INFLUENCE OF JOB DEMAND, SOCIAL SUPPORT AND PERFECTIONISM ON PRESENTEEISM AMONG EMPLOYEES IN HOSPITALITY INDUSTRY: THE MEDIATING ROLE OF JOB BURNOUT

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ABSTRACT

INFLUENCE OF JOB DEMAND, SOCIAL SUPPORT AND PERFECTIONISM ON PRESENTEEISM AMONG EMPLOYEES IN HOSPITALITY INDUSTRY: THE MEDIATING ROLE OF JOB BURNOUT

CHONG CHIN ANN

The purpose of this study is to investigate the influence of job demand, social support and perfectionism on presenteeism. Thus far, studies on the mediating mechanism of job burnout between perfectionism and presenteeism remain scant. Besides, this research provides a more holistic view by examining the extent to which job demands (workload, time pressure, job insecurity) and social support explain the tendency of presenteeism among employees directly and indirectly via job burnout in the context of hospitality industry in Malaysia. This study adopted a quantitative and deductive research approach with a cross-sectional study design was applied. The main target of this study is the hospitality workers located in Perak, Kuala Lumpur, and Selangor. As sampling frame is not available, this study employed a non-probability sampling technique (i.e., snowball sampling). G*Power was used to determine the study's minimal sample size of 215. A total of 220 completed self-administered questionnaires were returned by the hospitality employees who participated in this study. SPSS version 26 was used for data entry and descriptive analysis, whereas SmartPLS 3.0 was employed to test the hypotheses. The results demonstrated that job insecurity and time pressure positively influenced job burnout. Job insecurity is the main cause of job burnout. Perfectionism contributes to job burnout. However, social support and workload were found to have no effect on employees' job burnout. On the other hand, job burnout and perfectionism have a positive influence on presenteeism. Job insecurity, as well as social support, have a negative substantial influence on presenteeism. Workload and time pressure have no effect on presenteeism. Finally, job burnout mediates the relationship between time pressure and job insecurity on presenteeism among employees. The influence of workload, social support, and perfectionism on presenteeism was not mediated by job burnout. This study adds to the current knowledge by

analyzing the influence of job burnout in reducing presenteeism in Malaysian hospitality industry. Moreover, management, human resource workers, and societies can help reduce presenteeism-related burnout.

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APPROVAL SHEET

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I, CHONG CHIN ANN hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UTAR or other institutions.

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LIST of ABREVIATION

GDP	Gross Domestic Product
WTTC	World Travel and Tourism Council
MoTAC	Tourism, Arts and Culture
MCO	Movement Control Order
JD-R	Job Demand - Resource
COR	Conservation of Resource
HPQ	The Health and Work Performance Questionnaire
WQI	Quantitative Workload Inventory
ISTA	Instrument for Stress-Related Job Analysis
MPS	Multidimensional Perfectionism Scale
MBI	Maslach Burnout Inventory
PLS-SEM	Partial Least Square - Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
HTMT	Heterotrait-monotrait
H	Hypothesis
SE	Standard Error
CR	Composite Reliability
AVE	Average Variance Extracted

Chapter 1 Introduction

1.0 Introduction

The explanation of the study background and the problem statement, which identified the research gaps, are both contained in this chapter. The present chapter focused on the relevant objectives and research questions. Additionally, the significance of the research, which is grounded on a theoretical and practical standpoint was explained.

1.1 Research Background of Hospitality Industry

The Malaysian hospitality industry is well-known for playing an important role as a significant catalyst of global economic growth in terms of driving socioeconomic development and job creation ("Hospitality (Hotels and tourism)," 2021). The hospitality industry encompasses a large group of businesses within the service sector that supply services to customers (Hazim, 2021; Samoszuk, 2017). It focuses on customer satisfaction and giving specific experiences to employees. In other words, the hospitality industry is an industry that deals with customer satisfaction and focuses on meeting leisurely needs (Novak, 2017). According to Reynolds (2019), three primary areas are covered in the hospitality industry. The first area is accommodation, such as hotels, motels, homestays, and other lodging businesses. The second part is food and beverages. It consists of fast-food chains, restaurants, and other providers of food and drinks. The operators of food and beverage premises are situated as standalone facilities or in hotels. Tourism and travel, including airlines, trains, and cruise ships, are the last areas of the hospitality industry. Apart from that, Novak (2017) included recreation as also being regarded as part of the hospitality industry.

Moreover, the main contributing factor to the success of hospitality is the quality of service. Nowadays, customers are paying more attention to the quality of the services provided. The operators in the Malaysian hospitality

sector need to provide value-added service to attract more customers and it needs to have an understandable group of individuals who would see value added from the service (Caan, 2014). According to Dominici and Guzzo (2010), to attain customer satisfaction, it is crucial to recognise and foresee customers' needs and to be able to satisfy them. Thus, operators who want to be successful in the industry need to put more emphasis on meeting customers' needs and requirements to meet customers' satisfaction (Hazim, 2020).

In short, the personalisation of services is one of the major trends in the hospitality industry. Personalisation in general means tailoring services, products, and marketing strategies (Ferenczuk, 2018), which aim to enhance the experience of customers and answer their needs more effectively and in a shorter time. In recent years, personalisation has become an increasing trend with the rise of Big Data (Barten, 2017).

Besides, the sub-category of the hospitality area, travel as well as tourism are one of the world's largest industries. Tourism activities have a multiplier effect on the ecosystems of hotels, tourist projects, retail businesses, restaurants, and transportation services ("Hospitality (Hotels and tourism)," 2021). To put it another way, tourist arrivals will have an impact on other hospitality industries such as lodging (hotels) and food and beverages (eateries, restaurants). When tourists arrive, for example, they will find accommodation to stay in, such as hotels and homestays. Tourists also dine in restaurants and eateries for breakfast, lunch, and dinner. Hence, the growth in the number of inbound and domestic tourists has essential impacts on the various businesses in the hospitality industry. Nevertheless, travel and tourism contribute slightly below 2893 billion U.S. dollars to the global GDP (Lock, 2020).

Unfortunately, the outbreak of COVID-19 has resulted in a significant drop in revenues in the hospitality sector worldwide over the past two years (Simon, 2020). The governments of many countries have imposed lockdown or partial

lockdown on their countries to curb the transmission of COVID-19 (Salcedo et al., 2020). Moreover, travel restrictions and fear of COVID-19 infection resulted in a decline in the number of tourists, which affected business activities and led to a decline in the tourism business. Consequently, the hospitality industry has been hit hard by the outbreak of COVID-19 (Molla, 2020).

With the growing pressures and threat of job security among hospitality employees during the pandemic, academicians have addressed the concerns of rising presenteeism and job burnout (Aguiar-Quintana et al., 2021; Mahmoud et al., 2021). The employees are likely will still present to work despite of impair health conditions as they perceive that it helps in securing their job and income. As people are physically present at work but mentally disengaged, presenteeism might be difficult to spot (Randstad, 2021). To put it another way, presenteeism occurs as employees arrive at work with illnesses such as headaches and depression that are difficult to diagnose which refrain their ability to perform.

1.1.1 Trends and Challenges of Hospitality Sector

As indicated earlier, the sub-sectors of the service industry, namely the hospitality sector are the major pillars that contribute to the income of the country. (Hazim, 2020). The hospitality industry in Malaysia accounts for 6% of the country's GDP (The Malaysian Reserve, 2021). According to the World Travel and Tourism Council (WTTC), the hospitality industry is a major driver of global value creation (EHL Insights, 2020). In the first half year of 2019, Malaysia saw a growth in the tourism sector, boosted by stronger international tourist arrivals (Azura, 2019). With the influx of 13.35 million international tourists to Malaysia, the growth of tourist receipts was recorded at 6.8 per cent during the period. Consequently, a total of RM41.69 billion has been contributed by the sector to the revenue of the country in the first half year of 2019 (Tourism Malaysia, 2019).

Moreover, there were 20,109,203 international tourist arrivals between January and September, as compared to 19,386,115 visitors during the same period in 2018. It indicates an increase of 3.7 per cent as compared to the year 2018 (New Straits Times, 2019). Tourist arrivals have a significant contribution towards the other segments in the hospitality industry, such as accommodation, food and beverage as well as travel and tourism.

Figure 1.1:

Tourist Arrivals

Source: My Tourism Data (2020)

Figure 1.1 illustrates a fluctuation in tourist arrival from the year 2015 to the year 2019 in Malaysia. It shows the lowest number of tourist arrivals in 2015 which was 25.72 million tourists, and the highest in the year 2016 which was 26.76 million tourist arrival. As shown in, Figure 1.1, there was a slight drop from the year 2016 to 2018, which was from 26.76 million to 25.83 million tourists arriving respectively. However, the number of tourists arrival increased to 26.1 million in the year 2019 (Tourism Data, 2020).

Figure 1.2:

Tourism Receipt

Tourist Receipts (RM Bill)

Source: My Tourism Data (2020)

Figure 1.2 depicts an increase in tourist receipts from the year 2015 to 2019. It grew from RM 69.12 billion in 2015 to RM 86.14 billion in 2019. Furthermore, it demonstrated that the highest growth rate in 2016 was 18.78 percent (Tourism Malaysia, 2020).

However, the growth of the hospitality industry has been hampered by the outbreak of the novel coronavirus - COVID-19. The Ministry of Tourism, Arts and Culture (MoTAC) replaced "Visit Malaysia 2020 (VM2020)" campaign with a new campaign which is "Malaysia, Truly Asia" (Malay Mail, 2020). MoTAC is confident in strengthening the level of competitiveness and sustainability of tourism in the country through the efforts taken. Such an approach helps to ensure the industry is comprehensive (Malay Mail, 2020).

The outbreak of COVID-19 affects businesses across different sectors as many countries including Malaysia restrict business activities and movement among people is restricted, as Movement Control Order (MCO) was introduced. Such measure has resulted in economic impacts on businesses; many find it difficult to survive but lay off workers or have their salaries cut (Bernama, 2020). Hence, the economic downturn and uncertainty of the future business outlook

make the employees feel burnout because they may lose employment. The potential loss of a job will make them unable to sustain their living.

During MCO, eateries or restaurants and retail stores are allowed to operate with shortened business hours (New Straits Times, 2020). For hotels, it is a part of crucial services allowing them to operate during the MCO, however, hotels are stopped from accepting new guests, and they can only supply services to those who had already checked in into the hotel before the MCO began, while some hotels have been used as quarantine centre (Rafidah, 2020; Teoh, 2020). Malaysian Association of Hotels (MAH) expects a slow recuperation for the hotel industry, after MCO has been lifted, the hotel operators would be focusing on domestic tourism (Teoh, 2020). Moreover, the "Clean and Safe Malaysia" campaign is aimed to restore trust from foreign and domestic tourists (Deutsche Welle, 2020). Lessons from other countries, such as China showed that there is a significant surge in domestic tourism after the lockdown was eased (Xu & Woo, 2020). At the present stage, most economic sectors and economic activities in Malaysia have re-opened and operated normally (Sorvar, 2020).

Employees' burnout and presenteeism caught more attention amid the global pandemic. Many reports showed employees in the hospitality industry are vulnerable to job burnout due to long working hours, time pressure, and low social support (Portoghese et al., 2014). Every individual is likely experiences burnout, but employees working in hospitality sectors are more susceptible than other professions (Schnitzer, 2019).

On the other hand, presenteeism is a behaviour that employees and employers present to the workplace physically but not mentally present (Lui et al., 2018). Presenteeism happens because of some reasons such as lack of employment and income, anxiety about having no time to accomplish the work when a day off is taken, the necessity of continuous and repeated work control as well as

the idea that he or she will bear the pressure from the workmate when he or she does not come to work due to sick or poor health (Cankul & Temizkan, 2020).

Nevertheless, presenteeism among employees may pose higher risks and costs to the company and others. According to Temizkan and Cankul (2020), employees who are not well have difficulty accomplishing their tasks in the workplace, hence distracting their attention and energy in performing their tasks. In addition, employees feel difficult to handle work strain, they do not enjoy doing their work and despair to finish their work when employees are sick (Temizkan & Cankul, 2020). Hence, this will affect the employees' productivity, which will lead to customers' dissatisfaction towards the services provided. Moreover, presenteeism had a deleterious effect on an individual's physical and mental health (Lu et al., 2013).

1.2 Research Problem

The high rate of employee job burnout in the service industry, specifically in the hospitality sector, has become one of the important issues that need attention from management (Harjanti & Todani, 2019). Several past studies have reported various adverse consequences of job burnout on employees, such as underperforming at work, health problem and declining well-being (Lizano, 2015). Besides the typical job requirements, undeniable that the COVID-19 pandemic has put pressure on employers and workers (European Agency for Safety and Health at Work, 2020). This pandemic has resulted in increased pressure on management and employees in the hospitality sector due to new practices, procedures and preventive measures to make sure the safety of all workers and customers.

Ferreira (2019) stressed that presenteeism tends to be a rising issue when there are economic challenges and many companies are either downsizing or going out of business, which results in declining resources and job insecurity among employees. Lucinda (2019) has discovered that the concept of "presenteeism" has evolved to include a wide range of deleterious behaviour relating to how individuals work. According to Lucinda (2019), the pressure to come to work at all costs has notably increased presenteeism, which results in a toxic organisational culture in which no one wins. Previous research has shown that the work environment or one's characteristics are closely related to presenteeism (McGregor, 2017). Presenteeism is not often obvious as it is hard to notify when and the amount of sickness or medical conditions hamper an individual's performance (Hemp, 2004).

Furthermore, the intensity of the workforce in the hospitality industry has always been attributed to the non-replaceable role of personal services (Harjanti & Akbar Todani, 2019). Service sector employees specifically those who involve in the hospitality industry are easily exposed to tiresome because they are faced with demanding work, complex procedures, and severe interpersonal relationships at every stage of their working day (Wells, 2020; Yirik et al., 2015). Additionally, employees need to be responsive and be present physically although sick in serving different needs of the customers and avoid making errors, which have resulted in increased burnout and consequently affected their performance (Harjanti & Akbar Todani, 2019).

In a similar vein, presenteeism is a common occurrence in the workplace, and it's much more prevalent when hospitality personnel/employees work remotely (Randstad, 2021). Presenteeism is caused by a variety of factors, for instance, the hospitality industry has imposed harsh environmental demands, which consist of tight time frames, unanticipated communication with customers, high emotional demands, long working hours, frequent work requirements, shift work, and low control (Sampson & Akyeampong, 2014).

According to Noor Hassanah (2014), employees in the hospitality industry always possess a sign of strain due to overwork and organisational demands. Such situations have put the employees under pressure and give credence to the incident of job burnout among the workers. In short, workers who work in the hospitality industry frequently encounter job burnout, at the same time, they present to the workplace to complete their tasks.

The Job Demands-Resources (JD-R) model (Demerouti, 2001) and the Conservation of Resources (COR) theory (Hobfoll, 2001) are two important underlying theories in explaining the antecedents and consequences of burnout. A survey by Consultant firms, such as Paychex (2019) reported that around 75 to 80% of hospitality, wholesale and retail employees were suffering from job burnout due to high workload. According to a past study, a significant positive predictor for emotional exhaustion and depersonalization respectively was time pressure (Cao & Naruse, 2019). Moreover, an increase in time pressure would reduce employees' performance (Muraale et al., 2018). The development of social support systems in the job setting should reduce job-related and consequent burnout (Wang, 2018). Despite past empirical studies that have established that workload and time pressure resulted in increased job burnout (McCormack & Cotter, 2013), the extent to which these two forms of job demands will explain presenteeism indirectly through job burnout among the employees need to be further evaluated.

Moreover, in their study of 30 years of longitudinal research between job insecurity and well-being, De Witte et al. (2016) called for more empirical examinations to acknowledge the specific impact of job insecurity in different situations. According to a study conducted by Vander Elst et al. (2016), the link between job insecurity and strain results was disrupted by a breach of the psychological contract. Meanwhile, job insecurity was significantly correlated with presenteeism (Mokhtar et al., 2019) and job burnout (Tilakdharee et al., 2010). But, thus far, the evaluation of the effect of job insecurity on workplace productivity (i.e., presenteeism) via job burnout has not been fully understood.

Vast research has discovered that the psychology of perfectionism is quite complex (Swider et al., 2018). Perfectionists have high degrees of conscientiousness and motivation as compared to non-perfectionists. Nevertheless, they often set inflexible and unlimited high standards and demands and tend to have a mindset of all-or-nothing regarding the performance of their job ("my work is either perfect or a total failure") and self-worth believing there is a possibility of doing their work well (Swider et al., 2018). Hence, perfectionists tend to experience excessive strain, burnout, and worry. Perfection might provide advantages in the workplace as workers are willing to work longer hours, but perfectionistic tendencies can also certainly weaken workers at work. Earlier reviews have reported the immediate effect of personality traits on prolonged stress (Alarcon et al., 2009), as well as presenteeism and job burnout (Ferreira, 2018). However, the analysis of the intervening effect of job burnout between perfectionism and presenteeism is still limited (Neto et al., 2017).

In a nutshell, this research distinguishes from the previous study by examining the mediating effects of job burnout between job demand, social support, perfectionism and presenteeism among hospitality employees in Malaysia.

1.3 Research Objective & Research Question

1.3.1 Research Objectives

The research objectives are shown below:

1. To examine the influence of workload on job burnout

2. To examine the influence of job insecurity on job burnout

3. To determine the influence of time pressure on job burnout

4. To examine the influence of social support on job burnout

5. To determine the influence of perfectionism on job burnout

6. To evaluate the influence of job burnout on presenteeism

7. To determine the influence of job demand (workload, time pressure, and job insecurity) on presenteeism

8. To determine the influence of social support on presenteeism

9. To determine the influence of perfectionism on presenteeism

10. To examine the mediating effect of job burnout between job demands (i.e., workload, time pressure and job insecurity) and presenteeism

11. To determine the mediating effect of job burnout between social support and presenteeism

12. To evaluate the mediating effect of job burnout between perfectionism and presenteeism

1.3.2 Research Questions

Below are the research questions of the study:

1. Does workload has a significant impact on job burnout?

2. To what extent does job insecurity significantly influence on job burnout?

3. Does time pressure exert a significant influence on job burnout?

4. Does social support significantly influence on job burnout?

5. To what extent does perfectionism exert an important influence on job burnout?

6. Does job burnout significantly impact presenteeism?

7. Does job demand (i.e., workload, time pressure, and job insecurity) significantly influence on presenteeism?

8. Does social support has a significant impact on presenteeism?

9. Does perfectionism significantly influence on presenteeism?

10. Does job burnout intervene the relationship between job demands

    (i.e., workload, time pressure and job insecurity) and presenteeism?

11. Does the relationship between social support and presenteeism mediated by job burnout?

12. Does job burnout acts as a mediator on the relationship between perfectionism and presenteeism?

1.3.3 Hypothesis

In accordance with the research objectives and research questions, the hypotheses for this study are listed as the following:

H1(a): Workload has a significant influence on job burnout

H1(b): Job insecurity has a significant influence on job burnout

H1(c): Time pressure has a significant influence on job burnout

H2: Social support has a significant influence on job burnout

H3: Perfectionism has a significant influence on job burnout

H4: Job burnout has a significant influence on presenteeism

H5a-c: Job demand (i.e. (a) workload, (b) time pressure (c) job insecurity) significantly influence presenteeism

H6: Social support has a significant influence on presenteeism

H7: Perfectionism has a significant influence on presenteeism

H8a-c: Job burnout mediates the relationship between job demand (i.e., (a) workload, (b) time pressure, (c) job insecurity) and presenteeism

H9: Job burnout mediates the relationship between social support and presenteeism

H10: Job burnout mediates the relationship between perfectionism and presenteeism

1.4 The Significance of the Study

1.4.1 Theoretical Perspective

The current study can add value to the existing research in different ways. First, this study builds on the Job Demands-Resources (JD-R) Model and Conservation Resources Theory (COR). The intervening effect of job burnout between job demands, social support, perfectionism and presenteeism is conveyed by JD-R Model and COR Theory. Specifically, this study tests the relationships between perfectionism and presenteeism through job burnout, which has not been analysed in the previous study, especially in the Malaysian context. Perfectionists tend to strive for flawlessness and set very high-performance targets, they demonstrate overly serious self-analysis and concern for others' analysis (Childs & Julian, 2010; Stoeber & Joachim, 2010). Perfectionism involves personal demands, being a perfectionist can lead employees to unwittingly sabotage success at work, leading to prolonged stress or burnout (Wood, 2018). Therefore, this study complements the earlier studies which have investigated the roles of individual characteristics such as psychological capital (hope, self-efficacy, resilience and optimism), and core self-evaluations on job burnout (Alarcon et al., 2009; Best et al., 2005; Contreras et al., 2020; Kotze, 2018).

Moreover, the evaluation of job insecurity is in time in the present highly uncertain environment and global economic slow-down due to the COVID-19

fallout (International Labour Organization, 2020). The most job was seen to be stable and secure in the past, however, those impression has been shaken by the experience of the past twenty years, with the advent of high and persistent jobless in many countries and worries about job insecurity have escalated sharply (OECD, 2020). Reports by OECD (2020) showed that jobs are less secure now than they were in the past. It also has implications for the macroeconomy, sometimes being associated with lower levels of consumer expenditure and greater wage restraint (OECD, 2020). Job insecurity was described as a main psycho-social hazard by the European Union (2013). Individual well-being (e.g., burnout) and poorer health are closely related to job uncertainty. Besides, De Witte et al. (2016) indicated that more empirical study related to job insecurity is needed. As such, a better knowledge of the impacts of employees' perception of job uncertainty and its consequences, can be obtained from this research, especially in the face of the Covid-19 pandemic and economic downturn.

Furthermore, this study also evaluates social support as an important resource. Despite numerous research addressing the relationship between burnout and social support, but lack of exploration of the relationships between social support and presenteeism through job burnout. Social support can be described as the emotional flow, information and/or appraisal (information relevant to self-assessment) and instrumental aid among people (Wang, 2018). Received social support can make things done in times of need (Wang, 2018). Therefore, this research is meant to further enhance the earlier studies.

In addition, Neto et al. (2017) also emphasized that studies on the intervening (mediating) variables of job burnout between its antecedents and presenteeism are scarce. As such, the present study which evaluates the mediating impact of job burnout on the connection between job demands, social supports and perfectionism in this study will be able to contribute to the existing burnout literature.

1.4.2 Practical Perspective

Practically this research benefits the management who operate in the hospitality industry. The management must make sure of their subordinates' well-being. Through this research, managers will have ideas to ensure the burnout of employees can be reduced. For example, managers may try to listen to their employees' disagreements patiently regarding their tasks or any other problems (Campbell, 2019). This can reduce the subordinates' pressure when they are at the workplace.

Moreover, this study enables managers to have a greater awareness of the causes of presenteeism and to adopt effective approaches to reduce such counter-productive practices among employees. Employees tend to find it difficult to disclose their problems to managers (Liz, 2015). As such, management needs to realize that job burnout can be an integral signal of presenteeism among employees.

Through the present study, the management should be able to have a greater understanding of the need to appropriately determine the employees' workload, task completion schedule and encourage social support in the workplace as a measure to reduce burnout. Moreover, the management of the hospitality industry would be better aware of the need to make proper arrangements about the work needed to be performed by the employees and inform them as early as possible so that the employees are not saddled with a huge pile of last-minute stress (Campbell, 2019). Besides, managers or supervisors have to give clear instructions to the employees so that they will not do redundant work with limited time (Campbell, 2019). In short, this study can benefit managers or supervisors by providing them with better ideas to minimize job burnout among employees and reduce the loss of productivity due to presenteeism.

On the other hand, this research leads Human Resource (HR) professionals to understand the detailed knowledge of burnout and the issue of presenteeism. The insights that can be generated from this study are useful for HR professionals in formulating proper plans and actions that can be taken to detect the symptoms of burnout among employees at the early stage. Besides, the results also can assist the HR professionals in determining the support (e.g., emotional support) that can be provided to the employees. This may include regularly reminding the employees that they are valued and cared for by the team and company. Furthermore, HR managers have to be able to solve problems that are raised by employees. For example, if a burnout employee is complaining about an excessive workload, then HR personnel can help them by teaching them how to set boundaries and say no assertively as well as management tips (Zojceska, 2018).

This study also contributes to societies where it will provide awareness to societies regarding the knowledge of job burnout which leads to a bad phenomenon, "presenteeism" in organisations. Therefore, through this study, one can learn and should be able to manage and maintain their health, one way is by getting enough sleep (Tottle, 2020). The societies will learn to set some goals and objectives for themselves to achieve and also work at a pace that suits them (Tottle, 2020).

In short, this study contributes to management, HR personnel and society to ensure job burnout can be reduced as well as lessen presenteeism in the hospitality industry.

1.5 Definition of Key Terms

Workload: Workload can be explained as "the enormous amount of work required of an employee" (Spector & Jex, 1998, p. 358).

Time Pressure: Time pressure occurs when the workers are demanded to work faster than usual in order to accomplish the work that has been assigned to them (Semmer et al., 1998)

Job insecurity: "Employees' subjectively perceived and undesired possibility to lose the present job in the future, as well as the fear or worries related to this possibility of job loss" (Vander Elst, De Witte, & De Cuyper, 2014, p. 365).

Social support: Helpful social interaction available from superiors and coworkers in the workplace (Susskind, Kacmar & Borchgrevink, 2003).

Perfectionism: Hewitt and Flett (1991) explained three perfectionism components self-oriented perfectionism (i.e., striving for personal standards of perfection), other-oriented perfectionism (i.e., set unrealistic standards for significant others), and socially prescribed perfectionism (to achieve expectations and standards that have been prescribed by significant others).

Job burnout: Maslach et al. (1996) explained burnout as the psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with other people in some capacity.

Presenteeism: Presenteeism is the loss of health-related productivity while at work (Kessler et al., 2004).

1.6 Chapter Summary

The first chapter contains the background and problems of the research. The aims of the research have been clearly explained in the current chapter. In addition, research significance which comprises of theoretical perspective and practical perspective is explained in this chapter. To fill the gap in the research, literature review is required and is to be elaborated and discussed in chapter two.

Chapter 2 Review of Literature

2.0 Introduction

This chapter offers a comprehensive assessment of the supporting hypotheses, as well as the independent variables of job demand (i.e., job insecurity, time pressure, and workload), social support, and perfectionism. The notion of job demand (i.e., job instability, time pressure, and workload) was explored in this chapter, as well as social support, perfectionism, and presenteeism. The underlying theories and hypotheses are also discussed in chapter two.

2.1 Underpinning Theories

Underpinning theories are theories that help to understand the social context (Gregor, 2002). This study proposes the Job Demand-Resource Model (JD-R Model) and Conservation of Resources (COR) Theory. These theories assist researcher in explaining and comprehending "how" and "why" things happen the way they do. The JD-R model, for example, is used to explain the disparity that exists between a person's demands and the extent to which that person has the resources to meet those demands (Demerouti, 2001). Furthermore, the COR theory (Hobfoll et al., 2018) explains people's behaviour in terms of evolutionary needs to obtain and conserve resources in order to survive.

2.1.1 Job Demands-Resources Model (JD-R model)

A well-known model in occupational stress is the Job Demand-Resource (JD-R) model (Demerouti, 2001). The model contends that prolonged stress is a form of response to the imbalance that occurs between the demands that are faced by the person and the extent to which an individual has the resources to deal with those demands (Demerouti, 2001). The JD-R model (Demerouti, 2001) is widely discussed in burnout research, and it is an important framework in understanding the antecedents of burnout. It suggests that demanding work can

escalate stress and result in a health impairment process. On the contrary, improvements in employees' productivity and motivation are induced by the availability of high resources.

According to Demerouti (2001, p. 501), "job demand" refers to "those physical, social, or organisational aspects of the job that require sustained physical or mental effort and are associated with certain physiological and psychological costs." Job uncertainty, work overload, and interpersonal conflict are the major concerns about job demand. (Schaufeli & Taris, 2014). The JD-R model expects that additional effort must be exerted when job demands are high to attain the work goals and avoid declining job performance. Physical and psychological symptoms of job burnout include fatigue and irritability (Schaufeli & Taris, 2014). When employees exert too much energy, they will have insufficient or inadequate recovery, and this will gradually exhaust employees physically and mentally. Job resources mean "those physical, social or organisational aspects of the job that may be functional in attaining work goals; reduce job demand and associated physiological and psychological costs; stimulate personal growth and development" (Demerouti et al., 2001 p. 501). Feedback, job control, and social support are examples of job resources.

The JD-R model proposed two processes for the occurrence of burnout. The first process is the health-impairment process. This process explains why employees who suffer from excessive job demand for the long term, which applies to those workers who have inadequate recovery, This will result in one's sustained activation and being put under pressure. An energetic component of burnout (exhaustion) will occur eventually. Secondly, a lack of resources makes it difficult for someone to complete tasks and accomplish goals at work, which eventually cause withdrawal behaviour (Schaufeli & Taris, 2014). The motivational potential of job resources is the second process. Based on the JD-R model, the negative effect of job demands on job burnout will mitigate by job resources (Schaufeli & Taris, 2014). Besides that, the outcomes of burnout are formed from the performance measures included in the extended

JD-R model (Schaufeli & Taris, 2014). Sales performance of a team (Bakker et al., 2008), extra role and in-role performance of employees (Bakker et al., 2004) may cause job burnout.

A revised version of the JD-R model was presented by Schaufeli and Bakker (2004), which incorporated engagement at work apart from burnout into the model. The causes of job burnout may be due to poor job resources and high job demands. Moreover, job burnout was assumed as the factor that leads to health issues, which include cardiovascular diseases, depression as well as psychosomatic complaints (Melamed et al., 2006). Job resources play an important role in extrinsic motivation because they start the disposition to disburse compensatory effort. Job demands and fostering objectives achievement will be lower, thus improving employees' work engagement (Schaufeli & Bakker, 2004) Job resources also perform the role of intrinsic motivation because they fulfilled the basic needs of people for competencies, relatedness and autonomy (Deci & Ryan, 2000; Van den Broeck et al., 2008). For example, the rise of job competencies may come from superiors' feedback because it enables promotion learning, whereas the requirement for autonomy and relatedness can be fulfilled respectively by social support and decision latitude.

The JD-R model was utilised to explain burnout among employees across different sectors, including the hospitality industry (Schaufeli, 2017; Demerouti et al., 2001). In a research carried out by Pienaar and Willemse (2008), they expounded that employees in the hospitality industry face the risk of burnout due to demanding customers, excessive and anti-social working hours. On the other hand, work engagement is specifically crucial in the hospitality industry because it can improve service quality and thus enhance the level of loyalty among customers (Salanova et al., 2005).

The extension of the initial model of JD-R (Xanthopoulou et al., 2007), not only explained the motivational capabilities of job resources in reducing

burnout, and enhancing work engagement (Bakker & Demerouti, 2007); but personal resources were also included in the model (Xanthopoulou et al., 2007). Xanthopoulou et al. (2009) stated that job resources foster their resources, which also results in job engagement. Therefore, the model expanded by presenting that job resources and personal resources are tallied. Lastly, engagement at work will give an advantage to work-related outcomes in return, thus workers who are involved can create their own resources. Those resources will encourage work engagement going on and continuously improve resources. Demerouti and Bakker (2011) explained that employees who are faced with excessive job demands, limited job resources and lack of personal resources (e.g., self-efficacy and optimism) are more likely exposed one to a high risk of job burnout.

Figure 2.1:

JD-R Model

Source: Bakker and Demerouti (2007)

2.1.2 Conservation of Resource Theory (COR)

Conservation of Resource Theory (COR) is a theory that measures stress and burnout (Hobfoll et al., 2018). At its key, it is a theory that explains peoples' behaviour based on the evolutionary needs to obtain and conserve resources for survival. In another word, this stress theory describes that motivation is an important driver for human to preserve their existing resources and to hunt for new resources. COR theory emphasizes that the loss of these kinds of resources will drive a person to a certain level of stress. COR theory indicates that stress occurs when there were threats to the potential loss of key resources; when one has lost the key resources; when there is a failure to obtain the key resources despite one having put in substantial efforts (Hobfoll et al., 2018).

COR Theory is a basic belief that people attempt to acquire, protect, retain and nurture things that are valuable to them (Hobfoll, 2001). These things that they valued are termed resources. In another word, anything that individuals perceived can meet their targets is regarded as a resource (Halbesleben et al., 2014). Resources can be broken down into four categories which are objects, conditions, personal characteristics, and energies. According to research by Hobfoll (2001), object resources are physical parties which are valued, such as a house or transportation. Condition resources are social circumstances that help people to obtain other resources. For instance, status, money or shelter, employment, tenure and seniority. They also include such conditions as employment and tenure. Personal resources or personal characteristics are a kind of resource which involves skills or personality features that enable a person to better withstand stressful conditions, attain desired objectives, or to receive other resources. Personal attributes like self-esteem, optimism, job skills or social talent are also regarded as personal resources Lastly, energy resources are resources that can be used to obtain other reserve supplies and they involve money as well as knowledge (Hobfoll, 2001).

There are two basic principles covered in COR Theory, namely Primacy of Resource Loss and Resource Investment. First, the Primacy of Resource Loss states that it is more hurtful for individuals to lose resources as compared to there is a gain resource (Halbesleben et al., 2014), the idea that it is more harmful psychologically for a person to lose resources than it is more helpful

for a person to gain the resources that they lost (Halbesleben et al., 2014). This principle also indicates that resource loss is disproportionately more noticeable than resource gain. In the context of organisational behaviour study, the loss of resources has predominantly been applied to understand how a person experiences stress or prolongs stress (Halbesleben & Buckley, 2004; Hobfoll, 2001).

There were numerous proportions of research discovered that when a person loses necessary resources in the workplace, they have a greater possibility of experiencing long-term stress in the form of burnout (Shirom, 1989), suffer from depression (Kessler, Turner, & House, 1988), and experience different physiological outcomes (DeVente et al., 2003; Melamed et al., 2006). However, this tenet consists motivational element where a person will connect in behaviour that ought to prevent losses of resources since the loss of resources can adversely affect the well-being of a person (Halbesleben et al., 2014). For instance, in the circumstances of abusive supervision, employees who possess lesser resources are more prone to engage in response avoidance (Whitman et al., 2014). This is because he/she will attempt to avoid the potential further losses of resources as a result of interacting with the abusive supervisor (Whitman et al., 2014).

The second principle refers to resource investment. This principle emphasised that people will have the propensity to invest resources as a way to secure against loss of resources, to regain resources from losses, and to acquire resources (Halbesleben et al., 2014). This principle has usually been assessed in the context of coping where it suggests that coping includes resources investment to prevent resource losses in the future (Ito & Brotheridge, 2003; Vinokur & Schul, 2002).

Furthermore, there were several corollaries involved in COR theory (Hobfoll, 2001). The first corollary states explained that it is a better place for a person with resources to invest their resources. In other words, there is a higher chance to invest resources for those people with plenty of resources to draw from. The second corollary defined that presently resource loss will lead to loss of

resources in the future. It also indicates that individuals' resources lose, and investment becomes more difficult (Hobfoll, 2001). The third corollary is stated that presently resource gain will lead to gaining more resources in the future (Hobfoll, 1989). As such, individuals who obtain resources will have a better situation to invest and earn more resources. Corollary four refers that a shortage of resources will invariably cause defensive attempts to conserve the remaining resources (Hobfoll, 1989, 2001).

In conclusion, COR theory (Hobfoll, 1989, 2002) explained that people try to secure and accumulate resources because resource loss is faster than resource gain. Since resource loss is quicker than resource gain, there are need to make necessary investments in resources. Moreover, resources have the capability to produce other resources (Hobfoll, 2002). The increase in resources is useful in producing more and more resources that can contribute to positive or desirable performances (Hobfoll, 2002).

The job Demand-Resource (JD-R) model and the Conservative of Resource (COR) model were applied in this research. For the current study, the JD-R model serves as the foundation to explain job burnout, which is a response to the imbalance between demands and the resources that a person has to handle those demands. As job demands such as workload, time pressure and job uncertainty increase and there is a lack of resources like social support, burnout increases and eventually resulted in the escalation of negative impacts – loss of productivity which can be reflected in employees' presenteeism. Therefore, the COR model is used in the study to conserve or strive to retain the resource to ensure employees can deal with the demands.

