

RESEARCH BRIEF

Mediating Role of Flow in the Relationship Between Job Characteristic and Job Burnout on Work-Family Conflict: A Study on the Hotel Industry in Sarawak

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Studies seem to be in scarcity about the adoption of flow approach in human resource development, particularly within the context of Sarawak, Malaysia; thus, the pressing need to integrate the psychological state in hotel work ambiance (Reeves, 2010). Being categorized as a service industry, career in the hotel industry is indeed challenging and demanding for it requires a great deal of thoroughness, focus, and commitment. Beyond vital job skills, abilities, and knowledge to deliver exceptional service and products to customers, being psychologically positive also has an important role to determine organizational success. Hence, the nature of jobs in the hotel industry may exert a high level of stress, especially when job resources are limited and hostility lurks (Sia, 2001). Thus, by integrating flow experience, which has been defined as an ultimate positive experience and an instance of positive psychology movement that focuses on scientific approach in making normal life more meaningful and fulfilling (Seligman & Csikszentmihalyi, 2000), hotel employees may perceive their work as less stressful even with limited job resources and the presence of hostility. This leads to a feeling of satisfaction and enhanced work performance, as well as intense pleasure upon accomplishing tasks (Csikszentmihalyi & Csikszentmihalyi, 1988). Prior studies revealed that the outcome of applying flow experience include

improved subjective well-being, happiness, life satisfaction, and positive effect (Kasa & Hassan, 2016) and flow is linked to increment in work performance, higher motivation and job engagement, as well as positive mood within the organizational context (Bakker, 2005). Due to the various benefits offered by the flow approach at the organizational level, this study looked into the development of human resource within the organization.

However, a problem arises when the hotel industry fails to enhance or integrate flow as psychological capabilities in generating a conducive service climate (Schneider, Bowen, Ehrhart & Holcombe, 2000). Additionally, flow is relatively a new construct and only a handful of studies have probed into its association from the stance of job demand-resource (JD-R) theory (Makikangas, Bakker, Aunola, & Demerouti, 2010). This study, which is on the premises of the JD-R model (Bakker & Demerouti, 2007), offers results from a different angle with the function of flow as a mediation. Another reason for the selection of this theory as the underpinning theory is due to the central assumption of the JD-R model that every occupation has its own specific characteristic, in which job characteristic and burnout functioned as precursors to job resources and job demand respectively, with work-family conflict as the study outcome. In addition, the study of flow at work in Malaysia on the platform of the JD-R model is