduces a nuanced perspective by revealing no empirical evidence supporting its role as a moderator in the association between job demands and burnout. This underscores the complexity of factors influencing burnout in high-demand jobs, urging organizations to consider more comprehensive measures beyond enthusiasm to serve when structuring work roles and duties. In conclusion, this study contributes to the role of passion in workplace burnout, emphasizing the necessity of thoroughly examining the intricate relationship between passion, job expectations, and burnout. While these findings provide valuable insights, the lack of critical analysis and the absence of profound implications suggest a need for further scrutiny and refinement in future research endeavors. Companies aiming to enhance employee well-being and reduce burnout risks should consider the multifaceted interplay of variables, addressing both the negative consequences of obsessive passion and the buffering effects of other factors. Identifying various types of passion and considering job demands, obsessive enthusiasm, and passion to serve in job role development are vital considerations for organizations seeking to promote employee well-being and minimize burnout risks.

Managerial Contribution

Managerial contribution: Managers play a crucial role in addressing employee burnout and promoting well-being in the workplace, based on the findings of this study. They should be knowledgeable about the negative impact of obsessive passion on burnout and implement measures to effectively manage this type of passion. This can be achieved by offering training and support to employees, helping them recognize and manage their obsessive passion, and establishing clear boundaries between work and personal life to prevent burnout. The study's results also highlight the positive influence of passion to serve in reducing burnout. Therefore, managers should consider how they can design job roles and responsibilities that align with employees' passion to serve. This may involve creating opportunities for employees to engage in activities that allow them to contribute to the well-being of others, as well as recognizing and rewarding employees who demonstrate a strong passion to serve. Furthermore, studying the significant moderating effect of obsessive

passion on the relationship between job demands and burnout, managers should strive for a balanced approach. They should carefully manage job demands, counting employees' levels of obsessive passion. This entails creating a work environment that enables employees to effectively manage their passion while minimizing the risk of burnout. Finally, the study's findings emphasize the importance of bearing in mind the complex interplay among job demands, obsessive passion, and passion to serve. Managers should carefully design job roles and responsibilities, seeing this intricate relationship. This involves providing opportunities for employees to engage in activities that align with their passion to serve, while simultaneously managing and addressing any excessive or detrimental aspects of obsessive passion.

Theoretical Contribution

The present study makes a theoretical contribution to the understanding of burnout, as conceptualized by Maslach et al. (2001), by focusing specifically on the relationship between passion and burnout, an area of increasing interest in burnout research. The findings of this study support the idea that obsessive passion is positively associated with burnout, particularly with the emotional exhaustion dimension of burnout. Conversely, the study demonstrates a negative relationship between passion to serve and burnout, which aligns with the reduced personal accomplishment dimension of burnout. These findings enhance how different types of passion can influence the various dimensions of burnout. Additionally, the study contributes to the theoretical framework of burnout by uncovering the moderating effects of obsessive passion and passion to serve on the relationship between job demands and burnout. This expansion of the theoretical framework highlights the importance of considering the interplay between job demands and individual factors, such as passion, in predicting burnout. Overall, the study's findings contribute to the theoretical understanding of burnout and provide insights into the specific role of passion in influencing burnout experiences.

This study contributes to the theoretical understanding of passion's role in workplace burnout, building upon Vallerand et al.'s (2003) theory of passion, which differentiates between obsessive passion and harmonious passion. Obsessive passion is characterized by internal pressure, lack of control, and negative outcomes for well-being, whereas harmonious passion is characterized by autonomy, control, and positive outcomes for well-being. The present study expands on this theory by

examining the relationship between these passion types and workplace burnout, as well as investigating their moderating effects on the association between job demands and burnout. The findings confirm the theory by demonstrating a positive association between obsessive passion and burnout, and a negative association between passion to serve (a form of harmonious passion) and burnout. The study emphasizes the importance of distinguishing between these passion types when designing job roles and responsibilities to foster employee well-being and prevent burnout.

Conflict of Interest

The authors declare that there is no conflict of interest.

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