2.2 Key Variables of the Study

2.2.1 Dependent Variable

2.2.1.1 Presenteeism

According to Arjona-Fuentes et al., (2019), presenteeism in the hospitality industry is a serious concern, especially for those employees who prepare the food and have direct contact with others (customers and colleagues). Besides, employees' tendency to still present at work despite being unwell may be for irreplaceable reasons and do not want to burden their colleagues with performing the tasks. Due to the shortage of employees during the COVID-19 pandemic conditions, they have to present to the workplace to keep track of the tasks in order to complete them on time. Presenteeism not only reduces the service quality but may result in the transmission of viral diseases that will severely affect the normal functioning of the organisation (Arjona-Fuentes et al., 2019).

There are various definitions of presenteeism. For example, John (2009) described presenteeism as a person with excellent attendance (the opposite of absenteeism), but with productivity loss. On the other hand, Kessler et al. (2004) defined presenteeism as inadequate work performance. As such, presenteeism was a measure of suboptimal work performance, which was related to the loss of productivity while at work. As presenteeism results in lower efficiency or productivity among the workers and reduces their work performance. The analysis of presenteeism can be more challenging than absenteeism as it is not easily detected (Kessler et al., 2004).

The Health and Work Performance Questionnaire (HPQ) was developed to examine employees' performance at work. The HPQ was developed mainly because the existing self-reported measures that related to work performance failed to meet the requirements of the World Health Organization (WHO) (Kessler et al., 2004). The self-reported measures in HPQ include items that measure the difficulties in many concrete or actual aspects of performance in the attempts to cover the job demands of various existing occupations (Kessler

et al., 2004). The HPQ scales cover items that are related to two different aspects of work performance or work productivity, which include presenteeism and absenteeism (Kessler et al., 2004). Presenteeism is determined through employees' level of performance as compared to others, their concentration on the work, quality of work, level of carefulness while working, and work at the time they are supposed to work. Besides, presenteeism among employees can be demonstrated through the kind or amount of work they can perform. The HPQ presenteeism scale was found to be sensitive to the change in performance and demonstrated good reliability and validity (Kessler et al., 2004).

In a similar vein, when a person opts to present to work even when he/she is sick should rest at home (Arjona-Fuentes et al., 2019). On the other hand, presenteeism is also regarded as a loss to employers because employees are not able to function fully even though they are in the workplace due to illness, injury or other conditions (Kenton, 2021).

Table 2.1 showcases different definitions to describe presenteeism. Presenteeism illustrates separately defined as favourable (refer to definitions a), relatively obsessive (definitions b), reference to a person's status of health (definitions c), and always rarely achieving fully productive (definitions d and e).

Table 2.1:

Definition of Presenteeism

Presenteeism (Definitions)	Source
a. Present to work, as avoid being absent; excellent attendance	Smith (1970); Stolz (1993)

b. Work excessive hours, putting in ''face time,'' even when sick	Simpson (1998)
c. Present at the workplace although feel unhealthy or even face with events that normally force to absent, such as child care issues	Evans (2004); Johansson & Lundberg (2004)
d. Decrease work productivity as a result of health issues or other circumstances (e.g. office politics that divert a person from being able to be fully productive.	Hummer, Sherman, and Quinn (2002); Whitehouse (2005)
e. Health issues will decrease productivity at work.	Turpin et al. (2004)

Source: Johns (2010)

Hägerbäumer (2011) defined presenteeism as the behaviour present at work of employees while they have symptoms of an illness. Hägerbäumer (2011) discussed the advantages of presenteeism behaviour. To begin, neither the consequences of presenteeism (e.g., productivity loss) nor the acceptance of any antecedents (e.g., job insecurity) are entirely related to behaviour-based concepts. These factors and impacts can be analysed in presenteeism independently. The second advantage is that it does not involve the assessment of behaviour, such as sickness presence, meaning "going to work without judging one's current state of health, as sick leave should be taken" (Aronsson & Gustafsson, 2005, p. 958). Presenteeism can have positive and negative outcomes. This is crucial in the workplace. It may have a positive effect on presenteeism, such as in cases of psychological illness, musculoskeletal disorders, and incurable pain (Bödeker & Hüsing, 2008; Howard, 2009).

Presenteeism lowers the employees' productivity, thus impairing the business competitiveness at the organisational level. From an organisational perspective, presenteeism is viewed as negative organisational behaviour. If employees who are ill still turn up for work, they will develop more serious illnesses instead of

resolving minor illnesses. Hence, presenteeism is considered a risky behaviour for employees (Johns, 2009).

Nevertheless, at a personal level, it may make worse individuals sick, resulting in unsatisfied customer service and the propagation of the disease to coworkers and/or customers. Johns, (2009) found that from an employee's point of view, presenteeism is crucial in that it might impair the working life quality and lead to a conception of ineffectiveness at work because productivity decreased.

Furthermore, presenteeism indicates that, although an employee is currently at work, he or she may be unable to carry out the duties and is likely to make mistakes on the task. According to Arossan (2000), researchers focus on illness presenteeism particularly, designating the phenomenon of individuals who ignore their health conditions that should deserve rest and not attend work, are still present at their jobs. Presenteeism will not only lead to deterioration of health but also loss of productivity. Moreover, numerous organisational and guideline practises that are formulated to reduce absenteeism could excite attendance while ill.

2.2.2 Independent Variable

2.2.2.1 Job Demand

The hospitality industry is highly labour-intensive (Sampson & Akyeampong, 2014). Employees in the hospitality industry encountered with high demands in the workplace, such as long working hours, high workload, shift work, performing routine work, need to follow the tight time frame, and interacting with different types of guests or customers (Kristensen et al., 2002). Consequently, employees who work in the hospitality industry were exposed to fatigue at work due to these demands which eventually resulted in burnout among the employees in the sector (Wallace, 2003).

2.2.2.2 Workload

Spector and Jex (1998, p. 358) explained that "workload can be assessed through the number of hours worked, production level as well as mental demands". Spector and Jex (1998), developed the Quantitative Workload Inventory (QWI) for the perceived quantity of work by determining the pace and amount of work that is performed by the employees. The 5-item QWI was designed to assess the amount or quantity of work done on a job, as opposed to the difficulty of the work.

On the other hand, the workload was defined as "the perceived relationship between the amount of mental processing capability or resources and the amount required by the task" by Hart and Staveland (1988, p.125). The amount of work expected of an individual is meant in this simpler concept (Hart & Staveland 1988). At a simplified stage, the workload can be determined as the costs of completing a job for a human operator and these costs can be exhausted, pressured, and mistakes to name a few (Hart, 2006).

According to Johari et al. (2019), work overload can be viewed as the toughness of work tasks which can be a key precursor of employees' mental distress. Moreover, according to Ali and Farooqi (2014), the workload can be perceived as the concentration or volume of tasks and assignments for which an employee is responsible at work. Some people embrace it, while others show frustration towards this job demand. Hence, people may respond differently to workload depending on situations and needs. Among the driving factors for employees to work intensely are their want to compete for career advancement and higher pay. Nevertheless, a prior study showed that employees often encounter with high job pressure due to increased job demand (e.g., excessive workload), thus hampering employees' job performance (Johari et al., 2019).

One of the primary causes of stress among hospitality employees is a heavy workload. Based on the study by Picincu (2019), more than one-third of participants mentioned that tight deadlines and excessive workload are their biggest concerns. Employees' health and productivity can be negatively affected by excessive workloads. According to Picincu (2019), financial problems, job insecurity, and the competitive job market may compel workers to take on great workloads and make compromises. Burnout and stress occur in the long run if employers require their staff to work long hours, like working late hours at night or simply cancelling workers' plans without notice. Furthermore, when employees are burned out, this may lead to demotivation, engaging in conflict, as well as having a difficult time accomplishing their tasks (Picincu, 2019). Picincu (2019) also mentioned that employees will have sleep deprivation, fatigue, poor mental focus, and psychosomatic disorders.

2.2.2.3 Time Pressure

Time pressure was defined as a type of psychological stress that happens when an individual has inadequate time than is necessary to accomplish a job or attain a result (Davis 2016). Time pressure can be measured by using the Instrument for Stress-Related Job Analysis (ISTA) which among others determines the extent to which the employees are required to work faster than usual to complete their assigned tasks (Semmer et al., 1998).

Thus, employees will narrow their focus, complete fewer studies and compare fewer criteria when employees feel time pressure. Time pressure can also be described as a person's belief concerning their capability to complete a task given based on time constraints (Johari et al., 2019). DeZoort and Lord (1997) explained that tasks completed on time reflect the efficiency and effectiveness of task performance.

The downsizing process in the wake of COVID-19 is likely to result in time pressure among the remaining employees as they need to work faster and respond promptly to different customers since less staff is available. Furthermore, some supervisors issue ambiguous instructions and make incompatible demands (Greenhaus & Callanan, 2006). Consequently, time constraints occur as a result of how the supervisor instructs employees on the project or task that must be completed. Supervisors, for example, encourage employees to work faster while remaining accurate. Supervisors also expect employees to complete their tasks by the end of the day, even if they only have time to complete one of them (Greenhaus & Callanan, 2006). Thus, time pressure is closely related to the deadline and employees will feel stress (Manktelow & Thompson, 2020). Time pressure happens when the supervisor distributes and asks employees to complete the tasks but in a limited time. Thus, in this case, employees need to be present at the workplace to keep track of and finish the tasks.

In short, time pressure is one of the key reasons for employee presenteeism (Aronsson & Gustafsson, 2005; Hansen & Andersen, 2009; Henneberger & Gämperli, 2014). Job demand that includes time constraints might be the result of qualitative and quantitative demands (Semmer et al., 1999). Furthermore, this job demand can activate a health-impairing process, which can lead to job strain and the tendency to presenteeism (Demerouti, 2009; Miraglia & Johns, 2016).

2.2.2.4 Job Insecurity

Working life is always filled with different evolutions with serious effects on workers. Organisations in unpredictable economic conditions may, for instance, attempt to recover by outsourcing their business activities or services, cutting the use of materials and expenses or even dismissals (Vander Elst et al., 2014). Organisations may attempt to earn higher profits in their wealthy times by reorganising or by hiring non-permanent workers to extend flexibility and

achieve efficiency (Vander Elst et al., 2014). These evolvements may risen feelings that their job is at risk among employees (Vander Elst et al., 2014). Besides, employees who are working at an organisation which is changing reorganisation and downsizing will encounter different stages of job insecurity (De Witte & Näswall, 2003; Letourneux, 1998; Mauno et al., 2005).

There are numerous definitions of job insecurity documented in the literature. The phrase "powerlessness to keep desired continuity in a feared job situation" describes job insecurity (Greenhalgh & Rosenblatt 1984, p.438). According to Jacobson and Hartley (1991), "job insecurity is the difference between the degree of security an individual actually has and the level they might prefer" (p. 1431). In general, job uncertainty is one's expectation or concern about the continuity or future of his/her job or employment (Davy et al., 1997; Richter et al., 2018; Rosenblatt & Ruvio, 1996). Job security also refers to "an employee's perception of a potential threat to continuity in his or her current job" (Heany et al., 1994, p. 1431). The job insecurity scale by De Witte (2000) measures employees' subjective perception of the possibility that they might lose their existing employment in the future, as well as fear linked with the likelihood of losing a job.

Even though researchers defined job insecurity in different ways, there appeared to be consensus on some elements of job insecurity. First, generally, different researchers agree that the prediction of job insecurity involves subjective experience, which results from an individual's interpretation and point of view of the real working environment. This indicates that the same objective circumstances can lead to varying feelings of uncertainty among employees (Klandermans & van Vuuren, 1999; Sverke et al., 2002). Secondly, workers who prefer an uncertain job position are not affected by job uncertainty because it is seen as an involuntary phenomenon (De Witte, 2005; Greenhalgh & Rosenblatt, 1984; Sverke & Hellgren, 2002) and it does not relate to workers who prefer an undetermined job position. For example, employees choose to work on a short-term basis when they have valid reasons.

In addition, uncertainty about the future is fundamentally felt as job insecurity (De Witte, 1999; Jacobson, 1991; Sverke et al., 2002). This type of experience includes both cognitive (the perceived possibility of losing the current job) and affective (anxiety or worry that arises due to an unpleasant event) components of job insecurity (Borg & Elizur, 1992).

In line with Borg and Elizur (1992), Huang et al. (2010) also viewed job insecurity as a subjective phenomenon that comprises both affective and cognitive components. In the future, the cognitive component encompasses the workers' approximation of the probability that an unwanted job loss may happen. whereas the affective component signifies the worry and anxiety experienced by employees due to the concern of potential unemployment (Hartley et al., 1991). When there is uncertainty about a future job loss, it is difficult for employees to handle the situation compared to an actual job loss. Referring to the stress theory, in the case of suffering or loss, the individual can at least start managing the circumstances. However, in unpredictable circumstances, it makes it difficult to know how to manage problematic circumstances. Thus, job insecurity has always been connected with the feeling of powerlessness among employees towards their employment (Greenhalgh & Rosenblatt, 1984).

According to the recent meta-analysis by Keim (2014), some organisational and work environment situations, for example, working as a labourer, having a short-term contract, and being exposed to organisational changes, will have a high level of job insecurity. Furthermore, the hospitality industry's businesses are highly affected by the situation of the COVID-19 outbreak, leading to job insecurity. Employees' jobs are unstable, and it makes them feel insecure about their work. As such, the threats from the external environment, such as the significant reduction of international tourists due to the COVID-19 outbreak, have led to a feeling of job insecurity. Nevertheless, the perception of job insecurity level can be reduced when there is employee participation in

decision-making, supervisor support, exchange of ideas between a leader and members and justice in an organisation (Zhao et al., 2012).

2.2.2.5 Social Support

Workplace or work-related social support refers to helpful social interaction provided by superiors and co-workers (Susskind et al., 2003). These supports include co-workers or supervisors who are someone that the employees can rely upon, they can provide useful help, information and advice in performing the task. Besides, a supervisor may assist the employees in solving task-related problems.

Additionally, Cobb (1976) outlined how social support was defined in terms of how an individual perceived love, care, and respect of those around them. Social support, in its simplest form, is the idea that someone is taken care of by the availability of help from others.

According to Towey (2016), social support means there is a need or critical issue to provide one with a broader view and self-image among friends and other people, including family members. Social support also alleviates the adverse consequences of unfavourable life events and improves the quality of life. In a study by Sarafino and Smith (2014), one looks for help and support from people around them, and the support they obtain may make them feel part of the social group. Individuals feel valued and belong when there is social support. Furthermore, in the face of the COVID-19 pandemic condition, social support is most typically used to prevent job burnout so that employees have this support resource to deal with demands at the workplace.

On the other hand, Meadows (2016) categorised support into three types, namely emotional support, information support and instrumental support.

Action taken by people to make someone feel cared for is defined as emotional support. Emotional support shows that people have sympathy for others. To help someone by giving information and data is called Information support. Instrumental support refers to physical help, for example, housekeeping, repairing and even in money form (Meadows, 2016).

Furthermore, social support is very important because it can lower psychological stress and also physiological pressure (Meadows, 2017). According to Cohen and Wills (1985), social support imposed in the hospitality industry can protect those people who suffer from the negative consequences of stressors. In a workplace such as the hospitality industry, co-workers and supervisors are considered the sources where employees look for care, respect and help to attain their targets and objectives. In addition, individuals who received full support from their close relationships with friends, family, supervisors and co-workers are less vulnerable to ill health (Towey, 2016). Therefore, it is proven that social support is to be a literal lifesaver.

2.2.2.6 Perfectionism

Perfectionism is a personality trait in psychology. Perfectionism refers to individuals who strive for flawlessness and they tend to set a high standard for performance. Besides, the perfectionist also has critical self-evaluations and concerns about the evaluation of others (Stoeber et al. 2010).

People who burden themselves to attain unpractical goals inevitably lead the person to disappointment. When a perfectionist fails to meet their standards, they tend to be harsh critics of themselves (Colbert, 2015).

Perfectionism is a multidimensional construct (Hewitt & Flett, 1991). 15 items have been adopted and measured by the Multidimensional Perfectionism Scale.

The measure of Multidimensional Perfectionism Scale was developed by Hewitt and Flett (1991) which assesses perfectionism based on three dimensions: "socially-prescribed perfectionism; self-oriented perfectionism and other-oriented perfectionism" (p. 464).

Self-oriented perfectionism refers to the tendency of a person to strive to achieve personal standards of perfection (Hewitt & Flett, 1991). Self-oriented perfectionism shows high personal standards and expects to be perfect. Those individuals with high self-oriented perfectionism are self-critical if they fail to meet high expectations (Hewitt & Flett, 1991). Meanwhile, when people who have this particular quality tend to have an affiliative (the desire to create social and emotional bonds with others) humour style. According to Davis-Laack (2019), self-oriented perfectionism was linked with a few characteristics, such as nurturing, intimacy, social development, and altruism.

Perfectionists who focus on the abilities of others to perform are called other-oriented perfectionism. Among the characteristics of other-oriented perfectionists include they often expect others to be perfect. Besides, they are very critical of those who are unable to achieve their impossibly high expectations. As such, this form of the perfectionist is described as uncaring and they often use an aggressive style of humour as a measure to criticize other people. They seek to dominate others while having a low interest in helping and supporting others (Davis-Laack, 2019). They also tend to use an aggressive style of humour as a way to criticize others (Davis-Laack, 2019).

Besides, the third dimension of perfectionism is socially-prescribed perfectionism. Socially prescribed perfectionists believe that the expectation of communities to be excellent towards those perfectionists. If the communities do not meet the expectations, they will be highly criticised (Davis-Laack, 2019). Those with socially prescribed perfectionism potentially demonstrate low self-esteem. Moreover, they also have difficulties in searching for positive methods to handle adversity and stress as they find that every action is being

evaluated (Davis-Laack, 2019). Referring to Hewitt and Flett (1991), socially prescribed perfectionism was linked to different social interaction variables which include the need for the approval of others and worry fear of negative social evaluation. The demands for self-perfection have resulted in various psychological problems, for example, suicidal tendencies, depression, anxiety, and disorder in terms of personality (Flett, Devis & Hewitt, 2003).

In a systematic review by Ocampo et al. (2019), they revealed that one of the most well-studied perfectionism conceptualisation is based on the work of Hewitt and Flett (1991), which provides the point of view of perfectionism from interpersonal and intrapersonal perspectives. Hewitt and Flett (1991) performed four different studies and confirmed that the multidimensional construct of perfectionism is valid and reliable. Hewitt, Flett et al. (1991) further examined the psychometric properties of the multidimensional perfectionism scale (MPS) in different studies. The results showed adequate support for the stability, reliability and validity of MPS and the three sub-scales.

On the other hand, Hamachek (1978) categorised perfectionism into two, which are maladaptive perfectionism and adaptive perfectionism. Maladaptive, perfectionism often suffer from low self-esteem and depression as individuals often strive to achieve unattainable goals (Williams, 2019). Individuals who possess maladaptive perfectionism are highly self-conscious, but they often develop negative attitudes whenever things don't go as they have planned. As such, this type of perfectionist often links to psychological disorders, inclusive of high depression and feelings of anxiety (Kelly, 2020).

In contrast, adaptive perfectionism was a type of perfectionism that is healthy and normal as it described a person who put in the best effort to achieve a specific target (Kelly, 2020). Despite adaptive perfectionists setting high standards for themselves, those standards are realistic. Moreover, adaptive

perfectionists do not engage in harsh self-criticism when they are unable to meet the standards set (Sara, 2013).

Adaptive perfectionism generally refers to those high degrees of standards on self or others, similar to self-oriented perfectionism and other-oriented perfectionism as indicated by Hewit and Flett (1991). Harari et al. (2018) grouped this form of perfectionism as excellence-seeking. On the other hand, concerns towards mistakes and socially prescribed perfectionism (Hewit & Flett, 1991) were generally grouped as a form of maladaptive perfectionism, while Harari et. al (2018) term this category of perfectionism as failure avoidance in their meta-analysis. The results from Harari et al.'s (2018) extensive meta-analysis support that overall perfectionism was positively related to burnout, stress, anxiety and depression.

Thus far, the hospitality industry is said to have imposed a lot of demands on employees. Hofmann et al. (2012) discovered that some perfectionists have difficulty adjusting their aims and standards in response to conditional demands. This is particularly noticeable in the COVID-19 outbreak scenario. When perfectionists are unable to adjust their standards and goals, their capability to adapt to changing circumstances is reduced. Moreover, perfectionists would exhibit self-defeating behaviours such as a lack of persistence and premature withdrawal of efforts (Slade & Owens, 1998; Smith et al., 2017; Tziner & Tanami, 2013).

2.2.3 Mediating Variable

2.2.3.1 Job Burnout

Research about job burnout has been widely documented, it is a problem faced by employees across different countries and in a variety of occupations (Maslach et al., 2009). According to Cheng and Kao (2022), employees in the

hospitality industry like the hotel industry suffer from high levels of job stress and burnout, which affect their health. Besides, Cheng and Kao (2022) also noted that employees are concerned with their working environment and personal health whereby employees who perceived a greater COVID-19 threat feel more stressed. It is generally recognised that hospitality employees are confronted with demanding work demands, complex procedures, and intense interpersonal relationships at every stage of their working day (Yirik et al., 2015). Employees in the hospitality industry are expected to treat customers with respect and courtesy. Employees must suppress their negativity and present themselves externally as enthusiastic and dedicated when they fail to meet their inner requirements (Tsui, 2021). This emotional burden may result in burnout and fatigue. Hence, the sense of burnout at work weakens employees' motivation to pursue and achieve good performances, resulting in physical and mental harm (Tsui, 2021).

Burnout is the result of chronic or prolonged job stress and it consists of three main dimensions, inclusive of depersonalization (cynicism), emotional exhaustion and reduced personal accomplishment (feelings of reduced professional ability) (Maslach, 2001). These three dimensions can deteriorate both personal and social functioning, hence not only resulting in a decline in the quality of work but also interpersonal relationships (Maslach, 2001).

Furthermore, Maslach Burnout Inventory (MBI) (Maslach et al., 1996) is the most widely used scale to measure job burnout in the literature. MBI has shown high convergent validity and discriminant validity in different studies. The three-factor dimension of the MBI General Survey has been validated in many studies across different countries, as well as involved various types of occupations and organisation settings (Bakker et al, 2010; Bria, et al., 2014). On the other hand, several studies (e.g., Bakker et al., 2002; Maslach et al., 2001; Schutte et al., 2000) have examined the measure of job burnout as a higher-order construct.

The first dimension of burnout is emotional exhaustion (EE) or overwhelming exhaustion. EE was characterised by a shortage or lack of energy, a lack of enthusiasm and a sense of resource depletion. Overwhelming exhaustion represents the basic individual stress dimension of burnout (Maslach, 2015). Overwhelming exhaustion is the feeling of being overextended and depleted of an individual's physical and emotional resources (Maslach, 2015), thus, emotional exhaustion occurs when employees have too much to do in an organisation. Employees feel they are unable to provide at a psychological level for themselves when emotional resources are depleted (Maslach, 2015).

Next, the second component of job burnout is depersonalisation or cynicism. It refers to "a callous, negative or excessively detached response to various aspects of the job" (Maslach et al., 2001, p. 399). The concept of depersonalisation or cynicism describes a person who is lack positive affective detachment from his/her work. In other words, it explains a person is losing his/her cognitive or emotional involvement when performing the work (Lutgen-Sandvik & Sypher, 2009; Maslach et al., 2001).

Lastly, low personal accomplishment at work reflects the condition in which an employee often has negative self-evaluations and tends to feel a lack of personal success or accomplishment and productivity at work (Maslach et al., 2001; Maslach, 2015). This shows that the self-evaluation component of burnout is from this dimension. This situation causes a person to have a lower sense of self-efficacy, and it will be further exacerbated when a person has limited job resources such as a shortage of opportunities to develop professionally and social support (Maslach, 2005).

2.3 Proposed Conceptual Framework

Figure 2.2:

Conceptual Framework

Note	: - - - - - represent mediating effect
	——— represent direct influence between IV and DV

The above proposed framework illustrates the hypothesized linkages between the independent variables on dependent or outcome variable through a mediator which is job burnout. The proposed conceptual framework was developed based on the foundation of JD-R (Demerouti, 2001) and COR theory (Hobfoll, 2001). Job demands which consist of workload, time pressure and job insecurity are expected to increase job burnout and eventually lead to presenteeism among employees in the organisation. Social support is an essential resource which can help employees to gain resources (Hobfoll, 2001). It can reduce burnout among employees and reduce presenteeism. Personality traits (perfectionism) also influence job burnout. High job burnout will give rise to presenteeism because perfectionists will force themselves to present to work when there is pressure (Falco et al., 2011; Schaufeli et al., 2009).

2.4 Development of the Hypotheses

2.4.1 Influence of workload on job burnout

According to Xiaoming et al. (2014), the workload was an indication of excessive work where work requirements were over the human boundary. A person had to perform an extra volume of work and accomplish it within a certain period. Long working hours may lead to one's body or spirit being unable to bear the workload.

Furthermore, a heavy workload induces employee burnout (Xiaoming et al., 2014). Ksenia (2012) also figure out workload as the nervousness reactions, worry, frustration, taxing, or annoyance when beyond personal limitation and lead to threats. Therefore, normal physical, behaviour, and a person's mental conditions may change by these reactions. These characteristics changed a person and resulted in burnout (Xiaoming et al., 2014).

Moreover, job demands encompass workload, work patterns, and work environments. Other relevant demands include complexity and amount of work, long hours of shift work as well as tight deadlines (Health and Safety Executive, 2001). Moreover, workload and responsibility are the main reasons for the high level of occupational stress (Lee & Wang, 2002).

Besides, an extreme workload is known as working extra jobs in a given time or accomplishing more tasks than normal in an inadequate time. In another word, individuals were allocated with more responsibilities than they can achieve in a certain period (Şimşek, 2002). The amount and the rate of-difficulty will lead to changes in the extreme workload pressure (Im, 2009). Moreover, extreme workloads required personnel to work longer hours, which can result in work exhaustion and more mistakes (Ivancevich, 2003).

On the other hand, service employees, particularly the frontliners are dealing with the actual time service delivery in nature, which define that they are under huge pressure to respond promptly, and often face conflicting demands and expectations (Dann, 1990; Hales & Nightingale,1986). Unreasonable requests and criticism from customers will lead to an accumulation of pressure and

frustration. Over-pressure leads to overwhelming exhaustion which is defined as a condition of emotional feeling fatigued and drained as a result of stress piling up (Cafasso, 2019). They will refrain from doing and accomplishing their tasks due to too much anxiety. This will reduce their accomplishment towards their jobs and deteriorates the productivity of the hospitality industry and retail industry.

In the past evidence posits that the industry of hospitality presents a prolonged array of stimuli, demands and pressures due to changing environments and complexity. These can become sources of pressure for supervisors in hotels (Hu & Cheng, 2010). Task characteristic and workload is the main reason for stress for hotel supervisors (Hu & Cheng, 2010). Empirical studies have shown that workload especially mental workload has a positive impact on burnout (Akca & Tepe Küçükoğlu, 2020). Besides, prior research confirmed the existence of job demand could cause job burnout (Schaufeli et al., 2002). Employees' physiological and psychological resources worn out easily with the rise of (Chen et al., 2017).

Therefore, the following hypothesis is formulated:

H1a: Workload significantly influences on job burnout

2.4.2 Influence of time pressure on job burnout

Service sector employees, such as those in the hospitality industry are often exposed to time pressure which put them in a hurry to accomplish the tasks. Personnel who wants to accomplish their routine tasks experience the conflict between fast elapsing time and efforts to manage to complete the work (Altintas & Turanligil, 2018).

According to Elsbach and Hargadon (2006), the decline in professional creativity and performance is a result of time pressure. Generally, time pressure is felt more intensely about activities connected to management. During time

pressure, executives' work causes employees to have communication problems with their friends and families (Altintas &Turanligil, 2018).

On the other hand, time pressure, increasing speed of work and burnout are the most apparent changes that happen in the working situation (Lehto, 2013). Time pressure can be expressed as a person's thoughts concerning their capability to accomplish a task based on a time constraint. Timely task accomplishment reflects the effectiveness and efficiency of tasks in order to increase the productivity (Johari et al., 2019).

The past empirical study indicates that time pressure was inter-connected with overwhelming exhaustion and depersonalisation which are the components of burnout (Darawad et al., 2015). A study by Darawad et al. (2015) showed that time pressure was a precursor of burnout, giving rise to burnout in service employees. According to Syrek et al. (2013), time pressure is an explanatory factor for deteriorating well-being and escalating strain.

Therefore, the following hypothesis is formulated:

H1b: Time pressure significantly influences job burnout

2.4.3 Influence of job insecurity on job burnout

Nowadays, the shrink and expansion of the workforce of an organisation depend on the conditions of the market or environment (Tilakdharee et al., 2010). Thus, employees felt job insecurity, which is the feeling that the job is unstable, lack of identity and belonging as well as having feelings of uncertainty (Cuyper et al., 2010; Tseng & Kang, 2008; Tilakdharee, et al., 2010). Hence, this results in a physical and emotional toll on the workers (Cuyper et al., 2010; Elovainio et al., 2005).

According to Shin (2019), the uncertainty of economic situations, the process of mergers, acquisitions, outsourcing, downsizing, the rise in the usage of robots, high technology instruments, and other types of structural changes have

threatened employees' security of a job and increase the uncertainty of employment conditions. Job insecurity arises due to the threat of losing a job or worry about the loss of a job in the future. Job uncertainty is considered a stressor as it can obstruct and thwarts the personal growth and development of employees (Staufenbiel & Konig, 2010). And, it remains an unbroken menace to employees in different kinds of organisations (Etehadi & Karatepe, 2019; Shin et al., 2019).

Besides, employees' feeling of job insecurity is especially obvious when there are changes in the environment and unclear condition prevails in an organisation (Tilakdharee et al., 2010). Changes in the economic scenario will affect organisational performance and this may result in employees' job layoffs and cutbacks. Job insecurity can be described as a situation between employment and unemployment, where the employees are unclear about their predestination (Hartley et al., 1991). Impairment of mental and physical health, reduced self-esteem, and satisfaction with life decreased and a higher possibility of burnout occurs when individuals experienced job insecurity (Chirumbolo & Areni 2005). De Witte (2005) explained that the attitude of employees at work can be adversely affected in the face of job insecurity. This will result in deleterious effects on job involvement and motivation. In contrast, it increased distress, depression and psychosomatic complaints.

Empirical evidence by Tilakdharee et al. (2010) indicated that when feelings about job insecurity are raised, it will then lead to burnout. Feelings of job insecurity are crucial discrepancies in the global context and it affects the employees' work-related behaviour such as declining job performance (Aybas, et al. 2015). Job insecurity also negatively affects an individual's physical and psychological health by distracting the state of well-being and it will increase the stress level (Sverke et al., 2002). In short, job insecurity and burnout were confirmed to have a positive relationship (Aybas et al., 2015).

Therefore, the hypothesis is formulated:

H1c: Job insecurity significantly influences job burnout.

2.4.4 Influence of social support on job burnout

Social support generally means the perception and actuality that person is cared for and that he or she can obtain assistance from others, and most popularly, that the individual could also be a component of a supportive social network (Muñoz-Laboy et al., 2013). These supportive resources are often emotional, informational, or companionship including tangible or intangible. The exchange of intra-individual resources is referred to as social support such as feedback, physical support, exchange of information, listening and encouragement (Lin et al., 2014). Social support derives into two categories which are non-work-related social support (family, spouses, partners) and work-related support (supervisors and co-workers) (Lin et al., 2014).

Firstly, support from supervisors and subordinates can decrease the extent of job burnout in a workplace. In the dimension of work, social support can reduce emotional exhaustion (Charoensukmongkol et al., 2016). Furthermore, when employees experience compassion exhaustion as a result of the therapeutic setting, occupational trauma, or workload, job supports such as managers, colleagues, and organisational support can help to alleviate the effect of job demands. (Singh et al., 2020). In these circumstances, for front-line workers, burnout arouse when encountering unfavourable acts from customers (Han et al., 2016) and subsequent spill-over impairment in organisational results (Schilpzand, 2016). Therefore, the social support of supervisors is essential, especially for front-line employees in the hospitality industry. For example, frontline workers tend to count on managers either as direct resources that aid to decline the threat or as impediments that further worsen the condition (Yang & Lau, 2019). Besides, a leader needs to manage their employees, especially frontline employees to maintain and attain long-term organisational objectives.

Furthermore, coworker support is additionally an important factor which can help to scale back job burnout. Fisher (2014) indicates that "cooperative climate" means the existence of a team spirit and the prolong to which they will believe their subordinates for help. While employees are generally involved in working individually, the psychological advantages from relational party support should not be rated under average, especially when care and attention are required to alleviate the psychological stress caused by impolite customers (Yang & Lau, 2019). Trust, support and a collaborative work climate among team members or coworkers, aid to mitigate the adverse impacts of job burnout (Yang & Lau, 2019). Cooperative subordinates are deemed to be strong resources for handling job burnout. In short, social support reduces job burnout among employees.

Therefore, the following relevant hypothesis has been developed:

H2: Social support has a significant influence on job burnout

2.4.5 Influence of perfectionism on job burnout

Historically, there was a burgeoning interest in the concept of perfectionism among different researchers (Hewitt & Flett, 1991). A person who is high in perfectionism tends to have an extreme or obsessive striving to achieve perfection in his/her work (Slade & Owens, 2015).

Thus, there are different dimensions of perfectionism that have been introduced by prior researchers. Slade and Owens (1998) explained that positive perfectionism has its health aspect as the individual will strive for excellence; those with negative perfectionism tend to set unrealistic standards and goals. Nevertheless, perfectionism regardless of positive perfectionism or negative perfectionism respectively demonstrates a certain extent of harmful impacts on individuals, such as chronic insomnia, anxiety, emotional exhaustion, and depression(Kanten & Yesıltas, 2015). Other symptoms of the impacts of

perfectionism may include obsessive-compulsive disorder, social phobia, anxiety disorder or panic, disorders in eating as well as psychosomatic disorders (Kanten & Yesıltas, 2015). Moreover, it also results in suicidal ideas, negative affect, indecisiveness, a prolonged sense of failure, procrastination, shame, and burnout (Kanten & Yesıltas, 2015).

Besides, Stoeber and Childs (2011) explain that perfectionism can be categorised into two types: perfectionistic strivings and perfectionistic concerns. Perfectionistic strivings encompass elements of high personal standards as well as self-oriented perfectionism and other-oriented perfectionism that are derived from Hewitt and Flett's (1991) perfectionism conceptualization. Perfectionistic concerns cover suspicion about actions, socially prescribed perfectionism, and concern over mistakes (Stoeber & Damian, 2016). Although Mahmoodi Shahrebabaki (2016) reported that perfectionistic striving is negatively related to job burnout, others (e.g., Caliskan et al., 2014; Fairlie, 2011) showed that perfectionistic strivings increase the signs of burnout such as cynicism and overwhelming exhaustion.

On the other hand, a person who is perfectionistic concerns tend to consistently show a negative reaction to imperfections, therefore they always experience a higher level of frequent fatigue (Childs & Stoeber, 2012), stress (Dunkley et al., 2014; Mandel et al., 2018) and burnout (Hills & Curran, 2016). In addition, Noordik et al. (2011) performed a qualitative study and the results showed that workers who experience anxious which related to stress or mood disorder look at their perfectionism as the main reason that impedes their capability to successfully work in a job situation that full of demanding (i.e., present to work after long period medical leave).

As indicated in the earlier section, Hewitt and Flett (1991) explained that perfectionism consists of three dimensions, which cover the intrapersonal (self-oriented perfectionism), as well as interpersonal (socially prescribed perfectionism, and other-oriented) views of perfectionism. Perfectionism was

found to affect physical health because they often persistently strive for excellence and disregard their need for rest as well as relaxation (Flaxman et al., 2012; Flett et al., 2015). Besides, self‑oriented perfectionism has also resulted in depressive signs (Gluschkoff et al., 2017). Pervichko et al. (2013) discovered that socially prescribed perfectionism resulted in an increase in the exhaustion of emotion and cynicism, which exacerbates the risk of high pressure at work.

