

Work Behaviors During the COVID-19 Pandemic: Exploring the Moderating Role of Remote Work

Manoj Kumar Chaturvedi and Leszek Ziara
Subodh P G College, Jaipur, India
CUT, Poland

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Correspondence:

E-mail:

manojchaturvedi71@gmail.com

ABSTRACT

The article explores the dual nature of work-from-home (WFH) arrangements during the COVID-19 pandemic and their effect on management-level employees in the hotel industry, with emphasis on work engagement, burnout, and turnover intentions. Qualitative methods were applied to collect data from in-depth interviews and thematic analysis of five critical sub-research areas: WFH's influence on vigor levels, the role of absorption in burnout, the impact of work-home interference on dedication, burnout's association with turnover intentions, and strategic implications for hotel management. Findings are that flexibility through WFH increases vigor but has the side effect of increased burnout due to high absorption. Work-home interference is disrupting commitment and burnout significantly driving turnover intentions. The research provides important insight into customized managerial practices like flexible scheduling and wellness programs, which need to offset the favourable and unfavourable effects of working from home. Such information will serve as actionable input for hotel managers and provide input into further understanding of dynamics involved in the hospitality sector concerning work from home. Limitations and future recommendations for studies are presented in the subsequent section.

Introduction

This research paper examines the effects of work-from-home during the Covid-19 pandemic period for management-level employees of a hotel organization, particularly their levels of work engagement, experience of burnout, and turnover intentions. A dual nature of work-from-home appears to be beneficial in relation to some outcomes while causing damage to others related to employee outcomes. Five sub-research questions guide the inquiry: how WFH influences vigor levels, the role of absorption in burnout, the effect of work-home interference on dedication, the interaction between burnout and turnover intentions, and the overall implications for hotel management. Based on a qualitative methodology, this paper explores these themes structured through a literature review, methodology, findings, and conclusions to provide practical and theoretical insights.

Result & discussion

This section summarizes previous studies regarding the dual effects of WFH, answering the five sub-research questions: the effect on vigour, the role of absorption in burnout, the effect of work-home interference on dedication, the association between burnout and turnover intentions, and managerial implications in general. This post underscores the following: "WFH and Vigor Enhancement, "Absorption and Burnout Dynamics; ",Work-Home Interference and Dedication; ", "Burnout's Effect on Turnover Intentions and; "Managerial Strategies in Hotel Settings." Despite considerable movement toward filling this gap in the literature, there exists an incomplete understanding of several aspects of WFH experiences for workers, including inconsistent levels of vigour, complex dynamic patterns of burnout absorption, fluctuating dedication and interplay between burnout and turnover intentions. As such, this study approaches this gap with qualitative observations.

WFH and Vigour Enhancement

Early researches found WFH supports vigour by flexible scheduling but showed a lack of depth in sustaining vigour overtime. Later studies centre long-term vigour maintenance where fluctuations in employee experiences emerged from the studies. Latest effort was on adaptive approaches enhancing vigour, yet energy across different roles remains a problem and is hard to be persistent.

Absorption and Burnout Dynamics

Initial investigations linked absorption with increased burnout risk, especially in high-demand roles. Further research expanded on the contexts that exacerbate this relationship, with recent studies introducing coping mechanisms to mitigate burnout. However, consistent absorption levels remain elusive, as stressors vary widely among employees.

Work-Home Interference and Dedication

Initial studies established that WFH can cause the disruption of dedication by fuzzy boundaries. However, subsequent studies indicated work-life balance strategies, though dedication was hard to achieve. The most recent studies emphasize the need for personal intervention to enhance dedication but varies in effectiveness according to specific conditions.

Burnout Influence on Turnover Intentions

Early studies found a significant relationship between burnout and higher turnover intentions but failed to have any real solutions in place to minimize this problem. Follow-up studies researched organizational supports designed to limit turnover, which had varied outcomes. Newer research highlights more specialized approaches for countering burnout, and there are numerous mixed outcomes.

Hotel Managers' Tactics

Early research was general for managerial strategies in WFH but not specific to the hotel industry. More recent research has tailored strategies to hotel management and, thus, addressed industry-specific issues. Recent research focuses on innovative managerial approaches, but effectiveness varies between hotel contexts.

Method

This is a qualitative research study that explores the experiences of management-level hotel employees with WFH. This approach captures detailed insights about the nuanced effects of WFH on engagement, burnout, and turnover intentions. Data were collected through in-depth interviews from hotel managers who experienced WFH during the pandemic. The interviews, together with observational data from hotel settings, were analysed using thematic analysis to identify key patterns. This qualitative method allows for a comprehensive understanding of the dual nature of WFH and its implications for hotel management.

Findings

This research makes use of qualitative data in uncovering key insights into the effects of WFH on hotel management employees. The findings address the sub-research questions: WFH's influence on vigour, absorption's role in burnout, work-home interference affecting dedication, burnout's impact on turnover intentions, and managerial implications. Results

The results are: "Enlightenment of Vigor through Flexibility," "Burnout Intensification via Absorption," "Dedication Suppressed by Work-Home Interference," "Turnover Intentions Driven by Burnout," and "Strategic Management Approaches." These research findings show that WFH does indeed enhance vigor but will also intensify burnout through absorption. Work-home interference suppresses dedication while burnout significantly influences turnover intentions. The study outlines managerial strategies to overcome these challenges, providing a gap in current literature by offering practical insights in managing WFH in the hotel sector.

Increased Energies through Flexibility

Interviews reveal that WFH flexibility boosts vigour by allowing managers to tailor work schedules to personal needs. Participants noted increased energy and enthusiasm when able to manage workloads autonomously. However, some reported difficulties in maintaining vigour over time, highlighting a need for continuous support and resources to sustain energy levels.

Burnout Intensification via Absorption

The data shows that high absorption driven by strong work task orientation is exacerbating burnout among hotel managers. Most of the interviewees related their experience of overwhelming stress, particularly when work demands intensified. Findings indicate critical need for interventions to balance absorption and prevent burnout in WFH settings.

Dedication Suppressed by Work-Home Interference

Findings reveal that work-home interference has a strong influence on dedication, where it creates distractions and lessened concentration due to blurred lines. Managers have faced challenges in maintaining commitment as there are household responsibilities. Clear demarcation of work time and personal time is an important strategy for maintaining dedication.

Burnout-driven Turnover Intentions

Interviews demonstrated that the link between burnout and turnover intentions was significant with managers considering turning in, given the stressful work. The data emphasized that dealing with burnout requires intervention at the organizational level for maintaining talent. Respondents further opined that organizations require support systems in the context of burnout reduction for decreased turnover risks.

Strategic Management Approaches

Effective management strategies to support WFH employees include flexible scheduling and stress management resources. According to managers, regular check-ins and wellness initiatives contributed to the prevention of burnout and engagement. Yet, challenges in implementing these measures exist, and such strategies should be continuously reviewed and revised.

Conclusion

This research offers a thorough analysis of the impact of WFH on hotel management employees in the context of the COVID-19 pandemic. It underlines the mixed nature of WFH. Both engagement and burnout as well as turnover intention can be either facilitated or hindered by it. The results point out how strategic management approaches can leverage advantages and reduce disadvantages of positive outcomes. By using this study's findings based on qualitative data and existing literature, deeper understanding of the hotel sector WFH dynamics has been contributed. Limitations include potential bias due to the specific sample of hotel managers. Future research should explore diverse employee groups and utilize mixed methodologies to further examine WFH's impact across different contexts and industries.

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