Furthermore, Hewitt and Flett's (1991) Multidimensional Perfectionism Scale (MPS), which consists of 45 items were developed to measure self-oriented perfectionism (ie., unrealistic standards and perfectionistic motivation for the self), socially prescribed perfectionism (i.e, the belief that significant others expect oneself to be perfect) and other-oriented perfectionism (i.e., unrealistic standards and perfectionistic motivations for others). Additionally, the MPS scale with 15 items (Hewitt & Flett, 2004) has been introduced; Stoeber (2018) confirmed that the shorter version was a valid and reliable measure. Additionally, Harari et al.'s (2018) conducted a meta-analysis that included numerous studies that have used multidimensional measures of perfectionism and its consequences; they concluded that overall perfectionism increased employees' job burnout. In short, perfectionists were said to be positively connected to job burnout.

The above explanation leads to the formation of the hypothesis as indicated below:

H3: Perfectionism has a significant influence on job burnout

2.4.6 Influence of job burnout on presenteeism

Burnout represents a long-term incurable impact on an individual's job and negative affective feedback causes strain (Shirom & Melamed, 2005) which is

irreversible on the spot after changes in assignments or the working situation and by enough recovery.

In the modern workplace, stress and serious chronic exhaustion such as burnout are commonplace. Thus, people are foundering under the pressure of an attendance culture that elevates being present at work may expense and worsen their health (Tottle, 2020). Long-hours working employees have been connected to high rates of burnout and declining productivity (Tottle, 2020).

Based on the JD-R models, McGregor, Magee, and Caputi (2016) found that job burnout causes an increase in presenteeism among Australian employees. A longitudinal study by Demerouti et al. (2009) demonstrated that presenteeism was affected by emotional exhaustion. In summary, burnout and presenteeism are closely related.

Thus, a hypothesis is formulated based on the above arguments:

H4: Job burnout has a significant influence on presenteeism

2.4.7   Influence of job demand (workload, time pressure and job insecurity) on presenteeism

Job demand is one of the reasons cause presenteeism. Job demand will cause employees present to work because they have a sense of being irreplaceable. Employees who are hired with their different skills and capability on their respective tasks, so they are irreplaceable (Sanderson & Cocker, 2013). Employees who have specific skills or talents enable them to complete their tasks. Without those employees, there will have low productivity which leads to dissatisfaction among customers in the hospitality industry. Therefore, if people feel that they cannot be replaced, that individual is more prone to be

present at work even ill (Aronsson & Gustafsson, 2005; Bockerman & Laukkanen, 2010). Presenteeism arises when employees worry that no one is available to cover their workloads. If employees have a large amount of work to accomplish and no one cover for them when sick, they have to present to work.

Time pressure is a serious job demand which it can deteriorate health (Dietz & Scheel, 2017). This job demand (time pressure) can cause a health-impairing and thus presenteeism will rise through job burnout (Demerouti et al., 2009; Miraglia & Johns, 2016). This can be shown when employees who work in the hospitality industry need to respond to customers promptly and meet specific deadlines. Employees also urge to respond to messages promptly from clients, co-workers, or supervisors. Past research showed that time pressure and workload are among the antecedents of presenteeism (Baeriswyl et al., 2017; Biron et al., 2006; Hansen & Andersen, 2008; Palo & Pati, 2013).

Besides, changes in of structure an organisation will lead to job loss and fear of loss of income or employment (Ishimaru 2020). According to Arjona-Fuentes et al., (2019), when an employee arrives at work with compromised health due to physical and/or psychological issues, both the employee (due to the pressures of maintaining a sufficient level of service) and the organsaition (if the individual does not achieve a decent standard) suffer losses. When employees feel job insecure, they tend to present to work while sick to demonstrate their commitment to the workplace and aim to secure their job (Schmidt & Pförtner, 2020).

Thus, a hypothesis is formulated based on the above arguments:

H5a-c: Job demand, (a) workload, (b) time pressure and (c) job insecurity significantly influence presenteeism

2.4.8 Influence of social support on presenteeism

Social support refers to the support that employees receive from superiors and work colleagues. Support from managers or supervisors can give a greater possibility for employees to cope with stress in the workplace. The support also will give employees greater control over their emotions (Barcaui & Limongi-França, 2014). In addition, the effects of stressors can be alleviated through social support in the workplace (Cho et al., 2016). Social support is viewed as among the key resources that protect employees from excessive work stress. Support provided by supervisors and co-workers or colleagues is essential in mitigating the impact of working while sick on employees' innovative performance (Chen et al., 2021). By applying COR theory, dual social supports (supervisory support and collegial support) are important to alleviate the impact of presenteeism (Chen et al., 2021). Hence, greater social support from work colleagues and managers/supervisors will lessen presenteeism (Yang et al, 2015).

A hypothesis is formulated following the review:

H6: Social support significantly influences presenteeism

2.4.9 Influence of perfectionism on presenteeism

Perfectionism was defined as an individual willingness to consider anything unacceptable as not perfect (Stoeber et al., 2009). A perfectionist who has perfectionism characteristics will tend to set high standards of performance. Perfectionists put in the excessive effort to strive or meet the standards set. According to Hamachek, (1978); Hewitt and Flett, (1991), perfectionism determines an over-generalization of failure. It also applied a rigid and severe self-assessment of an "all or nothing" approach, in which only success or failure is considered. Individual who has high perfectionism will force themselves to work hard and present to work in completing various tasks (Harari et al., 2018). In addition, some hospitality employees who instil perfectionism characteristics, will present to work and perform their tasks to ensure that they meet the standards set (Harari et al., 2018). They worry about

the evaluation of others and also have a strong urge to achieve the standards set by others (Frost et al., 1990; Hewitt & Flett, 1991). This personal characteristic is likely to lead to high presenteeism.

Hence, the related hypothesis has been developed as follows:

H7: Perfectionism significantly influences presenteeism

2.4.10 The mediating effect of job burnout between job demands (i.e. workload, time pressure and job insecurity) and presenteeism

Job demands, presenteeism and burnout are connected closely over time (Demerouti et al., 2009). Previous research showed that job burnout can be caused by different types of job demands, such as time pressure (Rijk et al., 1998; van der Doef et al., 2000), high workload (Bakker et al., 2004, 2010; Jourdain & Chênevert, 2007; Petitta & Vecchione, 2011; Schmidt & Diestel, 2013; van Doorn & Hülsheger, 2015), and job insecurity (Elst, De Witte & De Cuyper, 2014). Workload and time pressure may result in to decline in energy and health, serious mental disorders over a long period and at last employees' performance will be badly affected (Demerouti & Bakker, 2011). When workers work too much, they will feel overwhelmed and burnout. Employees may face stress when there are changes in the structure of an organisation. The changes will make employees loss of jobs and fear loss of income or employment. When they feel job insecure, they tend to present to work while sick to demonstrate their commitment in the workplace (Mariella & Gail, 2017).

Generally, job burnout has been linked with a decline in the quality of employees' job performance (Gilboa et al., 2008; Lepine et al., 2005), rising exhaustion, and devastating learning ability among employees (Lepine et al., 2004), higher depressive symptoms, hostility and withdrawal (O'Neil & Davis,

2011). In the hospitality industry, stress at work has been considered one of the most crucial problems facing managers or supervisors because performance affected and quality of whole levels of employees, including both management staff or supervisors and part-time workers (O'Neil & Davis, 2011). A study by (Baeriswyl et al., 2016) discovered that job demands, such as work pressure and workload were to be the important factors that lead to job burnout.

According to recent research, analysis of employees' burnout in the hospitality industry is crucial because workers in the industry who are exhausted and cynical show poor performance in service delivery (Kim, 2008). Prolonged stress has been moderately related to physiological symptoms of employees that work in the hospitality industry. The symptoms include fatigue, headaches, ulcers, indigestion, blood pressure, stroke, and heart attacks, thus lead declining productivity and performance. This situation further burdens the hospitality employer with more health care costs. There is a significant positive engagement between an employee being over-committed at work and experiencing stress (Siegrist & Theorell, 2006). Employees who have a high level of responsibilities and long working hours experienced a greater degree of stress and eventually burnout.

Previous studies showed that work pressure was positively related to presenteeism (Aronsson & Gustafsson, 2005; Demerouti et al., 2009). Presenteeism at work arises among employees due to irreplaceable and worry that no one is available to cover their workloads. If employees have volumes of work to accomplish and no one cover for them when sick, they have to present to work. Employees are employed with their different skills and capability on their respective tasks, so they are irreplaceable (Sanderson & Cocker, 2013). Employees have specific skills to enable them to work and accomplish their jobs. Without those employees, there will have low productivity which leads to dissatisfaction among customers in the hospitality industry. Therefore, if people feel that they cannot be replaced, that individual is more prone to be present at work even ill (Aronsson & Gustafsson, 2005; Bockerman & Laukkanen, 2010). Moreover, employees present to work as they do not want

to let their staff or colleagues suffer and felt that strong commitment to the job prevents them from taking medical leave.

Employees who feel ill or unwell but still turn up for work result in deteriorating performance at work (Demerouti et al., 2009). To approach the desired performance level, a performance protection strategy needs to be used, which involves investing extra effort and maintaining healthy and productive workers (Demerouti & Blanc et al., 2014).

Task that has huge workloads and more demands are always linked with job burnout and higher levels of presenteeism (Ferreira, 2018). Employees felt that they turned up to work while sick or injured because they believed that they had high workloads, specific deadlines, and always a shortage of backup support individuals were also anxious their work would accumulate if they did not go to their job. Thus, job demands will have a close relationship with presenteeism (Demerouti et al., 2009).

To sum up, job demands such as contact demand with customers and time constrain are important predictors of exhaustion (Demerouti et al., 2000). Employees in many sectors, inclusive of the service industry usually rely greatly on asynchronous message-based technologies, such as the use of e-mail, which become an important medium for work-related communications. Hence, employees tend to feel different levels of preoccupation with and urge for responding to messages promptly from clients, co-workers, or supervisors, and therefore, an experience of workplace tele-pressure occurs (Barber & Santuzzi, 2015). This may also lead to burnout. Moreover, job factors, such as job certainty, job satisfaction, and supportive supervisor were significantly connected closely with presenteeism (Caverley et al., 2007). McGregor et al. (2016) explained that the demands from jobs in the workplace (i.e., workplace bullying, time pressure, work-family conflict) increase presenteeism among Australian employees indirectly through job burnout. In addition, Caverley, Cunningham and MacGregor, (2007) discovered that a stronger predictor of health factors often appears from presenteeism rather than absenteeism. This situation suggested that the efforts to enhance health in the workplace potently

have a higher instant effect on presenteeism as compared to absenteeism (Caverley et al., 2007). Overall, high demands job will increase job burnout, and also increases presenteeism among employees.

Hence, this leads to the formulation of the hypothesis as listed below:

H8a-c: Job burnout mediates the relationship between job demand, (a) workload, (b) time pressure and (c) job insecurity and presenteeism

2.4.11 The mediating effect of job burnout between social support and presenteeism

Presenteeism is the practice of being present at work but not being productive (Patenall, 2018). There are two forms of presenteeism: The first type is employees come into the office when they really should not be there due to sickness. The second form is employees coming in to work early or staying late regardless of their workload (Patenall, 2018).

Social support is viewed as beneficial in reducing burnout and presenteeism though some studies showed mixed results. People who encounter high demands of work, low decision latitude, job stress, and inadequate social support are likely to experience greater illness absences (Sundquist et al., 2003) and, consequently, severe presenteeism (Elstad & Vabø, 2008; Ryu et al., 2012; Kim et al., 2009). Job burnout occurs when one's capability cannot meet the job demands, (Yang et al., 2015). The job demand-resource model (JD-R) holds that in the condition in which there are excessive job demands, whereas fewer job resources, employees may suffer higher work stressors, which lead to high job burnout. As such, the availability of job resources, such as social support is likely to reduce the occurrences of job burnout which can lead to presenteeism among employees. Employees who would like to remain employed strive to work hard to meet the job demands and remain to work despite they are ill or partially productive. Employees who have high work requirements will have a greater likelihood to work while ill or to make sure of

a full-time presence as they need to put more effort into meeting the demands of their job (Hobfoll, 2001).

Moreover, strong social support from supervisors and associates is essential for dealing with high job demands in an organisation. Supervisors' support and associates' support enhances work environments by relieving worker stress (Yang et al., 2015). As such, the supports are important in reinforcing job performance and satisfaction among employees, which subsequently reduces the phenomenon of presenteeism in organisations or companies (Yang et al., 2015). For example, supervisors need to be in positions to deal with employees' complaints and help them to obtain resources that are necessary for their work. Besides, co-workers' support is essential in helping the employees to accomplish job tasks and lower presenteeism and stress. Furthermore, research reveals that workers who have positive and better relationships with managers, supervisors and colleagues are more productive and successful at work, even when the work stress is serious (Yang et al., 2015).

In line with the above explanation, the hypothesis is formulated as below:

H9: Job burnout mediates the relationship between social support and presenteeism

2.4.12 The mediating effect of job burnout between perfectionism and presenteeism

Individuals who are a perfectionist indicate high workaholism in doing their job. Workaholism can refer to the inclination to work extra hard in a compulsive way (Chang, 2000; Childs & Stoeber, 2010, 2012; Falco et al., 2014; Kung & Chan, 2014; Schaufeli et al., 2008). A perfectionist would face job burnout with the forces to accomplish various tasks. Employees who set lofty goals may excel in their workplace but has harmful aspects where it can lead to depression, overwhelm and low self-esteem (GoodTherapy, 2018).

When one strives for perfection in every task, it can be highly stressful and can trigger burnout. Therefore, when perfectionists who have perfectionism traits become overbearing or overwhelming, it can lead to burnout (GoodTherapy, 2018). Childs and Stoeber (2010) discovered that perfectionism traits, especially those with socially prescribed perfectionism, were connected to a greater level of burnout and lower engagement.

However, employees who instil perfectionism characteristics in themselves will have a strong initiative to work hard and they potentially exhibit a much greater tendency towards presenteeism (Falco et al., 2011; Schaufeli et al., 2009). In short, with a strong initiative to work, it is justifiable to foresee a positive linkage between perfectionism and presenteeism. Moreover, research showed that job stressors increase the health impairment process and resulted in a loss of productivity as a result of absenteeism and presenteeism (Brunner et al., 2019).

Therefore, the hypothesis is formulated as follows:

H10:   Job burnout mediates the relationship between perfectionism and presenteeism

2.5 Chapter Summary

Chapter 2 provides a review that allows an enhanced understanding of each key concept of this research. Job demands (time pressure, workload, and job insecurity), social support, and perfectionism are the independent variables, while presenteeism is the dependent variable. In addition, a theoretical framework has been developed in this study. The hypotheses were developed based on prior empirical studies' assumptions and supports in justifying the effect or relationship between job demands, social support, perfectionism, and the mediating role of job burnout. Chapter 3 will detail the research methodology.

Chapter 3 Research Methodology

3.0 Introduction

This section will talk in-depth about the research technique for this project. This chapter explains the methods used for study design and sampling design. Chapter three also covers the aspect of how primary data is gathered and how the research instrument was developed. In addition, this chapter also discusses the measures and scales used for each variable, the approaches used for data processing and the statistical analysis involved in analysing the data.

3.1 Research Design

The current study took a quantitative research technique. Quantitative research is a method of determining the veracity of a hypothesis by counting data and analyzing it using statistical procedures (Hughes, 1997). Quantitative data is defined as "the collection of numerical data and displaying a deductive perspective of the relationship between theory and research, a preference for natural scientific approaches, and an objectivist notion of social reality" (Bryman & Bell, 2011, p. 150). A quantitative research design is appropriate for this study because hypotheses are generated to investigate the influence of job demand (i.e., time pressure, workload, and job insecurity), social support, and perfectionism on presenteeism via job burnout as a mediating variable.

Deductive approach was used in this research. Deductive approach is also known as deductive reasoning and it is concerned with "developing a hypothesis (or hypotheses) based on existing theory and then designing a research strategy to test the hypothesis" (Wilson, 2010). The advantages of deductive approach are the possibility to explain causal relationships between concepts and variables, the possibility to measure concepts quantitatively and the possibility to generalize research findings to a certain extent (Dudovskiy,

2011). In deductive approach, a set of hypotheses are formulated by researcher at the beginning of the research. Subsequently, appropriate research methods and analyses are applied to prove whether the hypotheses that have been formed are right or wrong.

An exploratory research is applied in this research. Exploratory research design does not intend to provide final and conclusive solutions to existing problems but intends merely to explore the research questions. Exploratory research is usually conducted to study a problem that has not been clearly defined yet. This research design helps to have a better understanding of the problem (Dudovskiy, 2011). Exploratory study allows the researchers to determine whether it is worth to pursue a particular study at the early stages of the study, hence it helps to save time and other resources (Dudovskiy, 2011). Besides, this type of study is flexible and provides the groundwork for future study (Dudovskiy, 2011).

This research involves a cross-sectional study design, which can be explained as a kind of observational research that analyzes variables data collected at one given point of time across a sample population (Bhat, et al., 2017). Cross-sectional research involves looking at a person who differs on one key characteristic at one specific point in time (Cherry, 2018). Cross-sectional research or study takes place at a single point in time. It enables numerous characteristics to be seen by researchers at once. This study is always used to find out the prevailing characteristics in a given population. It is often utilized to determine the prevailing characteristics at a certain point in time in a sample population (Cherry, 2018).

3.2 Sample Design and Procedure

3.2.1 Study Population

The specified set of people from whom the researchers intend to collect data is commonly known as the target population (Hair et al., 2006). The target population in this research focused on service employees who work in hospitality sectors (e.g. hotels, tourist agencies, restaurants, café etc.) in Ipoh, Perak, Federal Territory Kuala Lumpur and Selangor. However, the total population of workers in the hospitality sector in the three states covered in this study are unknown.

The target population is chosen because hospitality employees deal with lots of customer requests, working long hours, shift work, tight time frames and performing routine tasks which leads to the occurrence of job burnout.

3.2.2 Location and Sampling Frame

A list of sources or a list of all the population's units from which a researcher can select the sample is known as a survey frame or sampling frame (Zikmund et al., 2013). As the complete list of the hospitality employees for the study is unable to be obtained, thus sampling frame was not available. The location where the researchers collect data and the place where researcher distributed the questionnaires is called sampling location. For the sampling location, this study targeted is in Ipoh and Klang Valley (Kuala Lumpur and Selangor) because it is the place that most tourists from other countries and even local residents will visit. Researcher would collect data in Perak state, about 7.6 million people visited Perak in the year 2017 are domestic tourists (Kaur, 2018). Besides, Kuala Lumpur is Malaysia's largest city welcomed 12.58 million international travellers in 2017 (News Strait Time, 2018). Hence, Ipoh and Klang Valley were chosen as sampling locations in this study.

3.2.3 The Sampling Element

Sampling element is a sampling method practice whereby every unit such as people, groups, organisations or companies has the same opportunity of being chosen to be included in the study sample population (Djs research, 2001). The

participants of this study were both managerial and non-managerial employees who work in the hospitality sector.

3.2.4 Sampling Technique

Non-probability and probability sampling are the two primary categories of sampling techniques (Zikmund et al., 2013). In probability sampling, each individual has the same probability to be chosen or a nonzero probability of selection (Bhattacherjee, 2020).

Non-probability sampling refers to the unknown probability of an individual or member of the sample population that was chosen based on researcher's judgment of an unidentified certain individual in the population (Sekaran & Bougie, 2013). Non-probability sampling comprises snowball, convenience, quota as well as judgement samples (Zikmund et al., 2013).

In this research, snowball sampling technique, which is a non-probability sampling was used to draw the data from hospitality industry workers. Non-probability sampling technique was chosen due to sampling frame is not available (Sekaran & Bougie, 2013). This is because researcher is unable to obtain the list of employees in the hospitality industry. Snowball sampling is also referred to as the "chain method," it is cost-efficient in reaching individuals who would otherwise be very difficult to locate. The Snowball method is where researcher asks the first few samples which are typically selected via convenience sampling if they know someone with similar opinions or circumstances to participate in the study (Polit-O'Hara & Beck, 2009).

The questionnaire was disseminated by the researcher using the snowball method. The questionnaire was distributed to friends and family members who work in the hospitality industry in Ipoh and the Klang Valley, and then questionnaires were distributed from them to their friends and family members who work in the hospitality industry, and so on. Besides, researcher also used an online survey where researcher distributed the questionnaire via social media.

3.2.5 Sampling size

The number of subjects included in a sample to be used in a market study can be defined as the sample size (Radu, 2020). Sampling size also refers to the volume of respondents targeted which had been used for the study. In the study, the sample size is determined by using "G-Power" (Erdfelder et al., 1996). The minimum number of sample size required is 215 after specifying the effect size (f2= 0.10), $\alpha = 0.05$, power = 0.95 and number of predictors = 6 (see Figure 5).

Figure 3.1 :

G*Power Sample Size

3.3 Method of Data Collection

Data collection is among the most essential aspects of any research. There were two main techniques used to collect data including secondary and primary data

(Kothari, 2004). Primary data referred to first-hand data that researcher collects to analyse the variables examined in the study to meet the specific objective as indicated in the research (Sekaran & Bougie, 2013). Primary data may involve surveys, questionnaires, observations and interviews. This study relies on primary data or first-hand data which was collected through a self-administered questionnaire. The bilingual questionnaires (in both English and Malay) were created for the purpose of data collection due to the concern for the level of English proficiency of some respondents. The questionnaire was originally in English version. The translation to Malay version was performed with the assistance from an expert in both languages, following the steps as suggested by Brinslin's (1970). The bilingual language was used because some hospitality employees may not be able to understand English well and therefore would be unable to answer the questions in English.

Researcher used two ways to distribute the questionnaire, which are a paper questionnaire and an online survey. To reduce redundancy, researcher informed the targeted respondent to answer the questionnaires only once. The Snowball sampling technique is also being used in this research. The Movement Control Order (MCO) was put into effect by the Malaysian government for a certain period and this restricted researcher to cross states This restriction limited the ability of researcher to personally meet respondents, thus online survey was used to reach the respondents. The duration of the data collection carried out was from October 2020 to January 2021.

The self-administered questionnaire in this research was distributed to the respondents through social media and personally handed to them. The questionnaires consist of a series of fixed-alternative questions or statements in which the respondents can indicate their responses or answers based on the alternatives that have been provided (Sekaran & Bougie, 2013).

Table 3.1 shows the details of data collection. Out of 400 questionnaires distributed to the hospitality employees (respondents), a total of 220 usable questionnaires were returned after excluding five incomplete questionnaires.

Thus, the response rate was 55%. The 220 usable questionnaires collected exceed the requirement of a minimum sample size of 215.

Table 3.1 :

Detail of Data Collection

No	Organisations	Distribution	Number of usable questionnaire returned	Response Rate
1	Hotel/Lodging	112	76	76/112*100 =67.9%
2	Cafe/Restaurant	220	105	105/220*100 = 47.72%
3	Airlines	20	14	14/20*100 = 70%
4	Others	48	25	25/48*100 =52.08%
	Total	400	220	220/400*100 = 55%

3.4 Instrument of Research

3.4.1 Survey Questionnaire

In this research, the questionnaire was the tool that was used to collect data. This is because it helps to collect related information faster and it is inexpensive. The questionnaire was designed with close-ended questions whereby only one answer is allowed to be chosen for each question.

Paper questionnaires and online surveys were the types of questionnaires under self-administered questionnaires, according to Zikmund et al. (2013). Respondents were given paper questionnaires and an online survey as part of this study. The researchers utilised a drop-off method to distribute paper questionnaires. The drop-off method is a survey technique in which researchers travel to the houses of respondents and deliver and collect questionnaires

within the same day or several days later (Zikmund et al., 2013). As for the online survey, the questionnaires were disseminated through social media, in which the online link to the survey was provided to the targeted respondents. Furthermore, the privacy of respondents can also be secured when answering the sensitive question, as the research survey methodology utilizes anonymous responses collection process, according to Zikmund et al. (2013).

On the front page of the questionnaire, a cover letter was attached. The identity of the researchers and the necessity of the questionnaire distribution were disclosed in the cover letter. Besides, the respondents were ensured of the confidentiality of the data so that the respondents would be motivated to respond to the questionnaire.

3.4.2 Pilot Study

Pretest enables a questionnaire to be tested on a small group of respondents before full-scale research. This helps to detect any discrepancies, such as ambiguous wording or the questionnaire taking a long time to administer (Insight Association, 2020). Two academic staff who are experts in the field were approached to review and provide comments on the questionnaires. Besides, a pilot study or feasibility research is a "small scale version[s], or trial run[s], done in preparation for the major study" (Polit et al., 2001 p. 467). In total, 30 sets of survey questionnaires were distributed to and returned by hospitality industry employees.

Table 3.2:

Summary of Key Constructs' Internal Consistency (Reliability) for Pilot Study

Predictor	Cronbach Alpha	Reliability Level
Job Burnout	0.903	Very good reliability
Job Demand		
Workload	0.832	Very good reliability
Time pressure	0.758	Good reliability
Job Insecurity	0.602	Fair reliability
Social Support	0.866	Very good reliability
Perfectionism	0.732	Good reliability
Presenteeism	0.802	Very good reliability

Table 3.2 concisely expresses the internal consistency (reliability) of the three independent variables (Job Demand, Social Support and Perfectionism) and dependent variable (Presenteeism) as well as mediating variable (Job Burnout). As shown in the table above, Cronbach's alpha values of the variables ranged from 0.602 to 0.903. According to the findings, job burnout has the greatest coefficient value of 0.903, while job demand (job insecurity) has the lowest coefficient value of 0.602.

3.4.3 The Design of the Questionnaire

A self-administered questionnaire was utilized to examine concisely the influence of job demand (i.e., time pressure, workload and job insecurity), social support and perfectionism on job burnout. Moreover, the effects of these variables on presenteeism through job burnout were also analysed. Questionnaire distribution is a cheaper and less consuming approach to reach a

large group of targeted individuals. The questionnaires consisted of fixed-alternative questions. According to Zikmund et al. (2013) respondents were given personal information and limited-alternative feedback, and then asked to choose the option that was most comparable to their perspective in their research. Furthermore, fixed-alternative questions also permit respondents to reply to the questions effortlessly as well as reducing the time needed to complete the questionnaire.

The questionnaire consists of 8 sections, namely Section A to Section H. Section A is the demographic profile of respondents. Gender, age, work experience, highest academic qualification, ethnicity, position managerial or non-managerial, marriage status, organisation that is currently working and "do you deal with customers directly" are among the 9 questions. Section B consists of 21 questions related to mediating variable: Job Burnout. Section C, Section D and Section E describe workload, job insecurity and time pressure and consist of 6 questions, 4 questions and 3 questions respectively. There are altogether 16 questions in Section F being adopted to determine social support in an organisation. 15 questions in Section G regarding perfectionism were adopted and 7 questions in Section H regarding presenteeism were adopted. Each question in Sections B, D, F, and G was created using a five-point scale structure ("5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree") whereas Section H is laid out in a five-point scale structure ("None of the time = 1, A little of the time = 2, Some of the time = 3, Most of the time = 4 and All of the time = 5"). Sections C and E are also designed in a five-point scale structure ("1=Rarely, 2=Occasionally, 3=Sometimes, 4=Fairly often and 5=Very often").

3.5 Measures and Operational Definitions of Constructs

3.5.1 The Sources and Constructs Measurement

The questionnaire has been divided into eight sections, which were sections A to H. All the questions were adopted from the established measures that have been developed by different researchers.

Table 3.3 :

The Construct Measurement's Source Model for Workload, Job Insecurity, Time pressure and Presenteeism

Item	Number of Question	Source	Scale
Workload	5	Spector & Jex (1998)	Interval "5-point Likert scale: 1= rarely, 5= very often"
Job Insecurity	4	Vander Elst, De Witte & De Cuyper (2014)	Interval "5-point likert scale: 1=strongly disagree, 5=strongly agree"
Time pressure	3	Semmer, Zapf & Dunckel (1998)	Interval "5-point Likert scale: 1=rarely, 5=very often"
Presenteeism	7	Kessler, Ames, Hymel, Loeppke, McKenas & Richling (2004)	Interval "5-point Likert scale: 1=none of the time, 5= all of the time"

Workload consists of 5 questions and is adopted from Spector & Jex (1998). The sample question includes "how often does your job require you to work very fast?"

Job insecurity was adopted by Vander Elst et al. (2014). The original items of the job insecurity scale were developed by De Witte (2000). The measure consists of four items. Vander Elst et al. (2014) validated the 4-item of job insecurity in five different European countries (Sweden, Spain, The Netherlands, Belgium and the United Kingdom). Besides, job insecurity demonstrated good internal consistency in Vander Elst et al.'s (2014) study (Cronbach's alpha value > 0.80 across 5 countries). The sample item for the scale is "Chances are, I will soon lose my job."

The measure for time pressure was adopted from Semmer, Zapf, and Dunckel (1998) which consists of 3 items. An example of the item is "how often you pressed for time?"

There are 7 items of presenteeism that were adopted from Kessler, Ames, Hymel, Loeppke, McKenas and Richling (2004). Among the item include "how often was your performance higher than most workers on your job?"

Table 3.4 :

Origin of the Construct Measurement for Job Burnout, Social Support and Perfectionism

Items	Number of questions	Sources	Scales
Job Burnout Emotional Exhaustion Depersonalization Reduced Personal Accomplishment	21	Masclach, Jackson, & Leiter (1996)	Interval "5-point Likert scale:

Social Support	7	Susskind, Kacmar & Borchgrevink (2003)	1=strongly disagree, 5=strongly agree"
Co-worker			
Supervisor			
Perfectionism	15	Hewitt & Flett (1991)	
Self-oriented			
Other-oriented			
Socially Prescribe			

Job burnout is a three-dimensional construct: reduced personal accomplishment emotional exhaustion, and depersonalization. It consists of 21 questions altogether where it breaks into 9 questions on emotional exhaustion (e.g. "I feel emotionally drained from my work."), 5 questions on depersonalization (e.g. "I feel I treat some recipients as if they were impersonal object") and 7 questions on individual personal accomplishment (e.g. "I can easily understand how my recipients feel about things."). All 21 questions can be found in Maslach Burnout Inventory (Maslach et al., 1996).

Social support was adapted from Susskind, et al. (2003) and has 7 questions. Social support consists of two dimensions, namely social support from coworkers and supervisors respectively. There are 3 items on social support from co-worker (e.g. "I find my coworkers very helpful in performing my customer service duties") and 4 items on social support from supervisor (e.g "I find my supervisor very helpful in performing my duties").

Perfectionism was adopted from Hewitt and Flett (1991), and consists of three dimensions, namely Self-Oriented Perfectionism (e.g. "It makes me uneasy to see an error in my work."), Other-Oriented Perfectionism (e.g. "I have high expectations for the people who are important to me.") and Socially Prescribed Perfectionism(e.g. "The better I do, the better I am expected to do."). Each dimension consists of 5 questions.

3.6 Data Processing

Zikmund et al. (2013) mentioned that data processing is a process that involves the preparation and description of data. Editing, coding, tabulating, categorising, and charting research data as a sequence of processes on a procedural basis is what data processing comprises.

3.6.1 Data Checking

All questionnaires collected from respondents must be double-checked for accuracy and completeness by completing data checking (Zikmund et al., 2013). Questionnaires with unclear answers or a large number of questions missing by respondents were deleted because they were deemed undesirable or incomplete.

3.6.2 The Editing of Data

Zikmund et al. (2013) explained that the editing of data is critical for assuring data consistency. As a result, data modification and editing are required to maintain the consistency of the recorded data. Should any errors in questionnaires be discovered, researchers will be able to amend the data to maintain the research's consistency and reliability.

3.6.3 Data Coding

Data coding is a process of organising the data collected into classes, numerals or other symbols. If the data is to be processed by computer, the codes are required to determine the responses (Allen, 2017). The researchers may quickly enter the data into SPSS software after it has been recorded and coded with numerals and symbols. Researchers will be able to reduce the occurrence of errors by using this approach. The below table shows the coding used in this study.

Table 3.5 :

Labels and Coding of the Respondents' Details and for Job Burnout, Workload, Time Pressure, Job Insecurity, Social Support and Perfectionism

Section and Question	Description or Label	Coding
Section A		
Q1	Gender	1= Male
		2= Female
Q2	Age	1= Less than 25 years old
		2=Between 25 and 34 years old
		3= Between 35 and 44 years old
		4=Between 45 and 54 years old
		5=55 years old and above
Q3	Work Experience	1= less than 1 year
		2=1-3 years
		3= 4-6 years
		4= 7-9 years
		5=10 and above

Q4	Highest Academic Qualification	1=SPM
		2=STPM
		3=Diploma
		4=Bachelor
		5=Master
		6=Phd /DBA/ Ed. D/ D.Phil
		7=Others (please specify)_____

Q5	Ethnicity	1=Malay
		2=Chinese
		3=Indian
		4=Others (please specify)_____

Q6	Position	1=Manager / Supervisor
		2=Receptionist
		3=Administrative Assistant
		4=Others (please specify)_____

| Q7 | Do you deal with customers directly | 1=Yes |
| | | 2=No |

Q8	Marriage Status	1=Married
		2=Single
		3=Others (please specify)_____

Q9	Current Organisation	1= Hotel/Lodging
		2=Cafe/Restaurant
		3=Airlines
		4=Others (please specify)_____

Section B

21 question   Job Burnout

1= Strongly Disagree

2=Disagree

3= Neutral

4= Agree

5= Strongly Agree

Section C

5 questions   Workload

1=Rarely

2=Occasionally

3=Sometimes

4=Fairly often

5=Very often

Section D

4 questions   Job Insecurity

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

Section E		1=Rarely
3 questions	Time Pressure	2=Occasionally
		3=Sometimes
		4=Fairly often
		5=Very often
Section F	Social Support	1= Strongly Disagree
7 questions		2= Disagree
		3= Neutral
Section G		4= Agree
15 questions	Perfectionism	5= Strongly Agree
Section H		1=None of the time
7 questions	Presenteeism	2=A little of the time
		3=Some of the time
		4=Most of the time
		5=All of the time

3.7 Analysis of Data

After completing all the data coding, the data was examined using Statistical Package for the Social Sciences (SPSS) Version 26 and Partial Least Square-Structural Equation Modelling (PLS-SEM) that is available in SmartPLS

programs. The data was summarized, analysed, interpreted and presented to answer the primary research question. Ramayah et al. (2016) state that PLS-SEM can expand the described variance of endogenous latent variables. Further, Hair et al. (2018) also suggest that it may be utilized for concept confirmation and development. Based on this conceptual framework, the use of the PLS-SEM technique is appropriate and suitable for analysing the present study's hypothesized relationship.

3.7.1 The Analysis of Descriptive Statistics

The purpose of conducting descriptive analysis in this research is to transform the collected raw data from the survey questionnaire by rearranging, ordering, and manipulating it into a simple form for researcher to easily interpret, understand and use those data to generate descriptive information (Zikmund, 2003). In this transformation, the central tendency and variability of those data are calculated to provide more convenience in understanding the data. Examples of the central tendency are mean, mode and median and the variability are including variances and standard deviation (Kothe, 2019).

3.7.2 Analysis of Reliability

The reliability analysis is used to check the internal consistency of the multiple-item scale used in a survey instrument (Sekaran & Bougie, 2013). Internal consistency of the measures used in the survey can be determined through the value of Cronbach's coefficient alpha (α). In other words, Cronbach's coefficient alpha indicates how well the items in a questionnaire set are positively associated with one another. Additionally, Cronbach's coefficient alpha is generated using the average of the inter-correlations among the items used to measure a particular concept in particular research.

Cronbach's alpha was ranged in value from 0 (completely inconsistent) to 1 (complete consistency). The standard coefficient alpha (α) is depicted below:

Table 3.6:

Guidelines on Cronbach's Alpha Coefficient

Ranges of Alpha	Degree of Reliability
α = 0.80 to 0.95	Very Good
α = 0.70 to 0.80	Good
α = 0.60 to 0.70	Fair
α = < 0.60	Poor

Source: Zikmund et.al. (2013)

Table 3.6 shows that a measure with reliability is considered as low when the alpha value is below 0.60, those that are below 0.7, but higher than 0.60 is linked to moderate reliability. And, the measure is said to have good reliability when the alpha value is from 0.70 to 0.80. On the other hand, values between 0.80 to 0.90 are regarded as very good reliability. Lastly, construct with the alpha value that is greater than 0.90 has excellent reliability.

3.7.3 Partial Least Square Structural Equation Modeling (PLS-SEM)

Partial Least Square-Structural Equation Modeling (PLS-SEM) was used for hypothesis testing (H1a-c to H10). SmartPLS software has been used by many scholars for the applications of PLS-SEM (Ringle et al., 2005). PLS-SEM enables researchers to estimate complicated cause-effects relationship models that comprise both latent and observed variables (Hair & Ringle, 2017). There are two main steps in using PLS-SEM. The measurement model evaluation is the first step in PLS-SEM. Convergent validity, discriminant validity and internal consistency reliability are the important evaluation criteria for the reflective measurement model.

Convergent validity is the degree to which the construct converges to explain the differences between its items (Hair et al., 2019). Convergent validity assessment is required for both reflective and formative measurement models in PLS-SEM (Janadari et al., 2018). For the reflective model, the convergent validity of each latent variable can be checked by examining the factor loadings, Average Variance Extracted (AVE), and composite reliability (Janadari et al., 2018). Whenever the AVE values are greater than the acceptable threshold of 0.5, then the convergent validity can be confirmed (Wong, 2013).

To confirm the convergent validity of the reflective measurement model, Hair et al. (2019) pointed out that the factor loading for the item should not be less than 0.70. However, factor loadings in the range of "0.40 to 0.70" are acceptable as long as the AVE is greater than 0.5 and the composite reliability result (> 0.70) provides a strong indication of internal consistency.

Composite reliability is a replacement for Internal Consistency Reliability (Bagozzi & Yi, 1988; Hair et al., 2012). Composite Reliability or construct reliability is used to measure the internal consistency of the scale items and it is almost the same as Cronbach's alpha (Netemeyer, 2003).

The cut-off criterion of composite reliability that is considered appropriate for reliability is 0.70 (Hair et al., 2017). The higher the values, composite reliability shows higher levels of reliability (Hair et al., 2018). Nevertheless, values that are beyond 0.95 can be problematic, as this may indicate that the items are redundant, therefore affect the construct validity (Diamantopoulos et al., 2012; Drolet & Morrison, 2001). A reliability of 0.70 indicates that the measurement items have a common variance of at least 50 per cent (Powers, 2018).

Discriminant validity explains that "measures of constructs that theoretically should not be highly related to each other are, in fact not found to be highly correlated to each other" (Hubley, 2014). Fornell and Larcker (1981) proposed

that discriminant validity can be established if the value of the square root of AVE in each latent variable is much higher than other latent variables' correlation values.

Another approach to establish discriminant validity is by assessing the heterotrait-monotrait (HTMT) value, which can be done in two ways: (1) as a criterion or (2) as a statistical test. The first approach explained that the problem of discriminant validity exists if the HTMT value is greater than 0.85 or HTMT.85 (Kline, 2011). Gold et al. (2001), on the other hand, suggested that there is a discriminant validity problem if the HTMT value is larger than 0.90 or HTMT.90. According to Henseler (2015), the second criterion is to examine the HTMTInference by evaluating the null hypothesis (H0: HTMT $\geq$ 1) against with the alternative hypothesis (H1: HTMT < 1). In the case where the confidence interval shows the value of one in any of the constructs, then suggest that the measurement model is lack discriminant validity.

Whenever the reliability of the measurement model and validity are satisfied, the next step involves the evaluation of the structural model (Hair et al., 2014). In the structural model, the hypothesized relationship among the variables will be examined.

3.8 Ethical Consideration

Ethical consideration is one of the crucial parts of the research and it may be doomed to failure if ethical consideration is missing (Dudovskiy, 2011). In this study, the researcher sought approval from the university's Scientific and Ethical Review Committee before the data collection process.

3.9 Chapter Summary

In a nutshell, the methodology for the research project was described in this current chapter. In addition, this chapter clarifies the study methodology by providing the detail of the sampling design. Besides, the approaches adopted for primary data collection as well as the detail of the research instrument used in this study have both been described. In addition, this chapter discussed the measures for each variable, steps taken to process the data, and statistical approaches used to analyze data. The results of SPSS software and PLS-SEM will be discussed in greater depth in the following chapter.

Chapter 4 Data Analysis

4.0 Introduction

This section analyzes and discusses the details gathered from survey questionnaires about "Influence of Job Demand, Social Support and Perfectionism on Presenteeism among Employees in Hospitality Industry: The Mediating Role of Job Burnout". The questionnaires were collected from respondents working in the hospitality industry. The study of data is outlined in this chapter. To produce the analysis, data were entered into the SPSS version 26 software. It provides the outcomes of descriptive study of the demographic variables of the respondents, independent and dependent variables, respectively. The outcomes of reliability analysis for dependent and independent variables were also presented in Chapter 4. In addition, the results of the hypotheses were also produced using PLS-SEM and summarized in this chapter.

4.1   Survey Response Analysis

A combination of online survey and paper questionnaires, a total of 400 questionnaires had been distributed to the employees working in the hospitality industry. Five questionnaires had been deleted because the respondents answered the questionnaires with the same scale in all the sections or did not fully answer all the questions provided in the questionnaires. Hence, there were 220 usable questionnaires returned and this yielded 55% of the response rate.

4.2 Descriptive Test

4.2.1 The Respondents' Demographic Profile

Table 4.1 :

Participants' Socio-demographic Information

	Frequency	Percentage (%)
Gender		
Male	113	51.4
Female	107	48.6
Age		
Less than 25 years old	49	22.3
Between 25 and 34 years old	76	34.5
Between 35 and 44 years old	54	24.5
Between 45 and 54 years old	34	15.5
55 years old and above	7	3.2
Work Experience		
Less than 1 year	53	24.1
1-3 years	70	31.8
4-6 years	52	23.6
7-9 years	22	10.0
10 years and above	23	10.5
Highest Academic Qualification		
SPM	44	20.0

STPM	16	7.3
Diploma	50	22.7
Bachelor	100	45.5
Masters	10	4.5

Ethnicity

Malay	103	46.8
Chinese	82	37.3
Indian	32	14.5
Others	3	1.4

Position

Manager/Supervisor	59	26.8
Receptionist	53	24.1
Administrative Assistant	53	24.1
Others	55	25.0

Dealing with customer directly

Yes	144	65.5
No	76	34.5

Marriage Status

Married	109	49.5
Single	111	50.5

Organisation currently work with

Hotel/Lodging	76	34.5
Cafe/Restaurant	105	47.7
Airlines	14	6.4
Others	25	11.4
Total	220	100

Note. SPM = "Sijil Pelajaran Menengah" (Malaysian Certificate of Education), STPM = "Sijil Tinggi Pelajaran Malaysia" (Malaysian Higher School Certificate)

Table 4.1 summarizes the demographic profile of 220 respondents. The majority of the respondents are male 51.4% whereas others are female 48.6%.

In terms of age categories, 22.3 % are under the age of 25, 34.5 % are between the ages of 25 and 34, 24.5 % are between the ages of 34 and 44, 15.5 % are between the ages of 45 and 54, and 3.2 % are 55 and over.

In addition, 24.1% of respondents had less than 1 year of work experience. 31.8% are 1-3 years of work experience, 23.6% are 4-6 years of work experience, followed by 10.0% and 10.5% respectively of 7-9 years and 10 years and above working experience.

20.0% of respondents have SPM academic qualifications. 7.3%, 22.7% and 4.5% of respondents are from STPM, Diploma and Master, respectively. Bachelor's respondents with 45.5% are the highest academic qualification.

Furthermore, 46.8% are Malay respondents, 37.3% are Chinese respondents, 14.5% are Indian respondents and 1.4% are another ethnicity. As for position, 26.8% of the respondents are holding managerial position (i.e., manager/supervisor). Receptionists and Administrative Assistants have the same proportion which is 24.1% while 25.0 % are in other positions.

On the other hand, 65.5% of the respondents deal with customers, while 34.5% do not directly deal with customers. Of the total 220 respondents, 50.5% of them are single, compared to 49.5 % are married.

Finally, the majority of respondents working in cafes/restaurants with the highest percentage of 47.7% were also summarized in Table 8. The second highest is 34.5% for respondents working in hotels/lodging, while 6.4% for airlines is the lowest percentage. 11.4% work in other organisations.

4.3 Measures of Central Tendencies

The mean and standard deviation are descriptive statistics that are used to describe or summarize the characteristics of a collection. Job demand (independent variable), social support (independent variable), perfectionism (independent variable), presenteeism (dependent variable), and job burnout (mediating variable) are among the five variables. All the variables are computed by utilising Statistical Package for the Social Sciences (SPSS) version 26.

Table 4.2:

Overall Mean and Standard Deviation

Variables	Mean	Standard Deviation
Job Burnout	3.350	0.892
Job Demand		
workload	3.696	0.924
time pressure	4.023	0.889
job insecurity	3.463	0.857

Social Support	3.750	0.730
Perfectionism	3.830	0.714
Presenteeism	2.670	0.829

4.4 Preliminary Analysis

A normality test is a statistical procedure for determining whether a sample or a set of data fits into a standard normal distribution (Normality Test Definition, 2021). Skewness and Kurtosis, a statistical technique, was employed to evaluate the normal distribution of the data in this study. Asymmetry and kurtosis values between -2 and +2 are regarded as acceptable for demonstrating a normal univariate distribution (George & Mallery, 2010).

4.4.1 Testing Normality by examining Skewness and Kurtosis

Table 4.3:

Skewness and Kurtosis of Independent Variable, Dependent Variable, and Mediating Variable

Variables	Skewness	Kurtosis
Job Demand		
Workload	-0.8036	0.6188
Job Insecurity	-0.2713	-0.2186
Time Pressure	-0.6947	0.1750
Social Support	-0.1139	-0.0951
Perfectionism	-0.0102	0.3229
Presenteeism	0.3617	0.2323
Job Burnout	-0.2453	-0.3916

The skewness for the dimensions of job demand (workload, job insecurity, and time pressure) as shown in table 4.3 are -0.8036, -0.2713, and -0.6947, respectively. Furthermore, social support has a skewness value of -0.1139,

whereas perfectionism has a skewness value of -0.0102. The skewness value of job burnout is 0.2453 and presenteeism is 0.3617.

According to table 4.3, the kurtosis for the dimensions of job demand (workload, job insecurity, and time pressure) are 0.6188, -0.2186, and 0.1750, On the contrary, the kurtosis value of social support is -0.0951, whereas perfectionism has a kurtosis value of 0.3229. Meanwhile, the kurtosis value for job burnout is -0.3916 and for presenteeism is 0.2323,

As all constructs' skewness and kurtosis values fall between -2 and +2 (George & Mallery, 2010), indicating that there is no problem with the normality of the data.

4.5 Common Method Bias

Common Method Bias refers to common method variance. In survey research, common method bias occurs when all the data for different variables in the study are compiled or collected using the same procedure or obtained from a single source (Jordan & Troth, 2019). There were two approaches that can be used to examine common method bias: Harman's Single Factor Test (Chang et al., 2010) and full collinearity assessment (Kock & Lynn, 2012; Kock, 2015).

4.5.1 Harman's Single Factor Test

Harman's Single Factor Test is the most prevalent test used by researchers to investigate common method variance (CMV) (Tehseen, Ramayah & Sajilan, 2017) A Harman Single Factor analysis is a post-hoc method performed after data collection to determine whether a single component is responsible for variance in the data (Chang et al., 2010). In this procedure, all items from each construct are loaded into a factor analysis to see if a single factor emerges or whether a single general factor accounts for the majority of the covariance among the measures; if no single factor emerges and accounts for the majority

of the covariance, then indicates that CMV is not a prevalent issue in the study (Chang et al., 2010).

The exploratory factor analysis showed that the first unrotated factor captured only 17.4 % of the variance in data (refer to Table 4.4) Therefore, these results suggested that CMV is not an issue in this study because the variance is less than 50 % (Podsakoff et al., 2003).

Table 4.4:

Harman's Single Factor Analysis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.806	17.429	17.429	10.806	17.429	17.429
2	6.709	10.821	28.250	6.709	10.821	28.250
3	5.287	8.527	36.777	5.287	8.527	36.777
4	3.868	6.238	43.015	3.868	6.238	43.015
5	3.134	5.055	48.070	3.134	5.055	48.070
6	2.529	4.080	52.150	2.529	4.080	52.150
7	2.021	3.259	55.409	2.021	3.259	55.409
8	1.807	2.915	58.325	1.807	2.915	58.325
9	1.710	2.758	61.082	1.710	2.758	61.082
10	1.513	2.441	63.523	1.513	2.441	63.523
11	1.370	2.209	65.732	1.370	2.209	65.732
12	1.179	1.901	67.633	1.179	1.901	67.633
13	1.125	1.814	69.447	1.125	1.814	69.447
14	1.058	1.707	71.155	1.058	1.707	71.155
15	1.027	1.656	72.811	1.027	1.656	72.811

4.5.2 Full Collinearity Assessment

Kock and Lynn (2012) and Kock (2015) proposed full collinearity assessment in evaluating common method bias in Partial Least Square Structural Equation Modeling. As indicated in Table 4.5, all the Variance Inflator Factor (VIF) VIFs resulting from the collinearity test are below the threshold of 3.3 (Kock, 2015). As such, the model can be considered free of common method bias.

Apart from being the indicator for common method bias, the VIF values that are below 3.3 as shown in the table also showed the absence of multicollinearity problems or the presence of high inter-correlations between two or more independent variables (Hayes, 2021).

Table 4.5:

Full Collinearity Assessment

	Variance Inflator Factor (VIF)
Presenteeism	1.224
job burnout	1.630
job insecurity	1.596
perfectionism	1.301
social support	1.165
time pressure	1.213
workload	1.091

4.6 Partial Least Square-Structural Equation Modelling (PLS-SEM)

Partial least squares-structural equation modelling (PLS-SEM) was used for hypothesis testing. Many scholars have used Smart PLS in PLS-SEM applications (Ringle, Wende, & Will, 2005). PLS-SEM is a structural equation modelling method that allows researchers to model and estimate complex cause-effects relationship models that include both latent and observed variables. Examining the measurement model is the first step in PLS-SEM. When the measurement model's reliability and validity are met, the following step was to evaluate the structural model (Hair et al., 2014). The hypothesized relationship between the variables was investigated in the structural model.

4.6.1 Assessing Measurement Model

Job burnout, social support and perfectionism were described as reflective-reflective higher-order models. Two-stage approach or sequential latent variable score method was used to estimate the higher-order construct (Hair,

Sarstedt, Ringle, & Gudergan, 2017). Besides, this study considered a two-stage approach than the repeated indicator approach in estimating the model as Becker et al. (2012) suggested that repeated indicator approach is more appropriate if the lower-order constructs have an equal number of indicators. Furthermore, Hair et al. (2017) noted that two-stage approach can be applied to different types of hierarchical component models. During the first stage, the measurement model of first-order construct and other key constructs were evaluated to ensure the reliability and validity. At this stage, the latent variable scores of the first-order constructs will be generated, the scores can be used at a separate second stage of the model estimation (Becker et al., 2012; Ringle, Sarstedt & Straub, 2012). The latent variable scores found in the first stage are to be utilized as indicators in the second-order construct's measurement model (Hair et al., 2017).

4.6.1.1 Convergent Validity and Reliability

The convergent validity of each latent variable can be checked by examining the factor loadings, Average Variance Extracted (AVE), and composite reliability (CR) (Janadari et al., 2018). The factor loading for the item should not be less than 0.70 (Hair et al., 2019). However, as long as the average variance extracted is greater than 0.5 and the composite reliability result is greater than 0.70, it is acceptable to accept factor loadings in the range of "0.40 to 0.70," which offers a strong indicator of the existence of internal consistency. These can therefore attest to the reflective model's convergent validity.

Table 4.6 showed that the factor loadings of items from each construct were more than 0.70. In the process of assessing convergent validity, several items were discarded which were W1, T3, PF3r, PF7r, PF9, PF10, PF12, PF13, EE7, D13, D14, PA15r, P1, P2 and P3. According to Table 4.6, all the constructs meet the threshold value for CR and AVE where all CRs are greater than 0.7 and AVEs are greater than 0.5. Thus, the constructs fulfil the criteria for reliability and meet the requirement for convergent validity.

Table 4.6 :

Convergent Validity of First-order Constructs

Constructs	Items	Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Workload	W 2	0.806	0.866	0.620
	W 3	0.865		
	W 4	0.767		
	W5	0.702		
Time Pressure	T 1	0.855	0.864	0.760
	T 2	0.889		
Job Insecurity	JIS 1	0.879	0.915	0.728
	JIS 3	0.866		
	JIS 4	0.846		
	JIS 2r	0.821		
Co-worker support	SS 1	0.853	0.900	0.750
	SS 2	0.866		
	SS 3	0.878		
Supervisor Support	SS 4	0.872	0.916	0.732
	SS 5	0.832		
	SS 6	0.859		
	SS7	0.859		
Self-oriented perfectionism	PF 1	0.752	0.858	0.603
	PF 2	0.823		
	PF 4	0.777		
	PF 5	0.750		

Other-oriented perfectionism	PF 6	0.823	0.828	0.707
	PF 8	0.858		
Socially-prescribed perfectionism	PF 11	0.736	0.826	0.613
	PF 14	0.776		
	PF 15	0.834		
Emotional Exhaustion	EE 1	0.823	0.938	0.654
	EE 2	0.765		
	EE 3	0.787		
	EE 4	0.838		
	EE 5	0.881		
	EE 6	0.811		
	EE 8	0.788		
	EE 9	0.771		
Depersonalisation	D 10	0.916	0.884	0.720
	D 11	0.905		
	D 12	0.709		
Reduced personal accomplishment	PA 16r	0.775	0.911	0.631
	PA 17r	0.799		
	PA 18r	0.806		
	PA 19r	0.846		
	PA 20r	0.777		
	PA 21r	0.760		
Presenteeism	P 4	0.888	0.901	0.696
	P 5	0.730		
	P 6	0.872		
	P 7	0.838		

4.6.1.2 Discriminant Validity

Cross loadings were utilized to investigate discriminant validity (Hair et al., 2014). Table 4.7 indicates all indicators have a high load on their own constructs but a low load on the others for first-order constructs. This shows that discriminant validity is achieved.

Table 4.7 :

Cross Loading for First-Order Construct

	Job Insecurity	Co-worker Support	Depersonalisation	Emotional Exhaustion	Other oriented	Presenteeism	Reduced personal accomplishment	Self oriented	Socially prescribed	Supervisor Support	Time Pressure	Workload
D10	0.335	0.192	**0.916**	0.558	-0.134	-0.055	0.279	0.006	-0.057	0.186	0.334	0.261
D11	0.290	0.210	**0.905**	0.529	-0.131	-0.079	0.228	-0.031	-0.103	0.219	0.284	0.260
D12	0.451	0.146	**0.709**	0.559	-0.034	0.148	0.106	0.196	0.156	0.224	0.369	0.400
EE1	0.350	0.118	0.508	**0.823**	-0.154	-0.015	0.306	0.063	-0.064	0.056	0.444	0.444
EE2	0.343	0.061	0.397	**0.765**	-0.151	0.005	0.332	-0.027	-0.044	0.017	0.457	0.366
EE3	0.320	0.184	0.437	**0.787**	-0.190	-0.102	0.155	-0.021	-0.184	0.120	0.438	0.432
EE4	0.425	0.182	0.549	**0.838**	-0.200	-0.073	0.266	0.044	-0.124	0.181	0.265	0.248
EE5	0.396	0.213	0.519	**0.881**	-0.179	-0.059	0.290	-0.054	-0.157	0.184	0.376	0.252
EE6	0.395	0.257	0.530	**0.811**	-0.182	-0.227	0.124	-0.069	-0.138	0.207	0.326	0.311
EE8	0.487	0.128	0.624	**0.788**	-0.159	-0.030	0.259	0.038	0.000	0.172	0.345	0.313
EE9	0.433	0.283	0.610	**0.771**	-0.150	-0.210	0.159	0.025	-0.137	0.278	0.310	0.273
switch_PA16	0.210	-0.127	0.139	0.181	-0.249	-0.016	**0.775**	-0.268	-0.197	-0.108	0.113	-0.004
switch_PA17	0.179	-0.193	0.144	0.126	-0.176	0.104	**0.799**	-0.256	-0.109	-0.139	0.048	-0.100
switch_PA18	0.186	-0.117	0.078	0.144	-0.177	0.071	**0.806**	-0.223	-0.121	-0.125	0.045	0.032
switch_PA19	0.274	-0.078	0.242	0.299	-0.319	-0.048	**0.846**	-0.326	-0.250	-0.050	0.125	0.063
switch_PA20	0.187	-0.119	0.220	0.166	-0.339	0.030	**0.777**	-0.266	-0.235	-0.048	-0.091	-0.072
switch_PA21	0.297	0.001	0.281	0.383	-0.312	-0.121	**0.760**	-0.311	-0.284	-0.029	0.240	0.141
JIS1	**0.879**	0.260	0.362	0.415	-0.084	-0.132	0.217	0.076	-0.067	0.256	0.252	0.135
switch_JIS2	**0.821**	0.292	0.343	0.414	-0.216	-0.445	0.320	0.019	-0.286	0.282	0.262	0.256
JIS3	**0.866**	0.229	0.351	0.430	-0.156	-0.018	0.265	0.068	0.002	0.319	0.203	0.125
JIS4	**0.846**	0.214	0.375	0.398	-0.097	-0.005	0.151	0.149	0.036	0.335	0.226	0.190
P4	-0.166	-0.278	-0.018	-0.062	0.186	**0.888**	0.011	0.051	0.363	-0.055	-0.088	-0.045
P5	-0.112	-0.160	0.036	-0.023	0.137	**0.730**	0.043	0.004	0.230	-0.008	0.047	0.039
P6	-0.229	-0.214	0.013	-0.124	0.204	**0.872**	0.015	0.072	0.354	-0.064	-0.072	-0.105

P7	-0.175	-0.317	-0.016	-0.116	0.333	**0.838**	-0.068	0.096	0.498	-0.136	-0.076	-0.159
PF1	0.049	0.161	0.037	0.063	0.256	0.128	-0.297	**0.752**	0.127	0.096	0.020	0.156
PF2	0.007	0.157	-0.014	-0.033	0.443	0.112	-0.366	**0.823**	0.240	0.130	0.045	0.074
PF4	0.118	0.176	0.096	0.008	0.243	-0.001	-0.222	**0.777**	0.188	0.093	0.076	0.049
PF5	0.099	0.169	0.084	-0.026	0.201	-0.007	-0.197	**0.750**	0.244	0.139	-0.011	0.035
PF6	-0.075	0.009	-0.091	-0.147	**0.823**	0.157	-0.378	0.335	0.345	0.089	-0.006	-0.029
PF8	-0.207	-0.262	-0.111	-0.205	**0.858**	0.301	-0.204	0.303	0.485	-0.105	-0.126	-0.309
PF11	-0.035	-0.130	0.003	-0.106	0.379	0.280	-0.232	0.216	**0.736**	-0.069	0.055	-0.099
PF14	-0.178	-0.117	-0.049	-0.162	0.344	0.345	-0.259	0.201	**0.776**	-0.107	0.047	0.044
PF15	-0.065	-0.239	0.024	-0.044	0.442	0.446	-0.138	0.196	**0.834**	-0.052	0.008	-0.136
SS1	0.161	**0.853**	0.149	0.078	-0.046	-0.171	-0.173	0.262	-0.041	0.569	-0.050	0.144
SS2	0.272	**0.866**	0.199	0.224	-0.225	-0.345	-0.018	0.078	-0.341	0.539	0.104	0.278
SS3	0.335	**0.878**	0.212	0.264	-0.141	-0.276	-0.120	0.208	-0.166	0.656	0.138	0.330
SS4	0.298	0.504	0.231	0.126	0.042	0.024	-0.071	0.175	0.031	**0.872**	0.011	0.080
SS5	0.320	0.614	0.230	0.217	-0.018	-0.168	-0.069	0.036	-0.195	**0.832**	0.087	0.227
SS6	0.333	0.619	0.174	0.149	-0.059	-0.117	-0.134	0.155	-0.025	**0.859**	-0.024	0.132
SS7	0.235	0.589	0.208	0.151	-0.014	-0.051	-0.053	0.142	-0.136	**0.859**	-0.107	0.093
T1	0.167	-0.036	0.294	0.360	-0.014	-0.010	0.171	-0.040	0.054	-0.090	**0.855**	0.469
T2	0.314	0.157	0.375	0.432	-0.122	-0.108	0.042	0.106	0.028	0.063	**0.889**	0.605
W2	0.310	0.351	0.348	0.365	-0.180	-0.063	0.001	0.148	-0.027	0.208	0.407	**0.806**
W3	0.174	0.151	0.251	0.366	-0.217	-0.145	0.082	0.033	-0.117	0.029	0.635	**0.865**
W4	0.111	0.169	0.232	0.258	-0.053	-0.044	-0.132	0.120	-0.016	0.104	0.542	**0.767**
W5	0.034	0.237	0.284	0.255	-0.162	-0.051	0.084	0.024	-0.086	0.161	0.369	**0.702**

Next, discriminant validity was examined based on the Fornell-Lacker criterion (Fornell, & Larcker, 1981). Table 4.8 shows that all reflective constructs have sufficient discriminant validity (Fornell & Larcker, 1981), where the square root of AVE (diagonal) is greater than the correlations (off-diagonal)

Lastly, Heterotrait-monotrait (HTMT) criterion is a measure that examines "the ratio of correlations within the constructs to correlations between the constructs" (Ramayah et al., 2018, p. 85). As displayed in Table 4.9, the HTMT ratio values were in the range between 0.125 and 0.833. None of these values exceeds 0.85 or 0.90, which are the cut-off value for HTMT specified by Kline (2011) and Gold et al., (2001), respectively. Hence, the discriminant validity of the measurement model was ascertained.

Table 4.8: *Discriminant validity (Fornell-Larcker criterion) for First-Order Constructs*

	1	2	3	4	5	6	7	8	9	10	11	12
1. Job Insecurity	**0.853**											
2. Co-worker Support	0.298	**0.866**										
3. Supervisor support	0.347	0.681	**0.856**									
4. Depersonalisation	0.418	0.216	0.246	**0.849**								
5. Emotional Exhaustion	0.487	0.220	0.188	0.646	**0.809**							
6. Reduced personal accomplishment	0.291	-0.120	-0.096	0.246	0.295	**0.794**						
7. Other-oriented perfectionism	-0.171	-0.158	-0.015	-0.121	-0.211	-0.341	**0.841**					
8. Self-oriented perfectionism	0.084	0.212	0.148	0.061	0.001	0.378	0.077	**0.776**				
9. Socially-prescribed perfectionism	-0.117	-0.210	-0.096	-0.008	-0.130	0.498	0.459	0.498	**0.783**			
10. Time Pressure	0.280	0.076	-0.010	0.386	0.456	0.118	-0.071	-0.082	0.043	**0.872**		
11. Workload	0.214	0.292	0.156	0.357	0.405	0.029	-0.104	-0.209	0.099	-0.084	**0.787**	
12. Presenteeism	-0.211	-0.305	-0.093	-0.001	-0.108	-0.012	0.277	0.077	0.459	-0.071	-0.104	**0.834**

Note. Off diagonals represents the correlations among the variables, while the diagonals (bold) are the square root of the AVE

Table 4.9: *Discriminant validity - The Heterotrait-Monotrait Ratio (HTMT) for First-Order Construct*

	1	2	3	4	5	6	7	8	9	10	11	12
1 Job Insecurity												
2 Co worker Support	0.337											
3 Supervisor Support	0.397	0.792										
4 Depersonalisation	0.508	0.264	0.298									
5 Emotional Exhaustion	0.537	0.254	0.209	0.757								
6 Reduced personal accomplishment	0.304	0.183	0.132	0.271	0.307							
7 Other-oriented perfectionism	0.233	0.272	0.162	0.172	0.285	0.465						
8 Self-oriented perfectionism	0.143	0.263	0.179	0.161	0.092	0.409	0.546					
9 Socially-prescribed perfectionism	0.183	0.277	0.160	0.168	0.194	0.327	0.779	0.354				
10 Time Pressure	0.349	0.162	0.138	0.523	0.572	0.203	0.122	0.121	0.145			
12 Workload	0.240	0.350	0.197	0.452	0.464	0.144	0.327	0.145	0.169	0.833		
11 Presenteeism	0.206	0.341	0.114	0.128	0.136	0.099	0.357	0.124	0.559	0.110	0.125	

Figure 4.1 :

Path Modelling for Measurement Model

4.6.1.3 Assessment of the Reflective Second-Order Constructs

The coefficient path from the first-order construct to the reflective second-order construct was assessed in the second stage. Convergent validity and reliability as well as discriminant validity (Fornell-Larcker and HTMT) of the reflective second-order construct were also evaluated. As shown in the table below (Table 4.10), the outer loading of indicators in second-order constructs was above 0.7 except for Reduced Personal Accomplishment (0.549) and Self-Oriented perfectionism (0.473). The AVE and CR of the reflective second-order construct all meet the criteria which are more than 0.5 and 0.7 respectively. As long as the AVE is greater than 0.5 and the composite dependability is greater than 0.70, a factor loading of between 0.40 and 0.70 is considered to be within an acceptable range. As a result, these can confirm the reflective second-order model's convergent validity and reliability.

According to Table 4.11, it showed that all reflective constructs have appropriate discriminant validity (Fornell & Larcker, 1981), where the square root of AVE (diagonal) is greater than the correlations (off-diagonal). Furthermore, the Heterotrait-Monotrait (HTMT) criterion compares the ratio of connections within constructs to associations between constructs (Ramayah et al., 2018). Table 4.12 reveals that the HTMT ratio values are between 0.145 and 0.833, which are less than the HTMT0.85 (Kline, 2011) and HTMT0.90 thresholds (Gold et al., 2001).

Table 4.10:

Convergent Validity and Reliability of Reflective Second-Order Constructs

Second-order Reflective Constructs	Indicator (first-order construct)	Outer loading (path coefficient)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Job Burnout	Depersonalisation	0.846	0.816	0.607
	Emotional Exhaustion	0.897		
	Reduced Personal Accomplishment	0.549		
Social supports	Co-worker support	0.963	0.906	0.828
	Supervisor Support	0.854		
Perfectionism	Self-Oriented	0.473	0.786	0.565
	Other-Oriented	0.831		
	Socially-prescribed	0.884		

Table 4.11 :

Discriminant Validity Fornell-Larcker Criterion of Reflective Second-Order Constructs

	1	2	3	4	5	6	7
1 Job Burnout	**0.779**						
2 Job Insecurity	0.523	**0.853**					
3 Perfectionism	-0.226	-0.141	**0.752**				
4 Presenteeism	-0.061	-0.209	0.421	**0.835**			
5 Social Support	0.191	0.340	-0.142	-0.250	**0.910**		
6 Time Pressure	0.443	0.281	-0.005	-0.070	0.051	**0.872**	
7 Workload	0.378	0.214	-0.137	-0.100	0.268	0.617	**0.787**

Table 4.12 :

Discriminant validity - The Heterotrait-Monotrait Ratio (HTMT) of Reflective Second-Order Constructs

	1	2	3	4	5	6	7
1 Job Burnout							
2 Job Insecurity	0.668						
3 Perfectionism	0.428	0.212					
4 Presenteeism	0.093	0.206	0.440				
5 Social Support	0.350	0.413	0.275	0.240			
6 Time Pressure	0.613	0.349	0.136	0.110	0.145		
7 Workload	0.500	0.240	0.228	0.125	0.304	0.833	

4.6.2 Assessment of Structural Model

Once the measurement model's reliability and validity have been established, the structural model must be evaluated (Hair et al., 2014). The hypothesized association between variables will be investigated in the structural model. The structural model explained the correlation of latent variables or constructs.

The collinearity of the latent variables in the structural model was first assessed. According to Hair et al., (2017), the data does not have the collinearity problem if the VIF values of all exogenous latent constructs are lower than 5. The VIF values for all the latent constructs as displayed in the Table 4.13 were all less than 5.0. Therefore, no problem of collinearity in this study. The absence of collinearity means the constructs are not highly correlated with each other.

Table 4.13 indicates that job insecurity (β =0.409, p = 0.000) and time pressure (β =0.257, p = 0.000) were positively related to job burnout. On the other hand, perfectionism (β = -0.153, p = 0.010) showed a significant but negative relationship with job burnout. These variables explain 40.3 % variance in job burnout (R^2 = 0.403). Table 4.13 shows that the R^2 for job burnout was 0.403, which was greater than 0.26 value suggested by Cohen (1988), indicating that it has a substantial level of predictive accuracy. The results reveal that workload (β =0.114, p = 0.071) and social supports (β = -0.013 , p = 0.421) did not show significant relationship with job burnout.

Job burnout (β = 0.193, p = 0.005) and perfectionism (β =0.422, p = 0.029) were found positively related to presenteeism, whereas job insecurity (β = -0.164, p = 0.029) and social support (β = -0.177, p = 0.010) demonstrated significant but negative relationship with presenteeism. These variables explained 24.9% of the variance in presenteeism (R^2 = 0.249). The R^2 of presenteeism was 0.249 greater than 0.13 value suggested by Cohen (1988), indicating that it is a moderate level of predictive accuracy. The results also

showed that workload ($\beta = 0.045$, $p = 0.293$) and time pressure ($\beta = -0.126$, $p = 0.075$) did not show significant relationship with presenteeism.

Therefore, H1b, H1c, H3, H4, H5b, H6 and H7 are supported. However, H1a, H2, H5a, and H5c are not supported due to p-value greater than 0.05. According to table 20, the result shows that the Q2 value for job burnout ($Q2=0.214$) and presenteeism ($Q2=0.145$) is more than 0, indicating the model has sufficient predictive relevance.

Next, bootstrapping analysis for the testing of mediating effects was displayed. Table 4.14 shows that job burnout partially mediates the relationship between job insecurity and presenteeism ($\beta= 0.079$, $p = 0.020$), p-value which was less than 0.05, showing that the hypothesis (H8b) was supported. Job burnout fully mediates the relationship between time pressure and presenteeism ($\beta = 0.050$, $p = 0.046$). The p-value which was less than 0.05 shows that the hypothesis (H8c) was supported. Moreover, job burnout did not mediate the relationship between social support and presenteeism ($\beta= -0.003$, p-value $= 0.857$), thus H9 was not supported. Meanwhile, job burnout did not significantly mediate the linkage between perfectionism and presenteeism ($\beta= -0.030$, p-value $= 0.134$) as well as the relationship between workload and presenteeism ($\beta= 0.022$, $p = 0.242$). Hence, H10 and H8a were not supported.

Table 4.13 :

Hypothesis Testing for Direct Relationship

H	Relationships	Beta	SE	p-value	Decision	R^2	Q^2	VIF
H1$_a$	Workload -> Job Burnout	0.114	0.078	0.071	Not supported	0.403	0.214	1.819
H1$_b$	Time pressure ->Job Burnout	0.257	0.074	0.000*	Supported			1.790
H1$_c$	Job Insecurity -> Job Burnout	0.409	0.065	0.000*	Supported			1.247
H2	Social Support -> Job Burnout	-0.013	0.067	0.421	Not supported			1.250
H3	Perfectionism -> Job Burnout	-0.153	0.066	0.010**	Supported			1.053

H4	Job Burnout -> Presenteeism	0.193	0.075	0.005*	Supported	0.249	0.145	1.676
H5$_a$	Workload -> Presenteeism	0.045	0.084	0.293	Not supported			1.840
H5$_b$	Time pressure ->Presenteeism	-0.126	0.087	0.075	Not supported			1.901
H5$_c$	Job Insecurity -> Presenteeism	-0.164	0.086	0.029**	Supported			1.527
H6	Social Support -> Presenteeism	-0.177	0.077	0.010**	Supported			1.250
H7	Perfectionism -> Presenteeism	0.422	0.049	0.029**	Supported			1.092

Note :**p<0.01 , *p<0.05 ; Note : H = Hypothesis ; SE = Standard Error
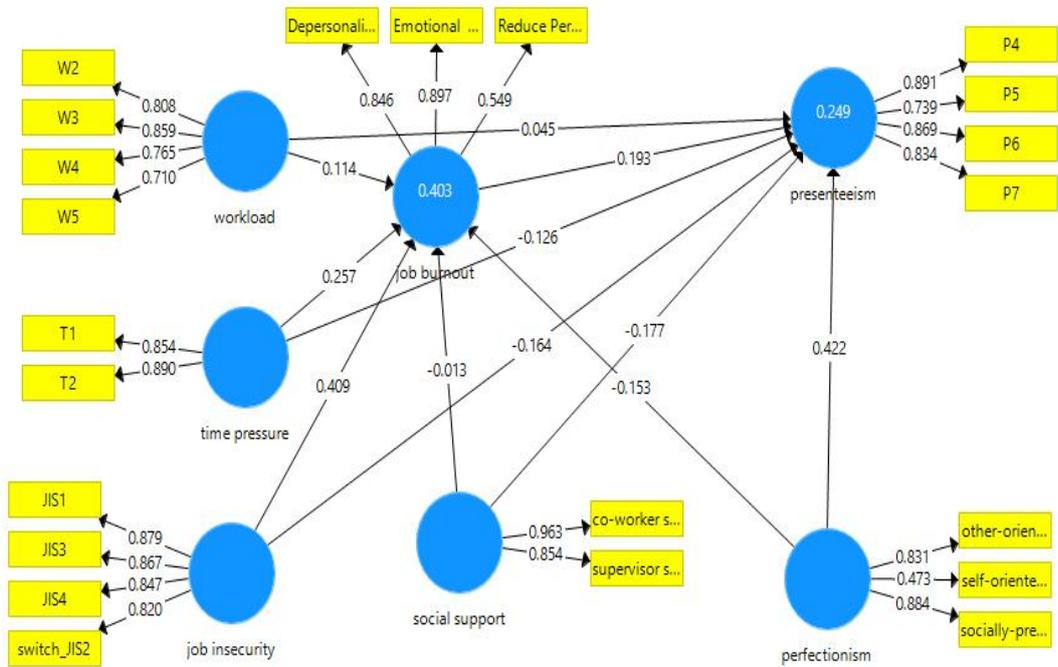
Table 4.14 :

Hypothesis Testing for Mediating Relationship (Mediating Effect)

H	Mediating Relationship	Beta	SE	p-value	95% Confidence Interval	Decision
H8$_a$	Workload -> Job Burnout -> Presenteeism	0.022	0.019	0.242	(-0.006, 0.067)	Not supported
H8$_b$	Time pressure -> Job Burnout -> Presenteeism	0.050	0.025	0.046*	(0.008, 0.105)	Supported
H8$_c$	Job Insecurity -> Job Burnout -> Presenteeism	0.079	0.034	0.020*	(0.019, 0.150)	Supported
H9	Social Support -> Job Burnout -> Presenteeism	-0.003	0.014	0.857	(-0.033, 0.026)	Not supported

H10	Perfectionism ->	-0.030	0.020	0.134	(-0.077, -0.000)	Not supported
	Job Burnout ->					
	Presenteeism					

Note :**p<0.01 , *p<0.05 ; Note : H = Hypothesis ; SE = Standard Error

Figure 4.2 :

Path Modelling for Structural Model

4.7 Chapter Summary

In conclusion, data analysis had been generated and displayed in this chapter. The descriptive analysis, common method bias, normality test, and full collinearity were all covered in this chapter. This chapter also outlined the result of the hypothesis for direct relationships and mediating relationships. For instance, there was an association between job insecurity, time pressure, perfectionism, and job burnout. Moreover, presenteeism is explained by job burnout, job insecurity, social support, and perfectionism Furthermore, job burnout mediated the effect between job insecurity and presenteeism. Job burnout also mediates the effect between time pressure and presenteeism.

Chapter 5 Discussion, Implication and Conclusion

5.0 Introduction

The researcher will highlight the key findings in this chapter. The implications, limitations, and recommendations are also discussed in this chapter and end with a conclusion.

5.1 Major Findings' Discussion

The prominent findings of this study are time pressure, job insecurity and perfectionism are significant predictors of job burnout, but not workload and social support. In addition, presenteeism was found to be influenced mainly by job burnout, job insecurity, social support and perfectionism. Workload and time pressure have no direct effect on presenteeism. Moreover, for mediating analysis only time pressure and job insecurity were found to explain presenteeism indirectly through job burnout, but not workload, social support and perfectionism. More detailed discussions are provided in the subsequent part.

5.1.1 Workload and Job Burnout

Utilising the PLS-SEM analysis, the result showed that there was no significant positive relationship between workload and job burnout. The finding of the current study was inconsistent with the past findings by Akca and Tepe Küçükoğlu (2020) who showed that workload, especially mental workload has a positive impact on burnout. Besides, Hu and Cheng (2010) indicated that workload is the main reason for stress for hotel employees, especially supervisors. Nevertheless, the relationship between workload and job burnout is not consistent. For example, Dewi and Rianna (2019) showed that the relationship between workload on job burnout was not significant. On the contrary, the finding by Tadic et al. (2015) demonstrated workload can be a

form of challenge demands that can stimulate and engage workers. But Gomoll (2018) found that challenging job demands (including workload) are insignificantly related to job burnout. For the present study, it is possible that the level of workload is not excessive to cause job burnout among hospitality employees in view that the number of visitors/clients has declined as compared to pre-pandemic.

5.1.2 Time Pressure and Job Burnout

Time pressure significantly and positively affects job burnout. The findings indicated that job burnout increases with increased time pressure and vice versa. This test result coincides with the research done by Darawad, et al. (2015) who concluded that time pressure was a precursor of burnout, giving rise to burnout in service employees. In addition, the result also corresponds with the study done by Syrek et al. (2013) who stated that time pressure increases strain and decreases well-being. For the present study, time constraints cause burnout among the employees involved in the hospitality sector. Employees are encouraged to work faster but more accurately during the COVID-19 pandemic due to a staffing shortage. Furthermore, some bosses/supervisors give confusing orders and contradictory requests. This will lead to a feeling of stress/pressure among hospitality employees.

5.1.3 Job Insecurity and Job Burnout

Based on the results generated from the data analysis, job insecurity was found to have a positive significant influence on job burnout. This shows that an increase in job insecurity leads to an increase in job burnout. This result is consistent with the findings of Tilakdharee et al. (2010) who discovered that work uncertainty leads to burnout. It also corresponds with the study done by Sverke et al. (2002) who indicated job insecurity among employees will result in an increase in the strain level and affect the individual's physical and

psychological health. The COVID-19 pandemic has had a severe impact on the hospitality industry and resulted in increased feelings of job insecurity among the employees in the sector, consequently resulted in adverse psychological impacts, such as burnout. The present finding was in line with a recent study by Vo-Thanh et. al (2021) who found that job insecurity causes emotional exhaustion among frontline hotel employees during the pandemic.

5.1.4 Social Support and Job Burnout

According to the findings, social support had no significant influence on job burnout. The findings of this study are consistent with McGregor et al. (2016) who found no significant direct association between social support and job burnout in their study. Though Saxena et al. (2011) argued that work-related sources of support (supervisors and coworkers) are the most efficient way to deal with a stressful situation. Nevertheless, the linkage between social support and job burnout is inconsistent in past studies. For instance, Beehr et al (2010) stressed that social support will not relieve stress if the type of support or helps are not desired by the employees. In short, social support may not always serve as a job resource for reducing job burnout. Besides, Shumaker and Brownell (1984) explained that the effectiveness of social support varies based on individual characteristics and situations which may affect the result of the present study.

5.1.5 Perfectionism and Job Burnout

Perfectionism was found to have a significant negative impact on job burnout based on the analysis generated in this study. This means when employees have a high level of perfectionism, they are less likely to burnout on the job. This is rather surprising as many past studies demonstrated a positive association between perfectionism and job burnout. For instance, according to a study conducted by Gluschkoff et al. (2017), self-oriented perfectionism has

resulted in depression symptoms. Besides, Pervichko et al. (2013) stated that socially prescribed perfectionism resulted in increased emotional tiredness and cynicism, which exacerbated the risk of high job pressure. Furthermore, Harari et al. (2018) conducted a meta-analysis that comprised multiple research that employed multidimensional measures of perfectionism and its implications; they concluded that overall perfectionism increased employees' job burnout. The possible reason for the negative relationship is that employees especially those working in the hospitality industry like hotels and restaurants who have perfectionism imply a strong motivation to achieve perfection while avoiding failure (Fairlie & Flett, 2003) when serving customers without the feeling of fatigue and burnout. A perfectionist who has self-oriented perfectionism characteristics is thought to be healthy, as it does not lead to excessive stress or burnout because they may be less likely to use harmful habits to cope with stress (GoodTheraphy, 2014).

5.1.6 Job Burnout and Presenteeism

Job burnout has a positive significant relationship with presenteeism. An increase of job burnout will lead to presenteeism, which is consistent with the finding by McGregor et al. (2016). Similarly, Demerouti et al. (2009) showed that emotional exhaustion leads to presenteeism. Burnout can have a long-term, irreversible impact on an individual's job (Shirom & Melamed, 2005). Nevertheless, exhausted employees are likely to attend work despite being unwell to avoid affecting their performance (Demerouti et al., 2009). Hoteliers and employees, specifically chefs need to work long hours, time constraints, unstable, highly bureaucratic and unpleasant work environments (Hadi et al., 2018) which will lead employees to burnout. However, they will present to their workplace even though sick due to perceived pressure from co-workers not to let them down and cause them more work, worry of losing attendance incentives, fear that sick leave will jeopardize promotion opportunities, and the fear of dismissal (Hadi et al., 2018).

5.1.7 Workload and Presenteeism

The result showed that workload has no significant positive influence on presenteeism. When workload increases, presenteeism increases and vice versa. In past studies, Wang et al. (2018) posit that employees that have a heavier workload are more likely to exhibit presenteeism. Furthermore, workload also was related to presenteeism as indicated by the study done by Tan et al. (2020). Nevertheless, the present result contradicted the past research. This could be due to a situational issue, as the COVID-19 outbreak was affecting business activities at the time data was collected. In this case, the employees are more likely to have a lesser workload to be accomplished as compared to before the pandemic. Thus, employees no longer anxious about their work cannot be covered by other employees.

5.1.8 Time Pressure and Presenteeism

The result shows the relationship between time pressure and presenteeism is not significant. This is contrary to the research done by Dietz and Scheel (2017) who indicated that time pressure is the most stated reason for presenteeism. Other study such as Miraglia and John (2016) indicated that time pressure increases the tendency of presenteeism. However, the present study shows that hospitality employees who are under a time constraint to complete their tasks, especially during the pandemic scenario are not prone to present to work when they are unwell. Furthermore, the number of tourists has decreased so, hospitality employees will no longer be present in the office and deal with customers on the spot. Hence, they will not be anxious about their work not finishing and can take a rest when sick.

5.1.9 Job Insecurity and Presenteeism

The finding of this study shows that job insecurity has a significant negative relationship with presenteeism where job insecurity increases, presenteeism declines. The direction of the relationship is rather unexpected, for instance, study by Arjona-Fuentes et al. (2019) showed job insecurity resulted in an increase in presenteeism among employees. This may be due to organisations having a stricter policy to prevent presenteeism during the Covid-19 pandemic since it poses higher risks to the clients and organisation members (International Labour Organization [ILO], 2021). Besides, health checks are also implemented in a company where the temperature is measured before entering the office. Unwell employees are not allowed to present to work. Violation of company rules may pose a greater risk of losing a job in the present vulnerable situation of the hospitality industry (Center for Disease Control and Prevention [CDC], 2021). Consequently, this may reduce the tendency of presenteeism among employees in the hospitality industry.

5.1.10 Social Support and Presenteeism

Based on the results generated from the analysis, social support has a negative direction and significantly influences presenteeism. This shows that when social support increases, presenteeism will decline. Hence, the result is in line with Yang et al. (2015) who concluded that presenteeism will be lessened when there is greater social support from work colleagues and managers/supervisors. Besides, Chen et al. (2021) stated that supervisory support and collegial support reward each other as are critical resources in mitigating the impact of working while sick on employees' innovative performance. The present study showed that during the global pandemic, many hospitality employees are working remotely at home and have meetings virtually with their employers to keep track of their work. On the other hand, employers also provide some support or motivation to employees and try to understand them throughout the global pandemic. Thus, hospitality employees will not worry about their work not finishing and can take a rest when sick. Therefore, presenteeism will decrease.

5.1.11 Perfectionism and Presenteeism

Perfectionism significantly influences presenteeism and has a positive direction. When perfectionism rises, presenteeism will also rise. According to Harari et al. (2018), individuals with high perfectionism will push themselves to work hard and be present at work to complete numerous tasks. Furthermore, some hospitality personnel who exhibit perfectionism will come to work and complete their tasks to ensure that they fulfil the criteria set as obtained from the study of Harari et al. (2018). Moreover, perfectionists showed propensity in setting high expectations and expect to be perfect. They are also concerned about how others will evaluate them, and they have a great desire to meet the standards set by others (Frost, Marten, Lahart, & Rosenblate, 1990; Hewitt & Flett, 1991). Therefore, these will lead to high presenteeism.

5.1.12 Mediating effects of job burnout between workload and presenteeism

The present finding showed that job burnout did not mediate the relationship between workload and presenteeism. Workload did not exert a significant impact on job burnout among hospitality employees in this study, which can intensify the phenomenon of presenteeism in this study. The study done by Dewi and Rianna (2019) indicated workload has an insignificant effect on burnout. This is because less stress means fewer customers to deal with during the current global threat (for example, the COVID-19 pandemic). This study showed that the level of workload did not result in health impairment process that can lead to job burnout and increase the level of presenteeism among hospitality employees.

5.1.13 Mediating effects of job burnout between time pressure and presenteeism

The results of this study demonstrated that job burnout has a significant mediation effect between time pressure and presenteeism. This is consistent with the study by McGregor et al. (2016) who asserted that time pressure leads to increase job burnout that in turn have caused the rising tendency of presenteeism based on a sample of Australian worker. Previous research from Rijk et al. (1998) and van der Doef et al. (2000) showed that job burnout can be caused by time pressure. Moreover, research from Demerouti et al. (2009) showed that job burnout can lead to presenteeism. Indeed, time constraints contribute to job burnout, particularly in the hospitality industry, where personnel must interact with guests quickly and meet deadlines.

5.1.14 Mediating effects of job burnout between job insecurity and presenteeism

Job burnout significantly mediates the path between job insecurity and presenteeism. This shows that job insecurity leads to the tendency of presenteeism indirectly through job burnout. Research from Sverke et al. (2002) showed that job uncertainty has a negative impact on an individual's physical and psychological health by distracting the state of well-being and will increase the stress level. When feelings about job insecurity are raised, it will then lead to burnout as indicated in a study by Tilakdharee et al. (2010). When individuals are concerned about their job security, they are more likely to show up to work sick as indicated in research by Mariella and Gail (2017). Employees, particularly hospitality employees, have experienced burnout as a result of restrictions imposed by the government (e.g., lockdowns/partial lockdowns). Not only is the restriction there, but the spread of viruses also leads hospitality employees to job insecurity, especially during global threats (e.g., the COVID-19 pandemic). Furthermore, a study by Schmidt and Pförtner (2020) stated that job burnout due to job insecurity can lead to presenteeism to demonstrate their commitment in the workplace and aim to secure their job.

5.1.15 Mediating effects of job burnout between social support and presenteeism

The result from this study showed that job burnout did not mediate the relationship between social support and presenteeism. The previous finding from McGregor et al. (2016) revealed that social support did not predict presenteeism via job burnout. Social support generally is viewed as a useful resource in mitigating or eliminating job burnout among employees in most research (Rahnfeld, 2013). Nonetheless, social support may fail to ease strains if it is not desired and causes the support recipients feel inept or incompetent. Moreover, unwelcome helping interactions are unlikely to relieve strains. Hence, this showed that social support does not always act as consistent organisational resources that can mitigate job burnout and presenteeism.

5.1.16 Mediating effects of job burnout between perfectionism and presenteeism

Job burnout did not exhibit any mediation effect between perfectionism and presenteeism. Although previous research (Falco et.al., 2011; Schaufeli et.al., 2009) showed that perfectionists will have a strong initiative to work hard, they will potentially exhibit a much greater tendency towards presenteeism. Tashman et al. (2010) discovered that perfectionism did not affect burnout. In summary, researchers discovered that individuals with perfectionism traits do not experience burnout and will show up at the workplace to work without feeling tired.

5.2 The Research's Implication

5.2.1 Theoretical Perspective

Academically, this research adds value to the existing literature by examining the mediating role of job burnout between job demand, social support, and perfectionism on presenteeism among employees in the Malaysian hospitality industry. The model was based on the foundation of the JD-R model on the impairment process of job demands, that lead to burnout and consequently result in the occurrence of a negative outcome, such as presenteeism among employees. This study showed that job demands, specifically job insecurity and time pressure predict presenteeism indirectly through job burnout. This study included personality traits (perfectionism) into the model in addition to job demands and job resources in predicting job burnout as well as presenteeism among hospitality employees during the Covid-19 pandemic.

Some research (Loh et al., 2020; Wilkins, 2021) reported that presenteeism is on the rise during covid-19 pandemic among hospitality employees in the West countries, but very limited study was found in Malaysia. Thus, the results of this study provide some valuable insight from the context of Malaysian hospitality employees in the face of uncertainty.

Consistent with the JD-R model (Demerouti, 2001), job insecurity and time pressure resulted in health impairment process and lead to increase job burnout. On the other hand, this study also showed that a personality trait (perfectionism) can be a personal resource that reduces job burnout, instead of resulting in a detrimental effect on a person's well-being. Besides, this study also showed that perfectionism is the most substantial effect in increasing the tendency of presenteeism among employees. As perfectionists tend to set a high standard for themselves, they are likely to invest more resources (e.g., time and effort) and attend to work despite unwell to prevent resources loss (e.g., performance or rewards), which is in line with COR theory (Hobfoll, 2001).

Social support is another factor that affects presenteeism. Consistent with COR theory, employees must acquire the support resources to curb the rising of presenteeism. For instance, supervisory support and co-worker support compensated each other as essential resources in minimizing the impact of

working while sick on employees' inventive performance. This study also showed that when support is available, it can aid in the reduction of presenteeism. Employees must conserve and maintain resources (social support) to strengthen their ability to cope with work stress and have more control over their emotions, according to COR theory. Presenteeism can be reduced in circumstances where there is more social support from coworkers and managers/supervisors.

5.2.2 Practical Implication

Practically, this study showed that time pressure results in increased job burnout among hospitality employees such as hotel employees, restaurant employees and even employees who works in travel and tourism organisation. As such, managers or supervisors in the hospitality industry must provide clear directions to employees so that they do not perform redundant tasks with limited time (Campbell, 2019). As a result, this can reduce employee burnout and productivity loss due to presenteeism. Human Resource personnel can help their employees to ease their daily scheduling (Guest, 2021). For example, allowing for more flexible work hours and arrangements of work (Guest, 2021). This can reduce time pressure among hospitality employees.

Furthermore, job insecurity will lead employees to job burnout. Employees have job burnout or prolong stress because rules and regulations as well as procedures in the hospitality sector have changed. Therefore, hospitality management like supervisors or managers also needs to take good care of the well-being or welfare. Employers must try to gently listen to employees' feedback, disagreements about their stress and other related issues encountered in the organisation. These can help employees feel less stressed at work and in the workplace. Not only supervisors or managers, but also Human Resource (HR) professionals, must recognize early burnout symptoms, pay attention, and keep an eye on their employees (Zojceska, 2018). HR managers can also delegate responsibilities to other managers and team leaders to assist in recognizing early warning signs of employee burnout (Zojceska, 2018). Nowadays, hospitality employees are performing in a new normal, so human resource departments must analyze all of the various stressors present at their

workplace and collaborate with the relevant supervisors to eliminate as many of them as possible. Besides, HR personnel needs to discuss the policies related to workplace safety and general employee health because it might have an adverse effect on employees' psychological well-being (Guest, 2021). Hence, HR needs to review the irrelevant policies and implement useful procedures to manage prolonged stress/burnout effectively (Guest, 2021). This can eventually reduce presenteeism. In addition, top management (managers) must be sympathetic and acknowledge employee anxiety (Wooll,2021) to mitigate the negative impact of job insecurity. As a result, they can recognise employees' feelings and respond to their concerns with empathy. A one-on-one setting is ideal for employees to open up about their anxieties and receive validation for their feelings. Lastly, hospitality organisations can provide mental health coaching to the employees. When employees are given mental health coaching, they are more likely to persevere in the face of adversity (Wooll, 2021).

Social supports have a significant association with presenteeism. Hence, presenteeism among hospitality employees can be reduced by having a superior, manager or even boss that stay humane (Berzi, 2020). Being a superior, manager or even boss, they must try to understand their employees. For instance, if one of the hotel staff appears unusually depressed or troubled, ask them what is wrong and attempt to give them some advice rather than worsening the situation. The hospitality manager or supervisor needs to trust the employees. They should not doubt the quality of their job. In this case, hospitality employees like hotel employees' self-esteem will improve, and they will be more motivated to work hard in the future. In addition, supervisors should coach employees in setting clear goals for themselves so that employees are aware of what is expected (Michigan State University, 2020). Supervisors can also teach their workers to view stressful situations as challenges instead of threats (Michigan State University, 2020). The coaching needs to take place before employees show signs of burnout.

This study demonstrated that perfectionism not only leads to an increase in job burnout but is also an indicator of employees' presenteeism. Perfectionists will

work regardless of fatigue and burnout. Therefore, the HR department has to ensure the workplace offers adequate opportunities to take breaks (Miller, 2017). Employees can rest after they finish their tasks to boost their concentration. Furthermore, perfectionists should set realistic and achievable goals to avoid negative aspects of perfectionism that can lead to negative outcomes. Hence, these ideas can help to reduce presenteeism in the workplace.

Lastly, hospitality workers themselves must ensure that their health is in good working order. They can avoid burnout by exercising, eating a balanced diet and practising good sleep habits (Fraga, 2019). They can improve their bodily health and overall emotional well-being by exercising. Employees should eat a balanced diet because a balanced diet can act as a natural antidepressant. Their body also needs time to rest and reset by practising good sleep habits. As hospitality employees, such as hotel employees have piles of tasks to perform, thus reaching out to people and asking for assistance is essential among employees in order to reduce burnout and inclination of presenteeism.

5.3 Limitation of Study

There were a few limitations in this study. This study used a cross-sectional design, which takes place at a single point in time. Besides, the cross-sectional design is concerned with describing what is happening right now. As a result, it is difficult to draw a definite conclusion on the cause-and-effect relationship between the variables.

Furthermore, another limitation of this study was the use of questionnaire which has the potential problem of socially desirability bias, for instance, respondents give socially accepted answers rather than the true answer (Huang et. al., 1998). Generally, people will try to act more favourably. Therefore, respondents will aware of answering the questions with correct answers. Despite this study has attempted to reduce social desirability bias by ensuring the anonymity of the questionnaire, this may not be able to eliminate the social desirability problem.

This research only evaluated the extent to which job demand, social support and perfectionism can lead to job burnout and presenteeism. There are other factors that can be included in the research model in the present study which can be further investigated in the future. Besides, this study evaluated the impact of the higher-order construct of perfectionism on job burnout and presenteeism, without assessing its dimension. Besides, this study evaluated the impact of the higher-order construct (HOC) of perfectionism on job burnout and presenteeism, without assessing its dimension. The benefit of evaluating HOC is to have a more parsimonious PLS path model and enable researchers to examine the impact of overall perfectionism on endogenous variables. However, evaluation of the dimension can provide more information in understanding the different forms of perfectionism (e.g., self-oriented perfectionism, other-oriented perfectionism and socially-prescribed perfectionism) on job burnout and presenteeism.

5.4 Recommendation of The Future Study

There are several recommendations have been identified by researcher and have some suggestions for the future researcher who would like to conduct their research on a related topic. First of all, future researchers should conduct the survey/research in a longitudinal design to confirm the causal relationship between the variables.

To reduce the problem of social desirability bias, a future researcher should keep the purpose of the survey vague so that respondents will not be able to prepare and give responses that are more socially acceptable. Hence, this will reduce the tendency of the respondents from giving a socially acceptable answer and give true answers from their perspective and understanding.

Lastly, there are other factors such as personal, financial and job-related factors that can be included in the research model for further investigation in the future. Besides, future researchers are suggested to look into the dimension level of perfectionism in detail so that more in-depth understanding can be obtained on

the linkages between perfectionism personality trait and its impacts on employees' job burnout and presenteeism

5.5 Conclusion

Following the completion of the analysis, the principal findings were addressed. Implications, limitations, and suggestions for further research are also presented.

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Appendices

1 Central Tendencies of Measurement

Central Tendencies of Measurement of Job Burnout

No	Items	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
Emotional Exhaustion					
EE1	I feel emotionally drained from my work.	3.94	4	0.937	9
EE2	I feel used up at the end of the workday.	4.09	1	0.882	11
EE3	I feel fatigued when I get up in the morning and have to face another day on the job.	3.67	7	1.140	3
EE4	Working with people all day is really a strain for me.	3.93	5	0.977	7
EE5	I feel burned out from my work.	3.95	3	0.950	8
EE6	I feel frustrated by my job.	3.48	10	1.294	2
EE7	I feel I'm working too hard on my job.	3.99	2	0.844	13

EE8	Working directly with people puts too much stress on me.	3.95	3	0.890	10
EE9	I feel like I'm at the end of my rope.	3.30	9	1.405	1

Depersonalization

D10	I feel I treat some recipients as if they were impersonal "objects."	3.50	8	1.009	4
D11	I've become more callous toward people since I took this job.	3.25	10	0.995	5
D12	I worry that this job is hardening me emotionally.	3.78	6	0.859	12
D13	I don't really care what happens to some recipients.	2.84	12	0.989	6
D14	I feel recipients blame me for some of their problems.	3.95	3	0.859	12

Reduced Personal Accomplishment

PA15r	I can easily understand how my recipients feel	2.79	14	0.795	14

	about things.				
PA16r	I deal very effectively with the problems of my recipients.	2.65	15	0.634	18
PA17r	I feel I'm positively influencing other people's lives through my work.	2.85	11	0.669	16
PA18r	I can easily create a relaxed atmosphere with my recipients.	2.82	13	0.689	15
PA19r	I feel exhilarated after working closely with my recipients.	2.58	16	0.633	19
PA20r	I have accomplished many worthwhile things in this job.	2.65	15	0.663	17
PA21r	In my work, I deal with emotional problems very calmly.	2.41	17	0.610	20

Central Tendencies of Measurement of Job Demand

No	Items	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking

Workload

W1	How often does your job require you to work very fast?	4.16	2	0.832	10
W2	How often does your job require you to work very hard?	4.03	3	0.921	5
W3	How often does your job leave you with little time to get things done?	3.59	8	1.079	2
W4	How often is there a great deal to be done?	3.45	10	0.867	7
W5	How often do you have to do more work than you can do well?	3.25	11	0.920	4

Job Insecurity

JIS1	Chances are, I will soon lose my job.	3.56	9	0.882	6
JIS2r	I am sure I can keep my job	2.65	12	0.950	3
JIS3	I feel insecure about the future of my job.	3.86	5	0.752	11

| JIS4 | I think I might lose my job in the near future. | 3.78 | 6 | 0.843 | 9 |

Time Pressure

T1	How often you pressed for time ?	4.02	4	0.846	8
T2	How often must you finish work later because of having too much to do?	3.59	7	1.169	1
T3	How often is a fast pace of work require of you ?	4.46	1	0.651	12

Central Tendencies of Measurement of Social Support

No	Items	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
SS1	I find my coworkers very helpful in performing my duties.	3.89	2	0.687	6
SS2	When performing my duties, I rely heavily on my coworkers	3.47	6	0.813	1

SS3	My coworkers provide me with important work-related information and advice that make performing my job easier	3.69	4	0.700	5
SS4	I find my supervisor very helpful in performing my duties.	3.96	1	0.727	4
SS5	When performing my duties, I rely heavily on my supervisor	3.55	5	0.784	2
SS6	My supervisor provides me with important work-related information and advice that make performing my job easier	3.89	2	0.747	3
SS7	I can count on my supervisor to solve the problems that relate to my job.	3.79	3	0.649	7

Central Tendencies of Measurement of Perfectionism

No	Items	Mean	Mean Ranking	Standard Deviation	Standard Deviation

					Ranking
PF1	It makes me uneasy to see an error in my work.	3.56	12	0.716	6
PF2	One of my goals is to be perfect in everything I do.	3.78	10	0.655	8
PF3r	I never aim for perfection in my work.	3.96	6	0.938	2
PF4	I must work to my full potential at all times.	4.07	4	0.540	14
PF5	I must always be successful at workplace or work.	4.10	3	0.543	13
PF6	I have high expectations for the people who are important to me.	3.82	8	0.734	4
PF7r	I do not have very high standards for those around me.	3.54	13	1.040	1
PF8	If I ask someone to do something, I expect it to be done flawlessly.	4.21	2	0.723	5
PF9	I can't be bothered with people who won't strive to better themselves.	3.48	14	0.830	3

PF10	The people who matter to me should never let me down.	3.35	15	0.649	10
PF11	The better I do, the better I am expected to do.	4.23	1	0.552	12
PF12	My family expects me to be perfect.	3.85	7	0.669	7
PF13	Those around me readily accept that I can make mistakes too.	3.65	11	0.633	11
PF14	The people around me expect me to succeed at everything I do	3.80	9	0.652	9
PF15	Anything that I do that is less than excellent will be seen as poor work by those around me.	4.00	5	0.830	3

Central Tendencies of Measurement of Presenteeism

No	Items	Mean	Mean Ranking	Standard Deviation	Standard Deviation

					Ranking
P1	How often was your performance higher than most workers on your job ?	3.39	1	0.663	7
P2	How often was your performance lower than most workers on your job ?	2.56	4	0.696	5
P3	How often did you do no work at times when you were supposed to be working ?	1.92	7	0.816	4
P4	How often did you find yourself not working as carefully as you should ?	2.63	3	0.825	3
P5	How often was the quality of your work lower than it should have been ?	2.38	6	0.681	6
P6	How often did you not concentrate enough on your work ?	2.55	5	0.829	2
P7	How often did health problems limit the kind	3.26	2	1.293	1

or amount of work you

could do ?

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2 Harman's Single Factor Test

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.806	17.429	17.429	10.806	17.429	17.429
2	6.709	10.821	28.250	6.709	10.821	28.250
3	5.287	8.527	36.777	5.287	8.527	36.777
4	3.868	6.238	43.015	3.868	6.238	43.015
5	3.134	5.055	48.070	3.134	5.055	48.070
6	2.529	4.080	52.150	2.529	4.080	52.150
7	2.021	3.259	55.409	2.021	3.259	55.409
8	1.807	2.915	58.325	1.807	2.915	58.325
9	1.710	2.758	61.082	1.710	2.758	61.082
10	1.513	2.441	63.523	1.513	2.441	63.523
11	1.370	2.209	65.732	1.370	2.209	65.732
12	1.179	1.901	67.633	1.179	1.901	67.633
13	1.125	1.814	69.447	1.125	1.814	69.447
14	1.058	1.707	71.155	1.058	1.707	71.155
15	1.027	1.656	72.811	1.027	1.656	72.811
16	0.977	1.576	74.387			
17	0.868	1.401	75.788			
18	0.789	1.272	77.060			
19	0.781	1.259	78.319			
20	0.692	1.115	79.434			
21	0.685	1.105	80.539			
22	0.643	1.037	81.577			
23	0.613	0.989	82.565			
24	0.569	0.918	83.483			
25	0.563	0.909	84.392			
26	0.546	0.881	85.272			
27	0.536	0.865	86.137			
28	0.503	0.811	86.949			
29	0.477	0.770	87.718			

30	0.459	0.740	88.458			
31	0.442	0.713	89.171			
32	0.421	0.679	89.849			
33	0.399	0.644	90.494			
34	0.381	0.614	91.108			
35	0.380	0.613	91.721			
36	0.348	0.561	92.282			
37	0.335	0.540	92.822			
38	0.311	0.502	93.325			
39	0.303	0.489	93.814			
40	0.299	0.482	94.296			
41	0.268	0.433	94.729			
42	0.257	0.414	95.143			
43	0.242	0.391	95.534			
44	0.236	0.380	95.914			
45	0.218	0.352	96.266			
46	0.214	0.346	96.612			
47	0.210	0.338	96.950			
48	0.195	0.315	97.265			
49	0.189	0.305	97.570			
50	0.170	0.275	97.845			
51	0.165	0.267	98.112			
52	0.145	0.234	98.345			
53	0.144	0.233	98.578			
54	0.134	0.216	98.794			
55	0.123	0.198	98.992			
56	0.117	0.189	99.181			
57	0.107	0.172	99.353			
58	0.098	0.158	99.511			
59	0.096	0.155	99.667			
60	0.078	0.126	99.793			
61	0.067	0.107	99.900			
62	0.062	0.100	100.000			

3 Questionnaire survey

UNIVERSITI TUNKU ABDUL RAHMAN

Faculty of Business and Finance

Title : **Influence of Job Demand (workload, time pressure and job insecurity) , Social Support and Perfectionism on Presenteeism among Employees in Hospitality Industry: The Mediating Role of Job Burnout**

Dear Participant:

I am a Master of Philosophy student from Universiti Tunku Abdul Rahman. I am inviting you to participate in this research study by completing the attached surveys. You only need to use approximately 10 to 15 minutes to complete this questionnaire. In order to ensure that all the information will remain confidential, please do not include your name. This survey is important to me as a partial fulfilment of my Master of Philosophy programme.

The purpose of the study is to analyse the **influence of job demand (workload, time pressure and job insecurity) , social support and perfectionism on presenteeism among employees in hospitality industry: the mediating role of job burnout.** Your participation will greatly contribute to the success of the survey. I highly appreciate your help in participating in this survey. Your responses will remain private and confidential as well as will be use strictly for academic purpose only.

Peserta yang dihormati,

Saya ialah pelajar Ijazah Sarjana dari Universiti Tunku Abdul Rahman. Saya ingin menjemput anda untuk menjawab soalan borang soal selidik saya. Anda hanya perlu meluangkan masa lebih kurang 10-15 minit untuk melengkapkan borang soal selidik ini. Untuk memastikan informasi yang anda berikan adalah

sulit, anda tidak perlu menyertakan nama anda dalam borang ini. Soal selidik ini amat penting kepada saya untuk memenuhi syarat pengajian Ijazah Sarjana yang ditetapkan oleh universiti. Penyelidikan ini bertujuan untuk menganalisa **pengaruh permintaan pekerjaan, sokongan sosial, perfeksionisme antara pekerja pada kehadiran : tekanan kerja sebagai peranan perantaraan.** Saya amat menghargai penyertaan dan sumbangan anda. Respon anda adalah kekal sulit dan hanya untuk tujuan pembelajaran saya sahaja.

Contact Person / Orang yang boleh dihubungi :

Chong Chin Ann (chinann.mphil@gmail.com)

<u>**Section A: General Information (Informasi Umum)**</u>

The following questions refer to the general information of the respondents. Please tick (**/**) the appropriate box to represent your answer. Your answer will be kept confidential.

Soalan di bawah ialah informasi umum responden. Sila tandakan (**/**) pada kotak yang betul. Jawapan anda adalah sulit.

| A1 | **Gender (Jantina)** | ☐ **Male (lelaki)** |
| | | ☐ **Female (perempuan)** |

A2	**Age (Umur)**	☐ **Less than 25 years old (kurang daripada 25 tahun)**
		☐ **Between 25 and 34 years old (antara 25 dan 34 tahun)**
		☐ **Between 35 and 44 years old (antara 35 dan 44 tahun)**
		☐ **Between 45 and 54 years old (antara 45 dan 54 tahun)**
		☐ **55 years old and above (55 tahun dan ke atas)**

A3	**Work Experience (Pengalaman pekerjaan)**	☐ **Less than 1 year (kurang daripada 1 tahun)**
		☐ **1 – 3 years (1-3 tahun)**
		☐ **4 – 6 years (4-6 tahun)**
		☐ **7 – 9 years (7-9 tahun)**
		☐ **10 years and above (10 tahun ke atas)**

A4	**Highest Academic Qualification (kelayakan academic tertinggi)**	☐ **SPM**
		☐ **STPM**
		☐ **Diploma (Diploma)**
		☐ **Bachelor (Sarjana Muda)**

		☐ **Masters (Sarjana)**
		☐ **Phd /DBA/ Ed. D/ D. Phil (Doktor Falsafah)**
		☐ **Others (please specify) _____**
		(Lain-lain) (sila nyatakan) _____

A5	**Ethnicity (Etnik)**	☐ **Malay (Melayu)**
		☐ **Chinese (Cina)**
		☐ **Indian (India)**
		☐ **Others (please specify) ---------------------------**
		Lain-lain(sila nyatakan) -----------------------

A6	**Position Jawatan**	☐ **Managers / Supervisors (Pengurus / Penyelia)**
		☐ **Receptionist (frontline) (Penyambut tetamu)**
		☐ **Administrative assistant (Pembantu tadbir)**
		☐ **Others (please specify) _____**
		Lain-lain (sila nyatakan)_____

| A7 | **Do you deal with customers directly (Adakah anda bersemuka dengan pelanggan secara langsung?)** | ☐ **Yes (Ya)** |
| | | ☐ **No (Tidak)** |

A8	**Marriage status (Taraf Perkahwinan)**	☐ **Married (Kahwin)**
		☐ **Single (Bujang)**
		☐ **Others (Lain-lain)**

A9	Organization that you are currently work with (Organisasi yang sedang anda bekerja)	☐ Hotel/Lodging (Hotel / Tempat penginapan) ☐ Cafe/Restaurant (Kafe / Restoran) ☐ Airlines (Syarikat Penerbangan) ☐ Others (please specify) _____ Lain-lain (sila nyatakan)_____

Section B: Job Burnout (tekanan kerja)

Please circle your response in the appropriate box.

Strongly Disagree = 1 , Disagree = 2 , Neutral = 3 , Agree = 4 and Strongly Agree = 5

Bulatkan respons anda dalam kotak yang disediakan.

Sangat tidak setuju = 1 , Tidak setuju = 2 , Neutral = 3 , Setuju = 4 dan Sangat setuju = 5

The following describe Emotional Exhaustion Penyataan di bawah berkaitan keletihan emosi		SD	D	N	A	SA
EE1	I feel emotionally drained from my work. Saya mengalami keletihan emosi kerana pekerjaan saya.	1	2	3	4	5
EE2	I feel used up at the end of the workday. Saya berasa amat keletihan selepas seharian bekerja.	1	2	3	4	5
EE3	I feel fatigued when I get up in the morning and have to face another day on the job. Saya berasa keletihan apabila bangun pagi dan berhadapan dengan kerja.	1	2	3	4	5
EE4	Working with people all day is really a strain for me. Bekerja dengan orang sepanjang hari memberi tekanan kepada saya.	1	2	3	4	5

EE5	I feel burned out from my work. Saya berasa amat tertekan dengan kerja saya.	1	2	3	4	5
EE6	I feel frustrated by my job. Saya berasa kecewa dengan pekerjaan saya.	1	2	3	4	5
EE7	I feel I'm working too hard on my job. Saya berasa saya terlalu berkerja keras dalam pekerjaan saya.	1	2	3	4	5
EE8	Working directly with people puts too much stress on me. Bekerja secara langsung dengan orang memberi banyak tekanan kepada saya.	1	2	3	4	5
EE9	I feel like I'm at the end of my rope. Saya berasa marah, kecewa dan tiada harapan.	1	2	3	4	5
The following describe Depersonalization **Penyataan dibawah berkaitan Depersonalisasi**		**SD**	**D**	**N**	**A**	**SA**
D10	I feel I treat some recipients as if they were impersonal "objects." Saya berasa saya melayan pelanggan seolah-olah mereka adalah "objek" yang tidak berperibadi.	1	2	3	4	5
D11	I've become more callous toward people since I took this job. Saya menjadi lebih tidak berprihatin terhadap orang sejak mengambil pekerjaan ini.	1	2	3	4	5
D12	I worry that this job is hardening me emotionally. Saya bimbang pekerjaan ini akan memberi kesukaran pada saya secara emosi.	1	2	3	4	5

D13	I don't really care what happens to some recipients. Saya tidak peduli apa yang berlaku kepada sesetengah pelanggan.	1	2	3	4	5
D14	I feel recipients blame me for some of their problems. Saya rasa pelanggan menuduh saya atas masalah yang dihadapi oleh mereka.	1	2	3	4	5
The following describe Personal Accomplishment **Penyataan dibawah berkaitan pencapaian peribadi**		**SD**	**D**	**N**	**A**	**SA**
PA15	I can easily understand how my recipients feel about things. Saya boleh memahami bagaimana perasaan pelanggan saya terhadap sesuatu perkara.	1	2	3	4	5
PA16	I deal very effectively with the problems of my recipients. Saya boleh menangani masalah pelanggan dengan effektif.	1	2	3	4	5
PA17	I feel I'm positively influencing other people's lives through my work. Saya berasa saya memberi pengaruh kehidupan yang positif kepada orang lain melalui pekerjaan saya.	1	2	3	4	5
PA18	I can easily create a relaxed atmosphere with my recipients. Saya dapat mencipta suasana yang relaks dengan mudah bersama dengan	1	2	3	4	5

	pelanggan saya.				
PA19	I feel exhilarated after working closely with my recipients. Saya berasa gembira selepas bekerja dengan pelanggan saya.	1	2	3	4	5
PA20	I have accomplished many worthwhile things in this job. Saya telah mencapai banyak perkara berharga dalam pekerjaan ini.	1	2	3	4	5
PA21	In my work, I deal with emotional problems very calmly. Saya menangani masalah emosi dalam pekerjaan saya dengan tenang.	1	2	3	4	5

Section C: Workload (beban kerja)

Please circle your response in the appropriate box.
1 = rarely, 2 = occasionally, 3 = sometimes, 4 = fairly often, 5 =very often

Bulatkan respons anda dalam kotak yang disediakan.

Jarang = 1 , Sekali sekala = 2 , Kadangkala = 3 , Dengan kerap = 4 dan Sangat kerap = 5

The following describes on workload affects employees **Penyataan di bawah berkaitan beban kerja mempengaruh pekerja**	rarely	occasionally	sometimes	fairly often	very often

W1	How often does your job require you to work very fast? Berapa kerap tugas anda memerlukan anda bekerja dengan pantas ?	1	2	3	4	5
W2	How often does your job require you to work very hard? Berapa kerap tugas anda memerlukan anda bekerja keras ?	1	2	3	4	5
W3	How often does your job leave you with little time to get things done? Berapa kerap tugas anda menyebabkan anda mempunyai masa yang terhad untuk menyelesaikan tugasan ?	1	2	3	4	5
W4	How often is there a great deal to be done? Berapa kerap anda perlu melaksanakan banyak kerja ?	1	2	3	4	5

W5	How often do you have to do more work than you can do well? Berapa kerap anda perlu mengulangi kerja sehingga ianya dapat dilakukan dengan baik ?	1	2	3	4	5

Section D: Job Insecurity (ketidakamanan kerja)

Please circle your response in the appropriate box.
Strongly Disagree = 1 , Disagree = 2 , Neutral = 3 , Agree = 4 and Strongly Agree = 5

Bulatkan respons anda dalam kotak yang disediakan.

Sangat tidak setuju = 1 , Tidak setuju = 2 , Neutral = 3 , Setuju = 4 dan Sangat setuju = 5

The following describes on job insecurity Penyataan di bawah berkaitan ketidakamanan kerja		SD	D	N	A	SA
JIS1	Chances are, I will soon lose my job. Kemungkinan besar, saya akan kehilangan kerja.	1	2	3	4	5
JIS2	I am sure I can keep my job Saya yakin saya dapat mengekalkan perkerjaan saya.	1	2	3	4	5
JIS3	I feel insecure about the future of my job. Saya berasa tidak selamat mengenai pekerjaan saya pada masa depan.	1	2	3	4	5
JIS4	I think I might lose my job in the near future. Saya rasa saya mungkin akan kehilangan pekerjaan pada masa terdekat.	1	2	3	4	5

Section E: Time Pressure (tekanan masa)

Please circle your response in the appropriate box.
1 = rarely, 2 = occasionally, 3 = sometimes, 4 = fairly often, 5 =very often

Bulatkan respons anda dalam kotak yang disediakan.

1=Jarang , 2= Sekali sekala , 3= Kadangkala, 4= Kerap dan

5=Sangat kerap

The following describes on time pressure for work done Penyataan di bawah berkaitan	rarely	occasionally	sometimes	fairly often	very often

	tekanan masa untuk selesaikan tugasan					
T1	How often you pressed for time ? Berapa kerap anda tertekan dari segi masa ?	1	2	3	4	5
T2	How often must you finish work later because of having too much to do? Berapa kerap anda menangguhkan kerja disebabkan terlalu banyak kerja ?	1	2	3	4	5
T3	How often is a fast pace of work require of you ? Berapa kerap anda perlu membuat kerja atau tugasan dengan pantas ?	1	2	3	4	5

Section F: Social Support in Organization (sokongan sosial di Organisasi)

Please circle your response in the appropriate box.

Strongly Disagree = 1 , Disagree = 2 , Neutral = 3 , Agree = 4 and Strongly Agree = 5

Bulatkan respons anda dalam kotak yang disediakan.

Sangat tidak setuju = 1 , Tidak setuju = 2 , Neutral = 3 , Setuju = 4 dan Sangat setuju = 5

The following describes on social support from coworker Penyataan di bawah berkaitan sokongan sosial	SD	D	N	A	SA

dari rakan sekerja						
SS1	I find my coworkers very helpful in performing my duties. Saya mendapati rakan sekerja banyak membantu dalam melakukan tugasan.	1	2	3	4	5
SS2	When performing my duties, I rely heavily on my coworkers Semasa melakukan tugas, saya amat bergantung pada rakan sekerja	1	2	3	4	5
SS3	My coworkers provide me with important work-related information and advice that make performing my job easier Rakan sekerja memberi informasi dan nasihat berkenaan dengan kerja yang boleh memudahkan tugasan saya.	1	2	3	4	5
The following describes on social support from supervisor **Penyataan di bawah berkaitan sokongan sosial dari penyelia**		**SD**	**D**	**N**	**A**	**SA**
SS4	I find my supervisor very helpful in performing my duties. Saya mendapati penyelia saya banyak membantu dalam melakukan tugasan.	1	2	3	4	5
SS5	When performing my duties, I rely heavily on my supervisor Semasa menjalankan tugas, saya amat bergantung pada penyelia saya.	1	2	3	4	5

SS6	My supervisor provides me with important work-related information and advice that make performing my job easier Penyelia memberi informasi dan nasihat yang boleh memudahkan tugasan saya.	1	2	3	4	5
SS7	I can count on my supervisor to solve the problems that relate to my job. Saya boleh bergantung pada penyelia untuk menyelesaikan masalah yang berkaitan dengan kerja.	1	2	3	4	5

Section G: Perfectionism (Perfeksionisme)

Please circle your response in the appropriate box.
Strongly Disagree = 1 , Disagree = 2 , Neutral = 3 , Agree = 4 and Strongly Agree = 5

Bulatkan respons anda dalam kotak yang disediakan.

Sangat tidak setuju = 1 , Tidak setuju = 2 , Neutral = 3 , Setuju = 4 dan

Sangat setuju = 5

The following describes on Self-Oriented Perfectionism Penyataan di bawah berkaitan pefeksionisme berorientasikan diri		SD	D	N	A	SA
PF1	It makes me uneasy to see an error in my work. Saya berasa kurang senang apabila melihat kesilapan dalam kerja saya.	1	2	3	4	5
PF2	One of my goals is to be perfect in everything I do. Salah satu matlamat saya ialah membuat sesuatu dengan sempurna.	1	2	3	4	5
PF3	I never aim for perfection in my work. Saya tidak pernah bertujuan untuk mencapai kesempurnaan dalam kerja saya.	1	2	3	4	5
PF4	I must work to my full potential at all times. Saya mesti bekerja dengan penuh potensi pada setiap masa.	1	2	3	4	5
PF5	I must always be successful at workplace or work. Saya mesti sentiasa berjaya di tempat kerja atau tugasan.	1	2	3	4	5
The following describes on Other-Oriented		SD	D	N	A	SA

	Perfectionism Penyataan di bawah berkaitan perfeksionisme berorientasikan lain					
PF6	I have high expectations for the people who are important to me. Saya menaruh harapan yang tinggi terhadap orang yang penting pada saya.	1	2	3	4	5
PF7	I do not have very high standards for those around me. Saya tidak ada standard yang amat tinggi terhadap orang yang berada di sekeliling saya.	1	2	3	4	5
PF8	If I ask someone to do something, I expect it to be done flawlessly. Jika saya menyuruh seseorang membuat sesuatu, saya menjangkakan mereka akan melakukan dengan sempurna.	1	2	3	4	5
PF9	I can't be bothered with people who won't strive to better themselves. Saya tidak terganggu dengan orang yang tidak berusaha untuk memperbaiki diri mereka.	1	2	3	4	5
PF10	The people who matter to me should never let me down. Orang yang penting bagi saya tidak akan mengecewakan saya.	1	2	3	4	5
The following describes on Socially Prescribed Perfectionism Penyataan di bawah berkaitan kesempurnaan yang ditetapkan secara sosial		SD	D	N	A	SA

PF11	The better I do, the better I am expected to do. Semakin baik saya lakukan, semakin baik yang diharapkan saya lakukan.	1	2	3	4	5
PF12	My family expects me to be perfect Keluarga saya inginkan saya menjadi sempurna.	1	2	3	4	5
PF13	Those around me readily accept that I can make mistakes too. Orang di sekeliling saya boleh menerima yang saya juga akan membuat kesilapan.	1	2	3	4	5
PF14	The people around me expect me to succeed at everything I do Orang di sekeliling saya harap saya berjaya dalam apa sahaja yang saya lakukan.	1	2	3	4	5
PF15	Anything that I do that is less than excellent will be seen as poor work by those around me. Apa sahaja yang saya lakukan tidak baik, kerja saya akan dilihat sebagai kerja yang buruk oleh orang sekeliling saya.	1	2	3	4	5

Section H: Presenteeism in the workplace (kehadiran di tempat kerja)

Please circle your response in the appropriate box.

None of the time = 1 , A little of the time = 2 , Some of the time = 3 , Most of the time = 4 and All of the time = 5

Bulatkan respons anda dalam kotak yang disediakan

Tidak kerap = 1, sedikit kekerapan =2, sebilangan kekerapan=3, agak kerap=4 dan sangat kerap =5

The following describes on presenteeism in the workplace Penyataan di bawah berkaitan kehadiran di tempat kerja		None of the time	A little of the time	Some of the time	Most of the time	All of the time
P1	How often was your performance higher than most workers on your job ? Berapa kerap pencapaian anda lebih baik dari pekerja lain dalam tugasan yang dilakukan ?	1	2	3	4	5
P2	How often was your performance lower than most workers on your job ? Berapa kerap anda mendapati pencapaian anda lebih rendah berbanding dengan pekerja lain dalam tugasan anda ?	1	2	3	4	5
P3	How often did you do no work at times when you were supposed to be working ? Berapa kerap anda tidak ada kerja pada masa yang sepatutnya perlu bekerja ?	1	2	3	4	5

P4	How often did you find yourself not working as carefully as you should ? Berapa kerap anda mendapati anda tidak bekerja dengan berhati-hati seperti yang sepatutnya ?	1	2	3	4	5
P5	How often was the quality of your work lower than it should have been ? Berapa kerap kualiti kerja anda lebih rendah berbanding yang sepatutnya ?	1	2	3	4	5
P6	How often did you not concentrate enough on your work ? Berapa kerap anda tidak memberi tumpuan pada kerja anda ?	1	2	3	4	5
P7	How often did health problems limit the kind or amount of work you could do ? Berapa kerap masalah kesihatan membataskan/ mengehadkan jenis dan jumlah kerja yang boleh lakukan ?	1	2	3	4	5

Thank you!
Terima Kasih!

FACULTY OF BUSINESS AND FINANCE
UNIVERSITI TUNKU ABDUL RAHMAN

Date: <u>19 JANUARY 2023</u>

SUBMISSION OF FINAL YEAR PROJECT /DISSERTATION/THESIS

It is hereby certified that <u>Chong Chin Ann</u> (ID No: __20ABM00879_____)
has completed this ~~final year project~~/ dissertation/ ~~thesis~~* entitled "<u>Influence Of</u>
<u>Job Demand, Social Support And Perfectionism On Presenteeism Among</u>
<u>Employees In Hospitality Industry: The Mediating Role Of Job Burnout</u>" under
the supervision of <u>Dr Ng Lee Peng</u> (Supervisor) from the Department of
<u>Business and Public Administration</u>, Faculty of <u>Business And Finance</u>, and Dr
<u>Chen I-Chi__</u> (Co-Supervisor)* from the Department of
<u>Marketing__</u>, Faculty of <u>Business And Finance</u>.

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Yours truly,

(signature)

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Chapter 1 Introduction 1.0 Introduction The explanation of the study background and the problem statement, which identified the research gaps, are both contained in this chapter. The present chapter focused on the study's relevant objectives and research questions. Additionally, the significance of the research, which is grounded on a theoretical and practical standpoint was explained. 1.1 Research Background of Hospitality Industry The Malaysian hospitality industry is well-known for playing an important role as a significant catalyst of global economic growth in terms of driving socioeconomic development and job creation ("Hospitality (Hotels and tourism)," 2021). The hospitality industry encompasses a large group of businesses within the service sector that supply services to customers (Hazim, 2021; Samoszuk, 2017). It focuses on customer satisfaction and giving specific experiences to employees. In other words, the hospitality industry is an industry that deals with customer satisfaction and focuses on meeting leisurely needs (Novak, 2017). According to Reynolds (2019), three primary areas are covered in the hospitality industry. The first area is accommodation, such as hotels, motels, homestays, and other lodging businesses. The second part is food and beverages. It consists of fast-food chains, restaurants, and other providers of food and drinks. The operators of food and beverage premises are situated as standalone facilities or in hotels. Tourism and travel, including airlines, trains, and cruise ships, are the last areas of the hospitality industry. Apart from that, Novak (2017) included recreation as also being regarded as part of the hospitality industry. Moreover, the main contributing factor to the success of hospitality is the quality of service. Nowadays, customers are paying more attention to the quality of the services provided. The

operators in the Malaysian hospitality sector need to provide value-added service to attract more customers and it needs to have an understandable group of individuals who would see value added from the service (Caan, 2014). According to Dominici and Guzzo (2010), to attain customer satisfaction, it is crucial to recognise and foresee customers' needs and to be able to satisfy them. Thus, operators who want to be successful in the industry need to put more emphasis on meeting customers' needs and requirements to meet customers' satisfaction (Hazim, 2020). In short, the personalization of services is one of the major trends in the hospitality industry. Personalisation in general means tailoring services, products, and marketing strategies (Ferenczuk, 2018), which aim to enhance the experience of customers and answer their needs more effectively and in a shorter time. In recent years, personalisation has become an increasing trend with the rise of Big Data (Barten, 2017). Besides, the sub-category of the hospitality area, travel as well as tourism are one of the world's largest industries. Tourism activities have a multiplier effect on the ecosystems of hotels, tourist projects, retail businesses, restaurants, and transportation services ("Hospitality (Hotels and tourism)," 2021). To put it another way, tourist arrivals will have an impact on other hospitality industries such as lodging (hotels) and food and beverages (eateries, restaurants). When tourists arrive, for example, they will find accommodation to stay in, such as hotels and homestays. Tourists also dine in restaurants and eateries for breakfast, lunch, and dinner. Hence, the growth in the number of inbound and domestic tourists has essential impacts on the various businesses in the hospitality industry. Nevertheless, travel and tourism contribute slightly below 2893 billion U.S. dollars to the global GDP (Lock, 2020). Unfortunately, the outbreak of COVID-19 has resulted in a significant drop in revenues in the hospitality sector worldwide over the past two years (Simon, 2 2020). The governments of many countries have imposed lockdown or partial lockdown on their countries to curb the transmission of COVID-19 (Salcedo et al., 2020). Moreover, travel restrictions and fear of COVID-19 infection resulted in a decline in the number of tourists, which affected business activities and led to a decline in the tourism business. Consequently, the hospitality industry has been hit hard by the outbreak of COVID-19 (Molla, 2020). With the growing pressures and threat of job security among hospitality employees during the pandemic, academicians have addressed the concerns of rising presenteeism and job burnout (Aguiar-Quintana et al., 2021; Mahmoud et al., 2021). The employees are likely will still present to work despite of impair health conditions as they perceive that it helps in securing their job and income. As people are physically present at work but mentally disengaged, presenteeism might be difficult to spot (Randstad, 2021). To put it another way, presenteeism occurs as employees arrive at work with illnesses such as headaches and depression that are difficult to diagnose which refrain their ability to perform. 1.1.1 Trends and Challenges of Hospitality Sector As indicated earlier, the sub-sectors of the service industry, namely the hospitality sector are the major pillars that contribute to the income of the country. (Hazim, 2020). The hospitality industry in Malaysia accounts for 6% of the country's GDP (The Malaysian Reserve, 2021). According to the World Travel and Tourism Council (WTTC), the hospitality industry is a major driver of global value creation (EHL Insights, 2020). In the first half year of 2019, Malaysia saw a growth in the tourism sector, boosted by stronger international tourist arrivals (Azura, 2019). With the influx of 13.35 million international tourists to Malaysia, the growth of tourist receipts was recorded at 6.8 per cent during the period. Consequently, a total of RM41.69 billion has been contributed by the sector to the revenue of the country in the first half year of 2019 (Tourism Malaysia, 2019). Moreover, there were 20,109,203 international tourist arrivals between January and September, as compared to 19,386,115 visitors during the same period in 2018. It indicates an increase of 3.7 per cent as compared to the year 2018 (New Straits Times, 2019). Tourist arrivals have a significant contribution towards the other segments in the hospitality industry, such as accommodation, food and beverage as well as travel and tourism. Figure 1.1: Tourist Arrivals Source: My Tourism Data (2020) Figure 1.1 illustrates a fluctuation in tourist arrival from the year 2015 to the year 2019 in Malaysia. It shows the lowest number of tourist arrivals in 2015 which was 25.72 million tourists, and the highest in the year 2016 which was 26.76 million tourist arrival. As shown in, Figure 1.1, there was a slight drop from the year 2016 to 2018, which was from 26.76 million to 25.83 million tourists arriving respectively. However, the number of tourists arrival increased to 26.1 million in the year 2019 (Tourism Data, 2020). Figure 1.2: Tourism Receipt Source: My Tourism Data (2020) Figure 1.2 depicts an increase in tourist receipts from the year 2015 to 2019. It grew from RM 69.12 billion in 2015 to RM 86.14 billion in 2019. Furthermore, it demonstrated that the highest growth rate in 2016 was 18.78 percent (Tourism Malaysia, 2020). However, the growth of the hospitality industry has been hampered by the outbreak of the novel coronavirus - COVID-19. The Ministry of Tourism, Arts and Culture (MoTAC), replaced "Visit Malaysia 2020 (VM2020)" campaign with a new campaign which is "Malaysia, Truly Asia" (Malay Mail, 2020). MoTAC is confident in strengthening the level of competitiveness and sustainability of tourism in the country through the efforts taken. Such an approach helps to ensure the industry is comprehensive (Malay Mail, 2020). The outbreak of COVID-19 affects businesses across different sectors as many countries including Malaysia restrict business activities and movement among people is restricted, as Movement Control Order (MCO) was introduced. Such measure has resulted in economic impacts on businesses; many find it difficult to survive but lay off workers or have their salaries cut (Bernama, 2020). Hence, the economic downturn and uncertainty of the future business outlook make the employees feel burnout because they may lose employment. The potential loss of a job will make them unable to sustain their living. During MCO, eateries or restaurants and retail stores are allowed to operate with shortened business hours (New Straits Times, 2020). For hotels, it is a part of crucial services allowing them to operate during the MCO, however, hotels are stopped from accepting new guests, and they can only supply services to those who had already checked in into the hotel before the MCO began, while some hotels have been used as quarantine centre (Rafidah, 2020; Teoh, 2020). Malaysian Association of Hotels (MAH) expects a slow recuperation for the hotel industry, after MCO has been lifted, the hotel operators would be focusing on domestic tourism (Teoh, 2020). Moreover, the "Clean and Safe Malaysia" campaign is aimed to restore trust from foreign and domestic tourists (Deutsche Welle, 2020). Lessons from other countries, such as China showed that there is a significant surge in domestic tourism after the lockdown was eased (Xu & Woo, 2020). At the present stage, most economic sectors and economic activities in Malaysia have re-opened and operated normal (Sorvar, 2020). Employees' burnout and presenteeism caught more attention amid the global pandemic. Many reports showed employees in the hospitality industry are vulnerable to job burnout due to long working hours, time pressure, and low social support (Portoghese et al., 2014). Every individual is likely experiences burnout, but employees working in hospitality sectors are more susceptible than other professions (Schnitzer, 2019). On the other hand, presenteeism is a behaviour that employees and employers present to the workplace physically but not mentally present (Lui et al., 2018). Presenteeism happens because of some reasons such as lack of employment and income, anxiety about having no time to accomplish the work when a day off is taken, the necessity of continuous and repeated work control as well as the idea that he or she will bear the pressure from the workmate when he or she does not come to work due to sick or poor health (Cankul & Temizkan, 2020). Nevertheless, presenteeism among employees may pose higher risks and costs to the company and others. According to Temizkan and Cankul (2020), employees who are not well have difficulty accomplishing their tasks in the workplace, hence distracting their attention and energy in performing their tasks. In addition, employees feel difficult to handle work strain, they do not enjoy doing their work and despair to finish their work when employees are sick (Temizkan & Cankul, 2020). Hence, this will affect the employees' productivity, which will lead to customers' dissatisfaction towards the services provided. Moreover, presenteeism had a deleterious effect on an individual's physical and mental health (Lu et al., 2013). 1.2 Research Problem The high rate of employee job burnout in the service industry, specifically in the hospitality sector, has become one of the important issues that need attention from management (Harjanti & Todani, 2019). Several past studies have reported various adverse consequences of job burnout on employees, such as underperforming at work, health problem and declining well-being (Lizano, 2015). Besides the typical job requirements, undeniable that the COVID-19 pandemic has put pressure on employers and workers (European Agency for Safety and Health at Work, 2020). This pandemic has resulted in increased pressure on management and employees in the hospitality sector due to new practices, procedures and preventive measures to make sure the safety of all workers and customers. Ferreira (2019) stressed that presenteeism tends to be a rising issue when there are economic challenges and many companies are either downsizing or going out of business, which results in declining resources and job insecurity among employees. Lucinda (2019) has discovered that the concept of "presenteeism" has evolved to include a wide range of deleterious behaviour relating to how individuals work. According to Lucinda (2019), the pressure to come to work at all costs has notably increased presenteeism, which results in a toxic organisational culture in which no one wins. Previous research has shown that the work environment or one's

characteristics are closely related to presenteeism (McGregor, 2017). Presenteeism is not often obvious as it is hard to notify when and the amount of sickness or medical conditions hamper an individual's performance (Hemp, 2004). Furthermore, the intensity of the workforce in the hospitality industry has always been attributed to the non-replaceable role of personal services (Harjanti & Akbar Todani, 2019). Service sector employees specifically those who involve in the hospitality industry are easily exposed to tiresome because they are faced with demanding work, complex procedures, and severe interpersonal relationships at every stage of their working day (Wells, 2020; Yirik et al., 2015). Additionally, employees need to be responsive and be present physically although sick in serving different needs of the customers and avoid making errors, which have resulted in increased burnout and consequently affected their performance (Harjanti & Akbar Todani, 2019). In a similar vein, presenteeism is a common occurrence in the workplace, and it's much more prevalent when hospitality personnel/employees work remotely (Randstad, 2021). Presenteeism is caused by a variety of factors, for instance, the hospitality industry has imposed harsh environmental demands, which consist of tight time frames, unanticipated communication with customers, high emotional demands, long working hours, frequent work requirements, shift work, and low control (Sampson & Akyeampong, 2014). According to Noor Hassanah (2014), employees in the hospitality industry always possess a sign of strain due to overwork and organisational demands. Such situations have put the employees under pressure and give credence to the incident of job burnout among the workers. In short, workers who work in the hospitality industry frequently encounter job burnout, at the same time, they present to the workplace to complete their tasks. The Job Demands-Resources (JD-R) model (Demerouti, 2001) and the Conservation of Resources (COR) theory (Hobfoll, 2001) are two important underlying theories in explaining the antecedents and consequences of burnout. A survey by Consultant firms, such as Paychex (2019) reported that around 75 to 80% of hospitality, wholesale and retail employees were suffering from job burnout due to high workload. According to a past study, a significant positive predictor for emotional exhaustion and depersonalization respectively was time pressure (Cao & Naruse, 2019). Moreover, an increase in time pressure would reduce employees' performance (Muraale et al., 2018). The development of social support systems in the job setting should reduce job-related and consequent burnout (Wang, 2018). Despite past empirical studies that have established that workload and time pressure resulted in increased job burnout (McCormack & Cotter, 2013), the extent to which these two forms of job demands will explain presenteeism indirectly through job burnout among the employees need to be further evaluated. Moreover, in their study of 30 years of longitudinal research between job insecurity and well-being, De Witte et al. (2016) called for more empirical examinations to acknowledge the specific impact of job insecurity in different situations. According to a study conducted by Vander Elst et al. (2016), the link between job insecurity and strain results was disrupted by a breach of the psychological contract. Meanwhile, job insecurity was significantly correlated with presenteeism (Mokhtar et al., 2019) and job burnout (Tilakdharee et al., 2010). But, thus far, the evaluation of the effect of job insecurity on workplace productivity (i.e., presenteeism) via job burnout has not been fully understood. Vast research has discovered that the psychology of perfectionism is quite complex (Swider et al., 2018). Perfectionists have high degrees of conscientiousness and motivation as compared to non-perfectionists. Nevertheless, they often set inflexible and unlimited high standards and demands and tend to have a mindset of all-or-nothing regarding the performance of their job ("my work is either perfect or a total failure") and self-worth believing there is a possibility of doing their work well (Swider et al., 2018). Hence, perfectionists tend to experience excessive strain, burnout, and worry. Perfection might provide advantages in the workplace as workers are willing to work longer hours, but perfectionistic tendencies can also certainly weaken workers at work. Earlier reviews have reported the immediate effect of personality traits on prolonged stress (Alarcon et al., 2009), as well as presenteeism and job burnout (Ferreira, 2018). However, the analysis of the intervening effect of job burnout between perfectionism and presenteeism is still limited (Neto et al., 2017). In a nutshell, this research distinguishes from the previous study by examining the mediating effects of job burnout between job demand, social support, perfectionism and presenteeism among hospitality employees in Malaysia. 1.3 Research Objective & Research Question 1.3.1 Research Objectives The research objectives are shown below: 1. To examine the influence of workload on job burnout 2. To examine the influence of job insecurity on job burnout 3. To determine the influence of time pressure on job burnout 4. To examine the influence of social support on job burnout 5. To determine the influence of perfectionism on job burnout 6. To evaluate the influence of job burnout on presenteeism 7. To determine the influence of job demand (workload, time pressure, and job insecurity) on presenteeism 8. To determine the influence of social support on presenteeism 9. To determine the influence of perfectionism on presenteeism 10. To examine the mediating effect of job burnout between job demands (i.e. workload, time pressure and job insecurity) and presenteeism 11. To determine the mediating effect of job burnout between social support and presenteeism 12. To evaluate the mediating effect of job burnout between perfectionism and presenteeism 1.3.2 Research Questions Below are the research questions of the study: 1. Does workload has a significant impact on job burnout? 2. To what extent does job insecurity significantly influence on job burnout? 3. Does time pressure exert a significant influence on job burnout? 4. Does social support significantly influence on job burnout? 5. To what extent does perfectionism exert an important influence on job burnout? 6. Does job burnout significantly impact presenteeism? 7. Does job demand (i.e., workload, time pressure, and job insecurity) significantly influence on presenteeism? 8. Does social support has a significant impact on presenteeism? 9. Does perfectionism significantly influence on presenteeism? 10. Does job burnout intervene the relationship between job demands (i.e., workload, time pressure and job insecurity) and presenteeism? 11. Does the relationship between social support and presenteeism mediated by job burnout? 12. Does job burnout acts as a mediator on the relationship between perfectionism and presenteeism? 1.3.3 Hypotheses In accordance with the research objectives and research questions, the hypotheses for this study are listed as the following: H1(a): Workload has a significant influence on job burnout H1(b): Job insecurity has a significant influence on job burnout H1(c): Time pressure has a significant influence on job burnout H2: Social support has a significant influence on job burnout H3: Perfectionism has a significant influence on job burnout H4: Job burnout has a significant influence on presenteeism H5a-c: Job demand (i.e. (a) workload, (b) time pressure (c) job insecurity) significantly influence presenteeism H6: Social support has a significant influence on presenteeism H7: Perfectionism has a significant influence on presenteeism H8a-c: Job burnout mediates the relationship between job demand (i.e., (a) workload, (b) time pressure, (c) job insecurity) and presenteeism H9: Job burnout mediates the relationship between social support and presenteeism H10: Job burnout mediates the relationship between perfectionism and presenteeism 1.4 The Significance of the Study 1.4.1 Theoretical Perspective The current study can add value to the existing research in different ways. First, this study builds on the Job Demands-Resources (JD-R) Model and Conservation Resources Theory (COR). The intervening effect of job burnout between job demands, social support, perfectionism and presenteeism is conveyed by JD-R Model and COR Theory. Specifically, this study tests the relationships between perfectionism and presenteeism through job burnout, which has not been analysed in the previous study, especially in the Malaysian context. Perfectionists tend to strive for flawlessness and set very high- performance targets, they demonstrate overly serious self-analysis and concern for others' analysis (Childs & Julian, 2010; Stoeber & Joachim, 2010). Perfectionism involves personal demands, being a perfectionist can lead employees to unwittingly sabotage success at work, leading to prolonged stress or burnout (Wood, 2018). Therefore, this study complements the earlier studies which have investigated the roles of individual characteristics such as psychological capital (hope, self-efficacy, resilience and optimism), and core self-evaluations on job burnout (Alarcon et al., 2009; Best et al., 2005; Contreras et al., 2020; Kotze, 2018). Moreover, the evaluation of job insecurity is in time in the present highly uncertain environment and global economic slow-down due to the COVID-19 fallout (International Labour Organization, 2020). The most job was seen to be stable and secure in the past, however, those impression has been shaken by the experience of the past twenty years, with the advent of high and persistent jobless in many countries and worries about job insecurity have escalated sharply (OECD, 2020). Reports by OECD (2020) showed that jobs are less secure now than they were in the past. It also has implications for the macroeconomy, sometimes being associated with lower levels of consumer expenditure and greater wage restraint (OECD, 2020). Job insecurity was described as a main psycho-social hazard by the European Union (2013). Individual well-being (e.g., burnout) and poorer health are closely related to job uncertainty. Besides, De Witte et al. (2016) indicated that more empirical study related to job insecurity is needed. As such, a better knowledge of the impacts of employees' perception of job uncertainty and its consequences, can be obtained from this research, especially in the face of the Covid-19 pandemic and economic downturn. Furthermore, this study also evaluates social support as an important

resource. Despite numerous research addressing the relationship between burnout and social support, but lack of exploration of the relationships between social support and presenteeism through job burnout. Social support can be described as the emotional flow relate to, information and/or appraisal (information relevant to self-assessment) and instrumental aid among people (Wang, 2018). Received social support can make things done in times of need (Wang, 2018). Therefore, this research is meant to further enhance the earlier studies. In addition, Neto et al. (2017) also emphasized that studies on the intervening (mediating) variables of job burnout between its antecedents and presenteeism are scarce. As such, the present study which evaluates the mediating impact of job burnout on the connection between job demands, social supports and perfectionism in this study will be able to contribute to the existing burnout literature. 1.4.2 Practical Perspective Practically this research benefits the management who operate in the hospitality industry. The management must make sure of their subordinates' well-being. Through this research, managers will have ideas to ensure the burnout of employees can be reduced. For example, managers may try to listen to their employees' disagreements patiently regarding their tasks or any other problems (Campbell, 2019). This can reduce the subordinates' pressure when they are at the workplace. Moreover, this study enables managers to have a greater awareness of the causes of presenteeism and to adopt effective approaches to reduce such counter-productive practices among employees. Employees tend to find it difficult to disclose their problems to managers (Liz, 2015). As such, management needs to realize that job burnout can be an integral signal of presenteeism among employees. Through the present study, the management should be able to have a greater understanding of the need to appropriately determine the employees' workload, task completion schedule and encourage social support in the workplace as a measure to reduce burnout. Moreover, the management of the hospitality industry would be better aware of the need to make proper arrangements about the work needed to be performed by the employees and inform them as early as possible so that the employees are not saddled with a huge pile of last-minute stress (Campbell, 2019). Besides, managers or supervisors have to give clear instructions to the employees so that they will not do redundant work with limited time (Campbell, 2019). In short, this study can benefit managers or supervisors by providing them with better ideas to minimize job burnout among employees and reduce the loss of productivity due to presenteeism. On the other hand, this research leads Human Resource (HR) professionals to understand the detailed knowledge of burnout and the issue of presenteeism. The insights that can be generated from this study are useful for HR professionals in formulating proper plans and actions that can be taken to detect the symptoms of burnout among employees at the early stage. Besides, the results also can assist the HR professionals in determining the support (e.g., emotional support) that can be provided to the employees. This may include regularly reminding the employees that they are valued and cared for by the team and company. Furthermore, HR managers have to be able to solve problems that are raised by employees. For example, if a burnout employee is complaining about an excessive workload, then HR personnel can help them by teaching them how to set boundaries and say no assertively as well as management tips (Zojceska, 2018). This study also contributes to societies where it will provide awareness to societies regarding the knowledge of job burnout which leads to a bad phenomenon, "presenteeism" in organisations. Therefore, through this study, one can learn and should be able to manage and maintain their health, one way is by getting enough sleep (Tottle, 2020). The societies will learn to set some goals and objectives for themselves to achieve and also work at a pace that suits them (Tottle, 2020). In short, this study contributes to management, HR personnel and society to ensure job burnout can be reduced as well as lessen presenteeism in the hospitality industry. 1.5 Definition of Key Terms Workload: Workload can be explained as "the enormous amount of work required of an employee" (Spector & Jex, 1998, p. 358). Time Pressure: Time pressure occurs when the workers are demanded to work faster than usual in order to accomplish the work that has been assigned to them (Semmer et al., 1998) Job insecurity: "Employees' subjectively perceived and undesired possibility to lose the present job in the future, as well as the fear or worries related to this possibility of job loss" (Vander Elst, De Witte, & De Cuyper, 2014, p. 365). Social support: Helpful social interaction available from superiors and coworkers in the workplace (Susskind, Kacmar & Borchgrevink, 2003). Perfectionism: Hewitt and Flett (1991) explained three perfectionism components self-oriented perfectionism (i.e., striving for personal standards of perfection), other-oriented perfectionism (i.e., set unrealistic standards for significant others), and socially prescribed perfectionism (to achieve expectations and standards that have been prescribed by significant others). Job burnout: Maslach et al. (1996) explained burnout is the psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with other people in some capacity. Presenteeism: Presenteeism is the loss of health-related productivity while at work (Kessler et al., 2004). 1.6 Chapter Summary The first chapter contains the background and problems of the research. The aims of the research have been clearly explained in the current chapter. In addition, research significance which comprises of theoretical perspective and practical perspective is explained in this chapter. To fill the gap in the research, literature review is to be elaborated and discussed in chapter two. Chapter 2 Review of Literature 2.0 Introduction This chapter offers a comprehensive assessment of the supporting hypotheses, as well as the independent variables of job demand (i.e., job insecurity, time pressure, and workload), social support, and perfectionism. The notion of job demand (i.e., job instability, time pressure, and workload) was explored in this chapter, as well as social support, perfectionism, and presenteeism. The underlying theories and hypotheses are also discussed in chapter two. 2.1 Underpinning Theories Underpinning theories are theories that help to understand the social context (Gregor, 2002). This study proposes the Job Demand-Resource Model (JD-R Model) and Conservation of Resources (COR) Theory. These theories assist researcher in explaining and comprehending "how" and "why" things happen the way they do. The JD-R model, for example, is used to explain the disparity that exists between a person's demands and the extent to which that person has the resources to meet those demands (Demerouti, 2001). Furthermore, the COR theory (Hobfoll et al., 2018) explains people's behaviour in terms of evolutionary needs to obtain and conserve resources in order to survive. 2.1.1 Job Demands-Resources Model (JD-R model) A well-known model in occupational stress is the Job Demand-Resource (JD- R) model (Demerouti, 2001). The model contends that prolonged stress is a form of response to the imbalance that occurs between the demands that are faced by the person and the extent to which an individual has the resources to deal with those demands (Demerouti, 2001). The JD-R model (Demerouti, 2001) is widely discussed in burnout research, and it is an important framework in understanding the antecedents of burnout. It suggests that demanding work can escalate stress and result in a health impairment process. On the contrary, improvements in employees' productivity and motivation are induced by the availability of high resources. According to Demerouti (2001, p. 501), "job demand" refers to "those physical, social, or organisational aspects of the job that require sustained physical or mental effort and are associated with certain physiological and psychological costs." Job uncertainty, work overload, and interpersonal conflict are the major concerns about job demand. (Schaufeli & Taris, 2014). The JD-R model expects that additional effort must be exerted when job demands are high to attain the work goals and avoid declining job performance. Physical and psychological symptoms of job burnout include fatigue and irritability (Schaufeli & Taris, 2014). When employees exert too much energy, they will have insufficient or inadequate recovery and this will gradually exhaust employees physically and mentally. Job resources mean "those physical, social or organizational aspects of the job that may be functional in attaining work goals; reduce job demand and associated physiological and psychological costs; stimulate personal growth and development" (Demerouti et al., 2001 p. 501). Feedback, job control, and social support are examples of job resources. The JD-R model proposed two processes for the occurrence of burnout. The first process is the health-impairment process. This process explains why employees who suffer from excessive job demand for the long term, which applies to those workers who have inadequate recovery, This will result in one's sustained activation and being put under pressure. An energetic component of burnout (exhaustion) will occur eventually. Secondly, a lack of resources makes it difficult for someone to complete tasks and accomplish goals at work, which eventually cause withdrawal behaviour (Schaufeli & Taris, 2014). The motivational potential of job resources is the second process. Based on the JD-R model, the negative effect of job demands on job burnout will mitigate by job resources (Schaufeli & Taris, 2014). Besides that, the outcomes of burnout are formed from the performance measures included in the extended JD-R model (Schaufeli & Taris, 2014). Sales performance of a team (Bakker et al., 2008), extra role and in-role performance of employees (Bakker et al., 2004) may cause job burnout. A revised version of the JD-R model was presented by Schaufeli and Bakker (2004), which incorporated engagement at work apart from burnout into the model. The causes of job burnout may be due to poor job resources and high job demands. Moreover, job burnout was assumed as the factor that leads to health issues, which

include cardiovascular diseases, depression as well as psychosomatic complaints (Melamed et al., 2006). Job resources play an important role in extrinsic motivation because they start the disposition to disburse compensatory effort. Job demands and fostering objectives achievement will be lower, thus improving employees' work engagement (Schaufeli & Bakker, 2004) Job resources also perform the role of intrinsic motivation because they fulfilled the basic needs of people for competencies, relatedness and autonomy (Deci & Ryan, 2000; Van den Broeck et al., 2008). For example, the rise of job competencies may come from superiors' feedback because it enables promotion learning, whereas the requirement for autonomy and relatedness can be fulfilled respectively by social support and decision latitude. The JD-R model was utilised to explain burnout among employees across different sectors, including the hospitality industry (Schaufeli, 2017; Demerouti et al., 2001). In a research carried out by Pienaar and Willemse (2008), they expounded that employees in the hospitality industry face the risk of burnout due to demanding customers, excessive and anti-social working hours. On the other hand, work engagement is specifically crucial in the hospitality industry because it can improve service quality and thus enhance the level of loyalty among customers (Salanova et al., 2005). The extension of the initial model of JD-R (Xanthopoulou et al., 2007), not only explained the motivational capabilities of job resources in reducing burnout, and enhancing work engagement (Bakker & Demerouti, 2007); but personal resources were also included in the model (Xanthopoulou et al., 2007). Xanthopoulou et al. (2009) stated that job resources foster their resources, which also results in job engagement. Therefore, the model expanded by presenting that job resources and personal resources is tallied. Lastly, engagement at work will give an advantage to work-related outcomes in return, thus workers who are involved can create their own resources. Those resources will encourage work engagement going on and continuously improve resources. Demerouti and Bakker (2011) explained that employees who are faced with excessive job demands, limited job resources and lack of personal resources (e.g., self-efficacy and optimism) are more likely exposed one to a high risk of job burnout. Figure 2.1: JD-R Model Source: Bakker and Demerouti (2007) 2.1.2 Conservation of Resource Theory (COR) Conservation of Resource Theory (COR) is a theory that measures stress and burnout (Hobfoll et al., 2018). At its key, it is a theory that explains peoples' behaviour based on the evolutionary needs to obtain and conserve resources for survival. In another word, this stress theory describes that motivation is an important driver for human to preserve their existing resources and to hunt for new resources. COR theory emphasizes that the loss of these kinds of resources will drive a person to a certain level of stress. COR theory indicates that stress occurs when there were threats to the potential loss of key resources; when one has lost the key resources; when there is a failure to obtain the key resources despite one having put in substantial efforts (Hobfoll et al., 2018). COR Theory is a basic belief that people attempt to acquire, protect, retain and nurture things that are valuable to them (Hobfoll, 2001). These things that they valued are termed resources. In another word, anything that individuals perceived can meet their targets is regarded as a resource (Halbesleben et al., 2014). Resources can be broken down into four categories which are objects, conditions, personal characteristics, and energies. According to research by Hobfoll (2001), object resources are physical parties which are valued, such as a house or transportation. Condition resources are social circumstances that help people to obtain other resources. For instance, status, money or shelter, employment, tenure and seniority. They also include such conditions as employment and tenure. Personal resources or personal characteristics are a kind of resource which involves skills or personality features that enable a person to better withstand stressful conditions, attain desired objectives, or to receive other resources. Personal attributes like self-esteem, optimism, job skills or social talent are also regarded as personal resources Lastly, energy resources are resources that can be used to obtain other reserve supplies and they involve money as well as knowledge (Hobfoll, 2001). There are two basic principles covered in COR Theory, namely Primacy of Resource Loss and Resource Investment. First, the Primacy of Resource Loss states that it is more hurtful for individuals to lose resources as compared to there is a gain resource (Halbesleben et al., 2014), the idea that it is more harmful psychologically for a person to lose resources than it is more helpful 23 for a person to gain the resources that they lost (Halbesleben et al., 2014). This principle also indicates that resource loss is disproportionately more noticeable than resource gain. In the context of organizational behaviour study, the loss of resources has predominantly been applied to understand how a person experiences stress or prolongs stress (Halbesleben & Buckley, 2004; Hobfoll, 2001). There were numerous proportions of research discovered that when a person loses necessary resources in the workplace, they have a greater possibility of experiencing long-term stress in the form of burnout (Shirom, 1989), suffer from depression (Kessler, Turner, & House, 1988), and experience different physiological outcomes (DeVente et al., 2003; Melamed et al., 2006). However, this tenet consists motivational element where a person will connect in behaviour that ought to prevent losses of resources since the loss of resources can adversely affect the well-being of a person (Halbesleben et al., 2014). For instance, in the circumstances of abusive supervision, employees who possess lesser resources are more prone to engage in response avoidance (Whitman et al., 2014). This is because he/she will attempt to avoid the potential further losses of resources as a result of interacting with the abusive supervisor (Whitman et al., 2014). The second principle refers to resource investment. This principle emphasised that people will have the propensity to invest resources as a way to secure against loss of resources, to regain resources from losses, and to acquire resources (Halbesleben et al., 2014). This principle has usually been assessed in the context of coping where it suggests that coping includes resources investment to prevent resource losses in the future (Ito & Brotheridge, 2003; Vinokur & Schul, 2002). Furthermore, there were several corollaries involved in COR theory (Hobfoll, 2001). The first corollary states explained that it is a better place for a person with resources to invest their resources. In other words, there is a higher chance to invest resources for those people with plenty of resources to draw from. The second corollary defined that presently resource loss will lead to loss of 24 resources in the future. It also indicates that individuals' resources lose, and investment becomes more difficult (Hobfoll, 2001). The third corollary is stated that presently resource gain will lead to gaining more resources in the future (Hobfoll, 1989). As such, individuals who obtain resources will have a better situation to invest and earn more resources. Corollary four refers that a shortage of resources will invariably cause defensive attempts to conserve the remaining resources (Hobfoll, 1989, 2001). In conclusion, COR theory (Hobfoll, 1989, 2002) explained that people try to secure and accumulate resources because resource loss is faster than resource gain. Since resource loss is quicker than resource gain, there are need to make necessary investments in resources. Moreover, resources have the capability to produce other resources (Hobfoll, 2002). The increase in resources is useful in producing more and more resources that can contribute to positive or desirable performances (Hobfoll, 2002). The job Demand-Resource (JD-R) model and the Conservative of Resource (COR) model were applied in this research. For the current study, the JD-R model serves as the foundation to explain job burnout, which is a response to the imbalance between demands and the resources that a person has to handle those demands. As job demands such as workload, time pressure and job uncertainty increase and there is a lack of resources like social support, burnout increases and eventually in the escalation of negative impacts – loss of productivity which can be reflected in employees' presenteeism. Therefore, the COR model is used in the study to conserve or strive to retain the resource to ensure employees can deal with the demands. 2.2 Key Variables of the Study 2.2.1 Dependent Variable 2.2.1.1 Presenteeism According to Arjona-Fuentes et al., (2019), presenteeism in the hospitality industry is a serious concern, especially for those employees who prepare the food and have direct contact with others (customers and colleagues). Besides, employees' tendency to still present at work despite being unwell may be for irreplaceable reasons and do not want to burden their colleagues with performing the tasks. Due to the shortage of employees during the COVID-19 pandemic conditions, they have to present to the workplace to keep track of the tasks in order to complete them on time. Presenteeism not only reduces the service quality but may result in the transmission of viral diseases that will severely affect the normal functioning of the organisation (Arjona-Fuentes et al., 2019). There are various definitions of presenteeism. For example, John (2009) described presenteeism as a person with excellent attendance (the opposite of absenteeism), but with productivity loss. On the other hand, Kessler et al. (2004) defined presenteeism as inadequate work performance. As such, presenteeism was a measure of suboptimal work performance, which was related to the loss of productivity while at work. As presenteeism results in lower efficiency or productivity among the workers and reduces their work performance. The analysis of presenteeism can be more challenging than absenteeism as it is not easily detected (Kessler et al., 2004). The Health and Work Performance Questionnaire (HPQ) was developed to examine employees' performance at work. The HPQ was developed mainly because the existing self-reported measures that related to work performance failed to meet the requirements of the World Health Organization (WHO) (Kessler et al.,

2004). The self-reported measures in HPQ include items that measure the difficulties in many concrete or actual aspects of performance in the attempts to cover the job demands of various existing occupations (Kessler 26 et al., 2004). The HPQ scales cover items that are related to two different aspects of work performance or work productivity, which include presenteeism and absenteeism (Kessler et al., 2004). Presenteeism is determined through employees' level of performance as compared to others, their concentration on the work, quality of work, level of carefulness while working, work at the time they are supposed to work. Besides, presenteeism can be demonstrated through the kind or amount of work they can perform. The HPQ presenteeism scale was found to be sensitive to the change in performance and demonstrated good reliability and validity (Kessler et al., 2004). In a similar vein, when a person opts to present to work even when he/she is sick should rest at home (Arjona-Fuentes et al., 2019). On the other hand, presenteeism is also regarded as a loss to employers because employees are not able to function fully even though they are in the workplace due to illness, injury or other conditions (Kenton, 2021). Table 2.1 showcases different definitions to describe presenteeism. Presenteeism illustrates separately defined as favourable (refer to definitions a), relatively obsessive (definitions b), reference to a person's status of health (definitions c), and always rarely achieving fully productive (definitions d and e). Table 2.1: Definition of Presenteeism Presenteeism (Definitions) Source a. Present to work, as avoid being absent; excellent Smith (1970); Stolz (1993) attendance b. Work excessive hours, putting in ''face time,'' Simpson (1998) even when sick c. Present at the workplace although feel unhealthy Evans (2004); Johansson & or even face with events that normally force to Lundberg (2004) absent, such as child care issues d. Decrease work productivity as a result of health Hummer, Sherman, and Quinn issues or other circumstances (e.g. office politics (2002); Whitehouse (2005) that divert a person from being able to be fully productive. e. Health issues will decrease productivity at work. Turpin et al. (2004) Source: Johns (2010) Hägerbäumer (2011) defined presenteeism as the behaviour present at work of employees while they have symptoms of an illness. Hägerbäumer (2011) discussed the advantages of presenteeism behaviour. To begin, neither the consequences of presenteeism (e.g., productivity loss) nor the acceptance of any antecedents (e.g., job insecurity) are entirely related to behaviour-based concepts. These factors and impacts can be analysed in presenteeism independently. The second advantage is that it does not involve the assessment of behaviour, such as sickness presence, meaning "going to work without judging one's current state of health, as sick leave should be taken" (Aronsson & Gustafsson, 2005, p. 958). Presenteeism can have positive and negative outcomes. This is crucial in the workplace. It may have a positive effect on presenteeism, such as in cases of psychological illness, musculoskeletal disorders, and incurable pain (Bödeker & Hüsing, 2008; Howard, 2009). Presenteeism lowers the employees' productivity, thus impairing the business competitiveness at the organisational level. From an organisational perspective, presenteeism is viewed as negative organisational behaviour. If employees who are ill still turn up for work, they will develop more serious illnesses instead of resolving minor illnesses. Hence, presenteeism is considered a risky behaviour for employees (Johns, 2009). Nevertheless, at a personal level, it may make worse individuals sick, resulting in unsatisfied customer service and the propagation of the disease to coworkers and/or customers. Johns, (2009) found that from an employee's point of view, presenteeism is crucial in that it might impair the working life quality and lead to a conception of ineffectiveness at work because productivity decreased. Furthermore, presenteeism indicates that, although an employee is currently at work, he or she may be unable to carry out the duties and is likely to make mistakes on the task. According to Arossan (2000), researchers focus on illness presenteeism particularly, designating the phenomenon of individuals who ignore their health conditions that should deserve rest and not attend work, are still present at their jobs. Presenteeism will not only lead to deterioration of health but also loss of productivity. Moreover, numerous organisational and guideline practises that are formulated to reduce absenteeism could excite attendance while ill. 2.2.2 Independent Variable 2.2.2.1 Job Demand The hospitality industry is highly labour-intensive (Sampson & Akyeampong, 2014). Employees in the hospitality industry encountered with high demands in the workplace, such as long working hours, high workload, shift work, performing routine work, need to follow the tight time frame, and interacting with different types of guests or customers (Kristensen et al., 2002). Consequently, employees who work in the hospitality industry were exposed to fatigue at work due to these demands which eventually resulted in burnout among the employees in the sector (Wallace, 2003). 2.2.2.2 Workload Spector and Jex (1998, p. 358) explained that "workload can be assessed through the number of hours worked, production level as well as mental demands". Spector and Jex (1998), developed the Quantitative Workload Inventory (QWI) for the perceived quantity of work by determining the pace and amount of work that is performed by the employees. The 5-item QWI was designed to assess the amount or quantity of work done on a job, as opposed to the difficulty of the work. On the other hand, the workload was defined as "the perceived relationship between the amount of mental processing capability or resources and the amount required by the task" by Hart and Staveland (1988, p.125). The amount of work expected of an individual is meant in this simpler concept (Hart & Staveland 1988). At a simplified stage, the workload can be determined as the costs of completing a job for a human operator and these costs can be exhausted, pressured, and mistakes to name a few (Hart, 2006). According to Johari et al. (2019), work overload can be viewed as the toughness of work tasks which can be a key precursor of employees' mental distress. Moreover, according to Ali and Farooqi (2014), the workload can be perceived as the concentration or volume of tasks and assignments for which an employee is responsible at work. Some people embrace it, while others show frustration towards this job demand. Hence, people may respond differently to workload depending on situations and needs. Among the driving factors for employees to work intensely are their want to compete for career advancement and higher pay. Nevertheless, a prior study showed that employees often encounter high job pressure due to increased job demand (e.g., excessive workload), thus hampering employees' job performance (Johari et al., 2019). One of the primary causes of stress among hospitality employees is a heavy workload. Based on the study by Picincu (2019), more than one-third of participants mentioned that tight deadlines and excessive workload are their biggest concerns. Employees' health and productivity can be negatively affected by excessive workloads. According to Picincu (2019), financial problems, job insecurity, and the competitive job market may compel workers to take on great workloads and make compromises. Burnout and stress occur in the long run if employers require their staff to work long hours, like working late hours at night or simply cancelling workers' plans without notice. Furthermore, when employees are burned out, this may lead to demotivation, engaging in conflict, as well as having a difficult time accomplishing their tasks (Picincu, 2019). Picincu (2019) also mentioned that employees will have sleep deprivation, fatigue, poor mental focus and psychosomatic disorders. 2.2.2.3 Time Pressure Time pressure was defined as a type of psychological stress that happens when an individual has inadequate time than is necessary to accomplish a job or attain a result (Davis 2016). Time pressure can be measured by using the Instrument for Stress-Related Job Analysis (ISTA) which among others determines the extent to which the employees are required to work faster than usual to complete their assigned tasks (Semmer et al., 1998). Thus, employees will narrow their focus, complete fewer studies and compare fewer criteria when employees feel time pressure. Time pressure can also be described as a person's belief concerning their capability to complete a task given based on time constraints (Johari et al., 2019). DeZoort and Lord (1997) explained that tasks completed on time reflect the efficiency and effectiveness of task performance. The downsizing process in the wake of COVID-19 is likely to result in time pressure among the remaining employees as they need to work faster and respond promptly to different customers since less staff is available. Furthermore, some supervisors issue ambiguous instructions and make incompatible demands (Greenhaus & Callanan, 2006). Consequently, time constraints occur as a result of how the supervisor instructs employees on the project or task that must be completed. Supervisors, for example, encourage employees to work faster while remaining accurate. Supervisors also expect employees to complete their tasks by the end of the day, even if they only have time to complete one of them (Greenhaus & Callanan, 2006). Thus, time pressure is closely related to the deadline and employees will feel stress (Manktelow & Thompson, 2020). Time pressure happens when the supervisor distributes and asks employees to complete the tasks but in a limited time. Thus, in this case, employees need to be present at the workplace to keep track of and finish the tasks. In short, time pressure is one of the key reasons for employee presenteeism (Aronsson & Gustafsson, 2005; Hansen & Andersen, 2009; Henneberger & Gämperli, 2014). Job demand that includes time constraints might be the result of qualitatively and quantitatively very high job demands (Semmer et al., 1999). Furthermore, this job demand can activate a health-impairing process, which can lead to job strain and the tendency to presenteeism (Demerouti, 2009; Miraglia & Johns, 2016). 2.2.2.4 Job Insecurity Working life is always filled with different evolutions with serious effects on workers. Organisations in unpredictable economic conditions may, for instance, attempt to recover by outsourcing their business activities or

services, cutting the use of materials and expenses or even dismissals (Vander Elst et al., 2014). Organizations may attempt to earn higher profits in their wealthy times by reorganising or by hiring non-permanent workers to extend flexibility and achieve efficiency (Vander Elst et al., 2014). These evolvements may risen feelings that their job is at risk among employees (Vander Elst et al., 2014). Besides, employees who are working at an organisation which is changing reorganisation and downsizing will encounter different stages of job insecurity (De Witte & Näswall, 2003; Letourneux, 1998; Mauno et al., 2005). There are numerous definitions of job insecurity documented in the literature. have been introduced. The phrase "powerlessness to keep desired continuity in a feared job situation" describes job insecurity (Greenhalgh & Rosenblatt 1984, p.438). According to Jacobson and Hartley (1991), "job insecurity is the difference between the degree of security an individual actually has and the level they might prefer" (p. 1431). In general, job uncertainty is one's expectation or concern about the continuity or future of his/her job or employment (Davy et al., 1997; Richter et al., 2018; Rosenblatt & Ruvio, 1996). Job security also refers to "an employee's perception of a potential threat to continuity in his or her current job" (Heany et al., 1994, p. 1431). The job insecurity scale by De Witte (2000) measures employees' subjective perception of the possibility that they might lose their existing employment in the future, as well as fear linked with the likelihood of losing a job. Even though researchers defined job insecurity in different ways, there appeared to be consensus on some elements of job insecurity. First, generally, different researchers agree that the prediction of job insecurity involves subjective experience, which results from an individual's interpretation and point of view of the real working environment. This indicates that the same objective circumstances can lead to varying feelings of uncertainty among employees (Klandermans & van Vuuren, 1999; Sverke et al., 2002). Secondly, workers who prefer an uncertain job position are not affected by job uncertainty because it is seen as an involuntary phenomenon (De Witte, 2005; Greenhalgh & Rosenblatt, 1984; Sverke & Hellgren, 2002). For example, employees choose to work on a short-term basis when they have valid reasons. In addition, uncertainty about the future is fundamentally felt as job insecurity (De Witte, 1999; Jacobson, 1991; Sverke et al., 2002). This type of experience includes both cognitive (the perceived possibility of losing the current job) and affective (anxiety or worry that arises due to an unpleasant event) components of job insecurity (Borg & Elizur, 1992). In line with Borg and Elizur (1992), Huang et al. (2010) also viewed job insecurity as a subjective phenomenon that comprises both affective and cognitive components. In the future, the cognitive component encompasses the workers' approximation of the probability that an unwanted job loss may happen. whereas the affective component signifies the worry and anxiety experienced by employees due to the concern of potential unemployment (Hartley et al., 1991). When there is uncertainty about a future job loss, it is difficult for employees to handle the situation compared to an actual job loss. Referring to the stress theory, in the case of suffering or loss, the individual can at least start managing the circumstances. However, in unpredictable circumstances, it makes it difficult to know how to manage problematic circumstances. Thus, job insecurity has always been connected with the feeling of powerlessness among employees towards their employment (Greenhalgh & Rosenblatt, 1984). According to the recent meta-analysis by Keim (2014), some organisational and work environment situations, for example, working as a labourer, having a short-term contract, and being exposed to organisational changes, will have a high level of job insecurity. Furthermore, the hospitality industry's businesses are highly affected by the situation of the COVID-19 outbreak, leading to job insecurity. Employees' jobs are unstable, and it makes them feel insecure about their work. As such, the threats from the external environment, such as the significant reduction of international tourists due to the COVID-19 outbreak, have led to a feeling of job insecurity. Nevertheless, the perception of job insecurity level can be reduced when there is employee participation in decision-making, supervisor support, exchange of ideas between a leader and members and justice in an organization (Zhao et al., 2012). 2.2.2.5 Social Support Workplace or work-related social support refers to helpful social interaction provided by superiors and co-workers (Susskind et al., 2003). These supports include co-workers or supervisors who are someone that the employees can rely upon, they can provide useful help, information and advice in performing the task. Besides, a supervisor may assist the employees in solving task-related problems. Additionally, Cobb (1976) outlined how social support was defined in terms of how an individual perceived the love, care, and respect of those around them. Social support, in its simplest form, is the idea that someone is taken care of by the availability of help from others. According to Towey (2016), social support means there is a need or critical issue to provide one with a broader view and self-image among friends and other people, including family members. Social support also alleviates the adverse consequences of unfavourable life events and improves the quality of life. In a study by Sarafino and Smith (2014), one looks for help and support from people around them, and the support they obtain may make them feel part of the social group. Individuals feel valued and belong when there is social support. Furthermore, in the face of the COVID-19 pandemic condition, social support is most typically used to prevent job burnout so that employees have this support resource to deal with demands at the workplace. On the other hand, Meadows (2016) categorised support into three types, namely emotional support, information support and instrumental support. Action taken by people to make someone feel cared for is defined as emotional support. Emotional support shows that people have sympathy for others. To help someone by giving information and data is called Information support. Instrumental support refers to physical help, for example, housekeeping, repairing and even in money form (Meadows, 2016). Furthermore, social support is very important because it can lower psychological stress and also physiological pressure (Meadows, 2017). According to Cohen and Wills (1985), social support imposed in the hospitality industry can protect those people who suffer from the negative consequences of stressors. In a workplace such as the hospitality industry, co-workers and supervisors are considered the sources where employees look for care, respect and help to attain their targets and objectives. In addition, individuals who received full support from their close relationships with friends, family, supervisors and co-workers are less vulnerable to ill health (Towey, 2016). Therefore, it is proven that social support is to be a literal lifesaver. 2.2.2.6 Perfectionism Perfectionism is a personality trait in psychology. Perfectionism refers to individuals who strive for flawlessness and they tend to set a high standard for performance. Besides, the perfectionist also has critical self-evaluations and concerns about the evaluation of others (Stoeber et al. 2010). People who burden themselves to attain unpractical goals inevitably lead the person to disappointment. When a perfectionist fails to meet their standards they tend to be harsh critics of themselves (Colbert, 2015). Perfectionism is a multidimensional construct (Hewitt & Flett, 1991). 15 items have been adopted and measured by the Multidimensional Perfectionism Scale. The measure of Multidimensional Perfectionism Scale was developed by Hewitt and Flett (1991) which assesses perfectionism based on three dimensions: "socially-prescribed perfectionism; self-oriented perfectionism and other-oriented perfectionism" (p. 464). Self-oriented perfectionism refers to the tendency of a person to strive to achieve personal standards of perfection (Hewitt & Flett, 1991). Self-oriented perfectionism shows high personal standards and expects to be perfect. Those individuals with high self-oriented perfectionism are self-critical if they fail to meet high expectations (Hewitt & Flett, 1991). Meanwhile, when people who have this particular quality tend to have an affiliative (the desire to create social and emotional bonds with others) humour style. According to Davis-Laack (2019), self-oriented perfectionism was linked with a few characteristics, such as nurturing, intimacy, social development, and altruism. Perfectionists who focus on the abilities of others to perform are called other- oriented perfectionism. Among the characteristics of other-oriented perfectionists include they often expect others to be perfect. Besides, they are very critical of those who are unable to achieve their impossibly high expectations. As such, this form of the perfectionist is described as uncaring and they often use an aggressive style of humour as a measure to criticize other people. They seek to dominate others while having a low interest in helping and supporting others (Davis-Laack, 2019). They also tend to use an aggressive style of humour as a way to criticize others (Davis-Laack, 2019). Besides, the third dimension of perfectionism is socially-prescribed perfectionism. Socially prescribed perfectionists believe that the expectation of communities to be excellent towards those perfectionists. If the communities do not meet the expectations, they will be highly criticised (Davis-Laack, 2019). Those with socially prescribed perfectionism potentially demonstrate low self-esteem. Moreover, they also have difficulties in searching for positive methods to handle adversity and stress as they find that every action is being evaluated (Davis-Laack, 2019). Referring to Hewitt and Flett (1991), socially prescribed perfectionism was linked to different social interaction variables which include the need for the approval of others and worry fear of negative social evaluation. The demands for self-perfection have resulted in various psychological problems, for example, suicidal tendencies, depression, anxiety, and disorder in terms of personality (Flett, Devis & Hewitt, 2003). In a systematic review by Ocampo et al. (2019), they revealed that one of the most well-studied perfectionism conceptualisation is

based on the work of Hewitt and Flett (1991), which provides the point of view of perfectionism from interpersonal and intrapersonal perspectives. Hewitt and Flett (1991) performed four different studies and confirmed that the multidimensional construct of perfectionism is valid and reliable. Hewitt, Flett et al. (1991) further examined the psychometric properties of the multidimensional perfectionism scale (MPS) in different studies. The results showed adequate support for the stability, reliability and validity of MPS and the three sub- scales. On the other hand, Hamachek (1978) categorised perfectionism into two, which are maladaptive perfectionism and adaptive perfectionism. Maladaptive, perfectionism often suffer from low self-esteem and depression as individuals often strive to achieve unattainable goals (Williams, 2019). Individuals who possess maladaptive perfectionism are highly self-conscious, but they often develop negative attitudes whenever things don't go as they have planned. As such, this type of perfectionist often links to psychological disorders, inclusive of high depression and feelings of anxiety (Kelly, 2020). In contrast, adaptive perfectionism was a type of perfectionism that is healthy and normal as it described a person who put in the best effort to achieve a specific target (Kelly, 2020). Despite adaptive perfectionists setting high standards for themselves, those standards are realistic. Moreover, adaptive perfectionists do not engage in harsh self-criticism when they are unable to meet the standards set (Sara, 2013). Adaptive perfectionism generally refers to those high degrees of standards on self or others, similar to self-oriented perfectionism and other-oriented perfectionism as indicated by Hewit and Flett (1991). Harari et al. (2018) grouped this form of perfectionism as excellence-seeking. On the other hand, concerns towards mistakes and socially prescribed perfectionism (Hewit & Flett, 1991) were generally grouped as a form of maladaptive perfectionism, while Harari et. al (2018) term this category of perfectionism as failure avoidance in their meta-analysis. The results from Harari et al.'s (2018) extensive meta-analysis support that overall perfectionism was positively related to burnout, stress, anxiety and depression. Thus far, the hospitality industry is said to have imposed a lot of demands on employees. Hofmann et al. (2012) discovered that some perfectionists have difficulty adjusting their aims and standards in response to conditional demands. This is particularly noticeable in the COVID-19 outbreak scenario. When perfectionists are unable to adjust their standards and goals, their capability to adapt to changing circumstances is reduced. Moreover, perfectionists would exhibit self-defeating behaviours such as a lack of persistence and premature withdrawal of efforts (Slade & Owens, 1998; Smith et al., 2017; Tziner & Tanami, 2013). 2.2.3 Mediating Variable 2.2.3.1 Job Burnout Research about job burnout has been widely documented, it is a problem faced by employees across different countries and in a variety of occupations (Maslach et al., 2009). According to Cheng and Kao (2022), employees in the hospitality industry like the hotel industry suffer from high levels of job stress and burnout, which affect their health. Besides, Cheng and Kao (2022) also noted that employees are concerned with their working environment and personal health whereby employees who perceived a greater COVID-19 threat feel more stressed. It is generally recognised that hospitality employees are confronted with demanding work demands, complex procedures, and intense interpersonal relationships at every stage of their working day (Yirik et al., 2015). Employees in the hospitality industry are expected to treat customers with respect and courtesy. Employees must suppress their negativity and present themselves externally as enthusiastic and dedicated when they fail to meet their inner requirements (Tsui, 2021). This emotional burden may result in burnout and fatigue. Hence, the sense of burnout at work weakens employees' motivation to pursue and achieve good performances, resulting in physical and mental harm (Tsui, 2021). Burnout is the result of chronic or prolonged job stress and it consists of three main dimensions, inclusive of depersonalization (cynicism), emotional exhaustion and reduced personal accomplishment (feelings of reduced professional ability) (Maslach, 2001). These three dimensions can deteriorate both personal and social functioning, hence not only resulting in a decline in the quality of work but also interpersonal relationships (Maslach, 2001). Furthermore, Maslach Burnout Inventory (MBI) (Maslach et al., 1996) is the most widely used scale to measure job burnout in the literature. MBI has shown high convergent validity and discriminant validity in different studies. The three-factor dimension of the MBI General Survey has been validated in many studies across different countries, as well as involved various types of occupations and organisation settings (Bakker et al, 2010; Bria, et al., 2014). On the other hand, several studies (e.g., Bakker et al., 2002; Maslach et al., 2001; Schutte et al., 2000) have examined the measure of job burnout as a higher-order construct. The first dimension of burnout is emotional exhaustion (EE) or overwhelming exhaustion. EE was characterised by a shortage or lack of energy, a lack of 40 enthusiasm and a sense of resource depletion. Overwhelming exhaustion represents the basic individual stress dimension of burnout (Maslach, 2015). Overwhelming exhaustion is the feeling of being overextended and depleted of an individual's physical and emotional resources (Maslach, 2015), thus, emotional exhaustion occurs when employees have too much to do in an organisation. Employees feel they are unable to provide at a psychological level for themselves when emotional resources are depleted (Maslach, 2015). Next, the second component of job burnout is depersonalisation or cynicism. It refers to "a callous, negative or excessively detached response to various aspects of the job" (Maslach et al., 2001, p. 399). The concept of depersonalisation or cynicism describes a person who is lack positive affective detachment from his/her work. In other words, it explains a person is losing his/her cognitive or emotional involvement when performing the work (Lutgen-Sandvik & Sypher, 2009; Maslach et al., 2001). Lastly, low personal accomplishment at work reflects the condition in which an employee often has negative self-evaluations and tends to feel a lack of personal success or accomplishment and productivity at work (Maslach et al., 2001; Maslach, 2015). This shows that the self-evaluation component of burnout is from this dimension. This situation causes a person to have a lower sense of self-efficacy, and it will be further exacerbated when a person has limited job resources such as a shortage of opportunities to develop professionally and social support (Maslach, 2005). 2.3 Proposed Conceptual Framework Figure 2.2: Conceptual Framework Note : - - - - - represent mediating effect represent direct influence between IV and DV The above proposed framework illustrates the hypothesized linkages between the independent variables on dependent or outcome variable through a mediator which is job burnout. The proposed conceptual framework was developed based on the foundation of JD-R (Demerouti, 2001) and COR theory (Hobfoll, 2001). Job demands which consist of workload, time pressure and job insecurity are expected to increase job burnout and eventually lead to presenteeism among employees in the organization. Social support is an essential resource which can help employees to gain resources (Hobfoll, 2001). It can reduce burnout among employees and reduce presenteeism. Personality traits (perfectionism) also influence job burnout. High job burnout will give rise to presenteeism because perfectionists will force themselves to present to work when there is pressure (Falco et al., 2011; Schaufeli et al., 2009). 2.4 Development of the Hypotheses 2.4.1 Influence of workload on job burnout According to Xiaoming et al. (2014), the workload was an indication of excessive work where work requirements were over the human boundary. A person had to perform an extra volume of work and accomplish it within a certain period. Long working hours may lead to one's body or spirit being unable to bear the workload. Furthermore, a heavy workload induces employee burnout (Xiaoming et al., 2014). Ksenia (2012) also figure out workload as the nervousness reactions, worry, frustration, taxing, or annoyance when beyond personal limitation and lead to threats. Therefore, normal physical, behaviour, and a person's mental conditions may change by these reactions. These characteristics changed a person and resulted in burnout (Xiaoming et al., 2014). Moreover, job demands encompass workload, work patterns, and work environments. Other relevant demands include complexity and amount of work, long hours of shift work as well as tight deadlines (Health and Safety Executive, 2001). Moreover, workload and responsibility are the main reasons for the high level of occupational stress (Lee & Wang, 2002). Besides, an extreme workload is known as working extra jobs in a given time or accomplishing more tasks than normal in an inadequate time. In another word, individuals were allocated with more responsibilities than they can achieve in a certain period (Şimşek, 2002). The amount and the rate of difficulty will lead to changes in the extreme workload pressure (Im, 2009). Moreover, extreme workloads required personnel to work longer hours, which can result in work exhaustion and more mistakes (Ivancevich, 2003). On the other hand, service employees, particularly the frontliners are dealing with the actual time service delivery in nature, which define that they are under huge pressure to respond promptly, and often face conflicting demands and expectations (Dann, 1990; Hales & Nightingale,1986). Unreasonable requests and criticism from customers will lead to an accumulation of pressure and frustration. Over-pressure leads to overwhelming exhaustion which is defined as a condition of emotional feeling fatigued and drained as a result of stress 43 piling up (Cafasso, 2019). They will refrain from doing and accomplishing their tasks due to too much anxiety. This will reduce their accomplishment towards their jobs and deteriorates the productivity of the hospitality industry and retail industry. In the past evidence posits that the industry of hospitality presents a prolonged array of stimuli, demands and pressures due to changing environments and complexity. These can become

sources of pressure for supervisors in hotels (Hu & Cheng, 2010). Task characteristic and workload is the main reason for stress for hotel supervisors (Hu & Cheng, 2010). Empirical studies have shown that workload especially mental workload has a positive impact on burnout (Akca & Tepe Küçükoğlu, 2020). Besides, prior research confirmed the existence of job demand could cause job burnout (Schaufeli et al., 2002). Employees' physiological and psychological resources worn out easily with the rise of (Chen et al., 2017). Therefore, the following hypothesis is formulated: H1a: Workload significantly influences on job burnout 2.4.2 Influence of time pressure on job burnout Service sector employees, such as those in the hospitality industry are often exposed to time pressure which put them in a hurry to accomplish the tasks. Personnel who wants to accomplish their routine tasks experience the conflict between fast elapsing time and efforts to manage to complete the work (Altintas & Turanligil, 2018). According to Elsbach and Hargadon (2006), the decline in professional creativity and performance is a result of time pressure. Generally, time pressure is felt more intensely about activities connected to management. During time pressure, executives' work causes employees to have communication problems with their friends and families (Altintas &Turanligil, 2018). 44 On the other hand, time pressure, increasing speed of work and burnout are the most apparent changes that happen in the working situation (Lehto, 2013). Time pressure can be expressed as a person's thoughts concerning their capability to accomplish a task based on a time constraint. Timely task accomplishment reflects the effectiveness and efficiency of tasks in order to increase the productivity (Johari et al., 2019). The past empirical study indicates that time pressure was inter-connected with overwhelming exhaustion and depersonalisation which are the components of burnout (Darawad et al., 2015). A study by Darawad et al. (2015) showed that time pressure was a precursor of burnout, giving rise to burnout in service employees. According to Syrek et al. (2013), time pressure is an explanatory factor for deteriorating well-being and escalating strain. Therefore, the following hypothesis is formulated: H1b: Time pressure significantly influences job burnout 2.4.3 Influence of job insecurity on job burnout Nowadays, the shrink and expansion of the workforce of an organisation depend on the conditions of the market or environment (Tilakdharee et al., 2010). Thus, employees felt job insecurity, which is the feeling that the job is unstable, lack of identity and belonging as well as having feelings of uncertainty (Cuyper et al., 2010; Tseng & Kang, 2008; Tilakdharee, et al., 2010). Hence, this results in a physical and emotional toll on the workers (Cuyper et al., 2010; Elovainio et al., 2005). According to Shin (2019), the uncertainty of economic situations, the process of mergers, acquisitions, outsourcing, downsizing, the rise in the usage of robots, high technology instruments, and other types of structural changes have threatened employees' security of a job and increase the uncertainty of employment conditions. Job insecurity arises due to the threat of losing a job or worry about the loss of a job in the future. Job uncertainty is considered a stressor as it can obstruct and thwarts the personal growth and development of employees (Staufenbiel & Konig, 2010). And, it remains an unbroken menace to employees in different kinds of organisations (Etehadi & Karatepe, 2019; Shin et al., 2019). Besides, employees' feeling of job insecurity is especially obvious when there are changes in the environment and unclear condition prevails in an organisation (Tilakdharee et al., 2010). Changes in the economic scenario will affect organizational performance and this may result in employees' job layoffs and cutbacks. Job insecurity can be described as a situation between employment and unemployment, where the employees are unclear about their predestination (Hartley et al., 1991). Impairment of mental and physical health, reduced self-esteem, and satisfaction with life decreased and a higher possibility of burnout occurs when individuals experienced job insecurity (Chirumbolo & Areni 2005). De Witte (2005) explained that the attitude of employees at work can be adversely affected in the face of job insecurity. This will result in deleterious effects on job involvement and motivation. In contrast, it increased distress, depression and psychosomatic complaints. Empirical evidence by Tilakdharee et al. (2010) indicated that when feelings about job insecurity are raised, it will then lead to burnout. Feelings of job insecurity are crucial discrepancies in the global context and it affects the employees' work-related behaviour such as declining job performance (Aybas, et al. 2015). Job insecurity also negatively affects an individual's physical and psychological health by distracting the state of well-being and it will increase the stress level (Sverke et al., 2002). In short, job insecurity and burnout were confirmed to have a positive relationship (Aybas et al., 2015). Therefore, the hypothesis is formulated: H1c: Job insecurity significantly influences job burnout. 2.4.4 Influence of social support on job burnout Social support generally means the perception and actuality that person is cared for and that he or she can obtain assistance from others, and most popularly, that the individual could also be a component of a supportive social network (Muñoz-Laboy et al., 2013). These supportive resources are often emotional, informational, or companionship including tangible or intangible. The exchange of intra-individual resources is referred to as social support such as feedback, physical support, exchange of information, listening and encouragement (Lin et al., 2014). Social support derives into two categories which are non-work-related social support (family, spouses, partners) and work-related support (supervisors and co-workers) (Lin et al., 2014). Firstly, support from supervisors and subordinates can decrease the extent of job burnout in a workplace. In the dimension of work, social support can reduce emotional exhaustion (Charoensukmongkol et al., 2016). Furthermore, when employees experience compassion exhaustion as a result of the therapeutic setting, occupational trauma, or workload, job supports such as managers, colleagues, and organizational support can help to alleviate the effect of job demands. (Singh et al., 2020). In these circumstances, for front- line workers, burnout arouse when encountering unfavourable acts from customers (Han et al., 2016) and subsequent spill-over impairment in organizational results (Schilpzand, 2016). Therefore, the social support of supervisors is essential, especially for front-line employees in the hospitality industry. For example, frontline workers tend to count on managers either as direct resources that aid to decline the threat or as impediments that further worsen the condition (Yang & Lau, 2019). Besides, a leader needs to manage their employees, especially frontline employees to maintain and attain long- term organizational objectives. Furthermore, coworker support is additionally an important factor which can help to scale back job burnout. Fisher (2014) indicates that "cooperative climate" means the existence of a team spirit and the prolong to which they will believe their subordinates for help. While employees are generally involved in working individually, the psychological advantages from relational party support should not be rated under average, especially when care and attention are required to alleviate the psychological stress caused by impolite customers (Yang & Lau, 2019). Trust, support and a collaborative work climate among team members or coworkers, aid to mitigate the adverse impacts of job burnout (Yang & Lau, 2019). Cooperative subordinates are deemed to be strong resources for handling job burnout. In short, social support reduces job burnout among employees. Therefore, the following relevant hypothesis has been developed: H2: Social support has a significant influence on job burnout 2.4.5 Influence of perfectionism on job burnout Historically, there was a burgeoning interest in the concept of perfectionism among different researchers (Hewitt & Flett, 1991). A person who is high in perfectionism tends to have an extreme or obsessive striving to achieve perfection in his/her work (Slade & Owens, 2015). Thus, there are different dimensions of perfectionism that have been introduced by prior researchers. Slade and Owens (1998) explained that positive perfectionism has its health aspect as the individual will strive for excellence; those with negative perfectionism tend to set unrealistic standards and goals. Nevertheless, perfectionism regardless of positive perfectionism or negative perfectionism respectively demonstrates a certain extent of harmful impacts on indivduals, such as chronic insomia, anxiety, emotional exhaustion, and depression (Kanten & Yesıltas, 2015). Other symptoms of the impacts of perfectionism may include obsessive-compulsive disorder, social phobia, anxiety disorder or panic, disorders in eating as well as psychosomatic 48 disorders (Kanten & Yesıltas, 2015). Moreover, it also results in suicidal ideas, negative affect, indecisiveness, a prolonged sense of failure, procrastination, shame, and burnout (Kanten & Yesıltas, 2015). Besides, Stoeber and Childs (2011) explain that perfectionism can be categorised into two types: perfectionistic strivings and perfectionistic concerns. Perfectionistic strivings encompass elements of high personal standards as well as self-oriented perfectionism and other-oriented perfectionism that are derived from Hewitt and Flett's (1991) perfectionism conceptualization. Perfectionistic concerns cover suspicion about actions, socially prescribed perfectionism, and concern over mistakes (Stoeber & Damian, 2016). Although MahmoodiShahrebabaki (2016) reported that perfectionism striving is negatively related to job burnout, others (e.g., Caliskan et al., 2014; Fairlie, 2011) showed that perfectionistic strivings increase the signs of burnout such as cynicism and overwhelming exhaustion. On the other hand, a person who is perfectionistic concerns tend to consistently show a negative reaction to imperfections, therefore they always experience a higher level of frequent fatigue (Childs & Stoeber, 2012), stress (Dunkley et al., 2014; Mandel et al., 2018) and burnout (Hills &Curran, 2016). In addition, Noordik et al. (2011) performed a qualitative study and the results showed that workers who experience anxious which related to stress or mood disorder look at their perfectionism as the

main reason that impedes their capability to successfully work in a job situation that full of demanding (i.e., present to work after long period medical leave). As indicated in the earlier section, Hewitt and Flett (1991) explained that perfectionism consists of three dimensions, which cover the intrapersonal (self- oriented perfectionism), as well as interpersonal (socially prescribed perfectionism, and other-oriented) views of perfectionism. Perfectionism was found to affect physical health because they often persistently strive for excellence and disregard their need for rest as well as relaxation (Flaxman et al., 2012; Flett et al., 2015). Besides, self-oriented perfectionism has also resulted in depressive signs (Gluschkoff et al., 2017). Pervichko et al. (2013) discovered that socially prescribed perfectionism resulted in an increase in the exhaustion of emotion and cynicism, which exacerbates the risk of high pressure at work. Furthermore, Hewitt and Flett's (1991) Multidimensional Perfectionism Scale (MPS), which consists of 45 items were developed to measure self-oriented perfectionism (ie., unrealistic standards and perfectionistic motivation for the self), socially prescribed perfectionism (i.e, the belief that significant others expect oneself to be perfect) and other-oriented perfectionism (i.e., unrealistic standards and perfectionistic motivations for others). Additionally, the MPS scale with 15 items (Hewitt & Flett, 2004) has been introduced; Stoeber (2018) confirmed that the shorter version was a valid and reliable measure. Additionally, Harari et al.'s (2018) conducted a meta-analysis that included numerous studies that have used multidimensional measures of perfectionism and its consequences; they concluded that overall perfectionism increased employees' job burnout. In short, perfectionists were said to be positively connected to job burnout. The above explanation leads to the formation of the hypothesis as indicated below: H3: Perfectionism has a significant influence on job burnout 2.4.6 Influence of job burnout on presenteeism Burnout represents a long-term incurable impact on an individual's job and negative affective feedback causes strain (Shirom & Melamed, 2005) which is irreversible on the spot after changes in assignments or the working situation and by enough recovery. In the modern workplace, stress and serious chronic exhaustion such as burnout are commonplace. Thus, people are foundering under the pressure of an attendance culture that elevates being present at work may cause and worsen their health (Tottle, 2020). Long-hours working employees have been connected to high rates of burnout and declining productivity (Tottle, 2020). Based on the JD-R models, McGregor, Magee, and Caputi (2016) found that job burnout causes an increase in presenteeism among Australian employees. A longitudinal study by Demerouti et al. (2009) demonstrated that presenteeism was affected by emotional exhaustion. In summary, burnout and presenteeism are closely related. Thus, a hypothesis is formulated based on the arguments: H4: Job burnout has a significant influence on presenteeism 2.4.7 Influence of job demand (workload, time pressure and job insecurity) on presenteeism Job demand is one of the reasons cause presenteeism. Job demand will cause employees present to work because they have a sense of being irreplaceable. Employees who are hired with their different skills and capability on their respective tasks, so they are irreplaceable (Sanderson & Cocker, 2013). Employees who have specific skills or talents enable them to complete their tasks. Without those employees, there will have low productivity which leads to dissatisfaction among customers in the hospitality industry. Therefore, if people feel that they cannot be replaced, that individual is more prone to be present at work even ill (Aronsson & Gustafsson, 2005; Bockerman & Laukkanen, 2010). Presenteeism arises when employees worry that no one is available to cover their workloads. If employees have a large amount of work to accomplish and no one cover for them when sick, they have to present to work. Time pressure is a serious job demand which it can deteriorate health (Dietz & Scheel, 2017). This job demand (time pressure) can cause a health-impairing and thus presenteeism will rise through job burnout (Demerouti et al., 2009; Miraglia & Johns, 2016). This can be shown when employees who work in the hospitality industry need to respond to customers promptly and meet specific deadlines. Employees also urge to respond to messages promptly from clients, co-workers, or supervisors. Past research showed that time pressure and workload are among the antecedents of presenteeism (Baeriswyl et al., 2017; Biron et al., 2006; Hansen & Andersen, 2008; Palo & Pati, 2013). Besides, changes in of structure an organization will lead to job loss and fear of loss of income or employment (Ishimaru 2020). According to Arjona-Fuentes et al., (2019), when an employee arrives at work with compromised health due to physical and/or psychological issues, both the employee (due to the pressures of maintaining a sufficient level of service) and the organization (if the individual does not achieve a decent standard) suffer losses. When employees feel job insecure, they tend to present to work while sick to demonstrate their commitment to the workplace and aim to secure their job (Schmidt & Pförtner, 2020). Thus, a hypothesis is formulated based on the above arguments: H5a-c: Job demand, (a) workload, (b) time pressure and (c) job insecurity significantly influence presenteeism 2.4.8 Influence of social support on presenteeism Social support refers to the support that employees receive from superiors and work colleagues. Support from managers or supervisors can give a greater possibility for employees to cope with stress in the workplace. The support also will give employees greater control over their emotions (Barcaui & Limongi- França, 2014). In addition, the effects of stressors can be alleviated through social support in the workplace (Cho et al., 2016). Social support is viewed as among the key resources that protect employees from excessive work stress. Support provided by supervisors and co-workers or colleagues is essential in mitigating the impact of working while sick on employees' innovative performance (Chen et al., 2021). By applying COR theory, dual social supports (supervisory support and collegial support) are important to alleviate the impact of presenteeism (Chen et al., 2021). Hence, greater social support from work colleagues and managers/supervisors will lessen presenteeism (Yang et al, 2015). A hypothesis is formulated following the review: H6: Social support significantly influences presenteeism 2.4.9 Influence of perfectionism on presenteeism Perfectionism was defined as an individual willingness to consider anything unacceptable as not perfect (Stoeber et al., 2009). A perfectionist who has perfectionism characteristics will tend to set high standards of performance. Perfectionists put in the excessive effort to strive or meet the standards set. According to Hamachek, (1978); Hewitt and Flett, (1991), perfectionism determines an over-generalization of failure. It also applied a rigid and severe self-assessment of an "all or nothing" approach, in which only success or failure is considered. Individual who has high perfectionism will force themselves to work hard and present to work in completing various tasks (Harari et al., 2018). In addition, some hospitality employees who instil perfectionism characteristics, will present to work and perform their tasks to ensure that they meet the standards set (Harari et al., 2018). They worry about the evaluation of others and also have a strong urge to achieve the standards set by others (Frost et al., 1990; Hewitt & Flett, 1991). This personal characteristic is likely to lead to high presenteeism. Hence, the related hypothesis has been developed as follows: H7: Perfectionism significantly influences presenteeism 2.4.10 The mediating effect of job burnout between job demands (i.e. workload, time pressure and job insecurity) and presenteeism Job demands, presenteeism and burnout are connected closely over time (Demerouti et al., 2009). Previous research showed that job burnout can be caused by different types of job demands, such as time pressure (Rijk et al., 1998; van der Doef et al., 2000), high workload (Bakker et al., 2004, 2010; Jourdain & Chênevert, 2007; Petitta & Vecchione, 2011; Schmidt & Diestel, 2013; van Doorn & Hülsheger, 2015), and job insecurity (Elst, De Witte & De Cuyper, 2014). Workload and time pressure may result in to decline in energy and health, serious mental disorders over a long period and at last employees' performance will be badly affected (Demerouti & Bakker, 2011). When workers work too much, they will feel overwhelmed and burnout. Employees may face stress when there are changes in the structure of an organization. The changes will make employees loss of jobs and fear loss of income or employment. When they feel job insecure, they tend to present to work while sick to demonstrate their commitment in the workplace (Mariella & Gail, 2017). Generally, job burnout has been linked with a decline in the quality of employees' job performance (Gilboa et al., 2008; Lepine et al., 2005), rising exhaustion, and devastating learning ability among employees (Lepine et al., 2004), higher depressive symptoms, hostility and withdrawal (O'Neil & Davis, 2011). In the hospitality industry, stress at work has been considered one of the most crucial problems facing managers or supervisors because performance affected and quality of whole levels of employees, including both management staff or supervisors and part-time workers (O'Neil & Davis, 2011). A study by (Baeriswyl et al., 2016) discovered that job demands, such as work pressure and workload were to be the important factors that lead to job burnout. According to recent research, analysis of employees' burnout in the hospitality industry is crucial because workers in the industry who are exhausted and cynical show poor performance in service delivery (Kim, 2008). Prolonged stress has been moderately related to physiological symptoms of employees that work in the hospitality industry. The symptoms include fatigue, headaches, ulcers, indigestion, blood pressure, stroke, and heart attacks, thus lead declining productivity and performance. This situation further burdens the hospitality employer with more health care costs. There is a significant positive engagement between an employee being over-committed at work and experiencing stress (Siegrist & Theorell,

2006). Employees who have a high level of responsibilities and long working hours experienced a greater degree of stress and eventually burnout. Previous studies showed that work pressure was positively related to presenteeism (Aronsson & Gustafsson, 2005; Demerouti et al., 2009). Presenteeism at work arises among employees due to irreplaceable and worry that no one is available to cover their workloads. If employees have volumes of work to accomplish and no one cover for them when sick, they have to present to work. Employees are employed with their different skills and capability on their respective tasks, so they are irreplaceable (Sanderson & Cocker, 2013). Employees have specific skills to enable them to work and accomplish their jobs. Without those employees, there will have low productivity which leads to dissatisfaction among customers in the hospitality industry. Therefore, if people feel that they cannot be replaced, that individual is more prone to be present at work even ill (Aronsson & Gustafsson, 2005; Bockerman & Laukkanen, 2010). Moreover, employees present to work as they do not want to let their staff or colleagues suffer and felt that strong commitment to the job prevents them from taking medical leave. 55 Employees who feel ill or unwell but still turn up for work result in deteriorating performance at work (Demerouti et al., 2009). To approach the desired performance level, a performance protection strategy needs to be used, which involves investing extra effort and maintaining healthy and productive workers (Demerouti & Blanc et al., 2014). Task that has huge workloads and more demands are always linked with job burnout and higher levels of presenteeism (Ferreira, 2018). Employees felt that they turned up to work while sick or injured because they believed that they had high workloads, specific deadlines, and always a shortage of backup support individuals were also anxious their work would accumulate if they did not go to their job. Thus, job demands will have a close relationship with presenteeism (Demerouti et al., 2009). To sum up, job demands such as contact demand with customers and time constrain are important predictors of exhaustion (Demerouti et al., 2000). Employees in many sectors, inclusive of the service industry usually rely greatly on asynchronous message-based technologies, such as the use of e-mail, which become an important medium for work-related communications. Hence, employees tend to feel different levels of preoccupation with and urge for responding to messages promptly from clients, co-workers, or supervisors, and therefore, an experience of workplace tele-pressure occurs (Barber & Santuzzi, 2015). This may also lead to burnout. Moreover, job factors, such as job certainty, job satisfaction, and supportive supervisor were significantly connected closely with presenteeism (Caverley et al., 2007). McGregor et al. (2016) explained that the demands from jobs in the workplace (i.e. workplace bullying, time pressure, work-family conflict) increase presenteeism among Australian employees indirectly through job burnout. In addition, Caverley, Cunningham and MacGregor, (2007) discovered that a stronger predictor of health factors often appears from presenteeism rather than absenteeism. This situation suggested that the efforts to enhance health in the workplace potently have a higher instant effect on presenteeism as compared to absenteeism (Caverley et al., 2007). Overall, high demands job will increase job burnout, and also increases presenteeism among employees. 56 Hence, this leads to the formulation of the hypothesis as listed below: H8a-c: Job burnout mediates the relationship between job demand, (a) workload, (b) time pressure and (c) job insecurity and presenteeism 2.4.11 The mediating effect of job burnout between social support and presenteeism Presenteeism is the practice of being present at work but not being productive (Patenall, 2018). There are two forms of presenteeism: The first type is employees come into the office when they really should not be there due to sickness. The second form is employees coming in to work early or staying late regardless of their workload (Patenall, 2018). Social support is viewed as beneficial in reducing burnout and presenteeism though some studies showed mixed results. People who encounter high demands of work, low decision latitude, job stress, and inadequate social support are likely to experience greater illness absences (Sundquist et al., 2003) and, consequently, severe presenteeism (Elstad & Vabø, 2008; Ryu et al., 2012; Kim et al., 2009). Job burnout occurs when one's capability cannot meet the job demands, (Yang et al., 2015). The job demand-resource model (JD-R) holds that in the condition in which there are excessive job demands, whereas fewer job resources, employees may suffer higher work stressors, which lead to high job burnout. As such, the availability of job resources, such as social support is likely to reduce the occurrences of job burnout which can lead to presenteeism among employees. Employees who would like to remain employed strive to work hard to meet the job demands and remain to work despite they are ill or partially productive. Employees who have high work requirements will have a greater likelihood to work while ill or to make sure of a full-time presence as they need to put more effort into meeting the demands of their job (Hobfoll, 2001). Moreover, strong social support from supervisors and associates is essential for dealing with high job demands in an organization. Supervisors' support and associates' support enhances work environments by relieving worker stress (Yang et al., 2015). As such, the supports are important in reinforcing job performance and satisfaction among employees, which subsequently reduces the phenomenon of presenteeism in organisations or companies (Yang et al., 2015). For example, supervisors need to be in positions to deal with employees' complaints and help them to obtain resources that are necessary for their work. Besides, co-workers' support is essential in helping the employees to accomplish job tasks and lower presenteeism and stress. Furthermore, research reveals that workers who have positive and better relationships with managers, supervisors and colleagues are more productive and successful at work, even when the work stress is serious (Yang et al., 2015). In line with the above explanation, the hypothesis is formulated as below: H9: Job burnout mediates the relationship between social support and presenteeism 2.4.12 The mediating effect of job burnout between perfectionism and presenteeism Individuals who are a perfectionist indicate high workaholism in doing their job. Workaholism can refer to the inclination to work extra hard in a compulsive way (Chang, 2000; Childs & Stoeber, 2010, 2012; Falco et al., 2014; Kung & Chan, 2014; Schaufeli et al., 2008). A perfectionist would face job burnout with the forces to accomplish various tasks. Employees who set lofty goals may excel in their workplace but has harmful aspects where it can lead to depression, overwhelm and low self-esteem (GoodTherapy, 2018). When one strives for perfection in every task, it can be highly stressful and can trigger burnout. Therefore, when perfectionists who have perfectionism traits become overbearing or overwhelming, it can lead to burnout (GoodTherapy, 2018). Childs and Stoeber (2010) discovered that perfectionism traits, especially those with socially prescribed perfectionism, were connected to a greater level of burnout and lower engagement. However, employees who instil perfectionism characteristics in themselves will have a strong initiative to work hard and they potentially exhibit a much greater tendency towards presenteeism (Falco et al., 2011; Schaufeli et al., 2009). In short, with a strong initiative to work, it is justifiable to foresee a positive linkage between perfectionism and presenteeism. Moreover, research showed that job stressors increase the health impairment process and resulted in a loss of productivity as a result of absenteeism and presenteeism (Brunner et al., 2019). Therefore, the hypothesis is formulated as follows: H10: Job burnout mediates the relationship between perfectionism and presenteeism 2.5 Chapter Summary Chapter 2 provides a review that allows an enhanced understanding of each key concept of this research. Job demands (time pressure, workload, and job insecurity), social support, and perfectionism are the independent variables, while presenteeism is the dependent variable. In addition, a theoretical framework has been developed in this sample. The hypotheses were developed based on prior empirical studies' assumptions and supports in justifying the effect or relationship between job demands, social support, perfectionism, and the mediating role of job burnout. Chapter 3 will detail the research methodology. Chapter 3 Research Methodology 3.0 Introduction This section will talk in-depth about the research technique for this project. This chapter explains the methods used for study design and sampling design. Chapter three also covers the aspect of how primary data is gathered and how the research instrument was developed. In addition, this chapter also discusses the measures and scales used for each variable, the approaches used for data processing and the statistical analysis involved in analysing the data. 3.1 Research Design The current study took a quantitative research technique. Quantitative research is a method of determining the veracity of a hypothesis by counting data and analyzing it using statistical procedures (Hughes, 1997). Quantitative data is defined as "the collection of numerical data and displaying a deductive perspective of the relationship between theory and research, a preference for natural scientific approaches, and an objectivist notion of social reality" (Bryman & Bell, 2011, p. 150). A quantitative research design is appropriate for this study because hypotheses are generated to investigate the influence of job demand (i.e., time pressure, workload, and job insecurity), social support, and perfectionism on presenteeism via job burnout as a mediating variable. Deductive approach was used in this research. Deductive approach is also known as deductive reasoning and it is concerned with "developing a hypothesis (or hypotheses) based on the sample and then designing a research strategy to test the hypothesis" (Wilson, 2010). The benefits of deductive research approach include ability to explain causal relationships between variables, enable the concepts to be measured quantitvatily and make the generalisation of the research

findings possible to a certain extent (Dudovskiy, 2011). In deductive approach, a set of hypotheses are formulated by researcher at the beginning of the research. Subsequently, appropriate research methods and analyses are applied to prove whether the hypotheses that have been formed are right or wrong. An exploratory research is applied in this research. Exploratory research design does not intend to provide final and conclusive solutions to existing problems but intends merely to explore the research questions. Exploratory research is usually conducted to study a problem that has not been clearly defined yet. This research design helps to have a better understanding of the problem (Dudovskiy, 2011). Exploratory study allows the researchers to determine whether it is worth to pursue a particular study at the early stages of the study, hence it helps to save time and other resources (Dudovskiy, 2011). Besides, this type of study is flexible and provides the groundwork for future study (Dudovskiy, 2011). This research involves a cross-sectional study design, which can be explained as a kind of observational research that analyzes variables data collected at one given point of time across a sample population (Bhat, et al., 2017). Cross- sectional research involves looking at a person who differs on one key characteristic at one specific point in time (Cherry, 2018). Cross-sectional research or study takes place at a single point in time. It enables numerous characteristics to be seen by researchers at once. This study is always used to find out the prevailing characteristics in a given population. It is often utilized to determine the prevailing characteristics at a certain point in time in a sample population (Cherry, 2018). 3.2 Sample Design and Procedure 3.2.1 Study Population The specified set of people from whom the researchers intend to collect data is commonly known as the target population (Hair et al., 2006). The target population in this research focused on service employees who work in hospitality sectors (e.g. hotels, tourist agencies, restaurants, café etc.) in Ipoh, Perak, Federal Territory Kuala Lumpur and Selangor. However, the total population of workers in the hospitality sector in the three states covered in this study are unknown. The target population is chosen because hospitality employees deal with lots of customer requests, working long hours, shift work, tight time frames and performing routine tasks which leads to the occurrence of job burnout. 3 .2. 2 Location and Sampling Frame A list of sources or a list of all the population's units from which a researcher can select the sample is known as a survey frame or sampling frame (Zikmund et al., 2013). As the complete list of the hospitality employees for the study is unable to be obtained, thus sampling frame was not available. The location where the researchers collect data and the place where researcher distributed the questionnaires is called sampling location. For the sampling location, this study targeted is in Ipoh and Klang Valley (Kuala Lumpur and Selangor) because it is the place that most tourists from other countries and even local residents will visit. Researcher would collect data in Perak state, about 7.6 million people visited Perak in the year 2017 are domestic tourists (Kaur, 2018). Besides, Kuala Lumpur is Malaysia's largest city welcomed 12.58 million international travellers in 2017 (News Strait Time, 2018). Hence, Ipoh and Klang Valley were chosen as sampling locations in this study. 3.2.3 The Sampling Element Sampling element is a sampling method practice whereby every unit such as people, groups, organizations or companies has the same opportunity of being chosen to be included in the study sample population (Djs research, 2001). The participants of this study were both managerial and non-managerial employees who work in the hospitality sector. 3.2.4 Sampling Technique Non-probability and probability sampling are the two primary categories of sampling techniques (Zikmund et al., 2013). In probability sampling, each individual has the same probability to be chosen or a nonzero probability of selection (Bhattacherjee, 2020). Non-probability sampling refers to the unknown probability of an individual or member of the sample population that was chosen based on researcher's judgment of an unidentified certain individual in the population (Sekaran & Bougie, 2013). Non-probability sampling comprises snowball, convenience, quota as well as judgement samples (Zikmund et al., 2013). In this research, snowball sampling technique, which is a non-probability sampling was used to draw the data from hospitality industry workers. Non- probability sampling technique was chosen due to sampling frame is not available (Sekaran & Bougie, 2013). This is because researcher is unable to obtain the list of employees in the hospitality industry. Snowball sampling is also referred to as the "chain method," it is cost efficient in reaching individuals who would otherwise be very difficult to locate. The Snowball method is where researcher asks the first few samples which are typically selected via convenience sampling if they know someone with similar opinions or circumstances to participate in the study (Polit-O'Hara & Beck, 2009). The questionnaire was disseminated by the researcher using the snowball method. The questionnaire was distributed to friends and family members who work in the hospitality industry in Ipoh and the Klang Valley, and then questionnaires were distributed from them to their friends and family members who work in the hospitality industry, and so on. Besides, researcher also used an online survey where researcher distributed the questionnaire via social media. 3.2.5 Sampling size The number of subjects included in a sample to be used in a market study can be defined as the sample size (Radu, 2020). Sampling size also refers to the volume of respondents targeted which had been used for the study. In the study, the sample size is determined by using "G-Power" (Erdfelder et al., 1996). The minimum number of sample size required is 215 after specifying the effect size (f2= 0.10), α = 0.05, power = 0.95 and number of predictors = 6 (see Figure 5). Figure 3.1 : G*Power Sample Size 3.3 Method of Data Collection Data collection is among the most essential aspects of any research. There were two main techniques used to collect data including secondary and primary data (Kothari, 2004). Primary data referred to first-hand data that researcher collects to analyse the variables examined in the study to meet the specific objective as indicated in the research (Sekaran & Bougie, 2013). Primary data may involve surveys, questionnaires, observations and interviews. This study relies on primary data or first-hand data which was collected through a self-administered questionnaire. The bilingual questionnaires (in both English and Malay) were created for the purpose of data collection due to the concern for the level of English proficiency of some respondents. The questionnaire was originally in English version. The translation to Malay version was performed with the assistance from an expert in both languages, following the steps as suggested by Brinslin's (1970). The bilingual language was used because some hospitality employees may not be able to understand English well and therefore would be unable to answer the questions in English. Researcher used two ways to distribute the questionnaire, which are a paper questionnaire and an online survey. To reduce redundancy, researcher informed the targeted respondent to answer the questionnaires only once. The Snowball sampling technique is also being used in this research. The Movement Control Order (MCO) was put into effect by the Malaysian government for a certain period and this restricted researcher to cross states. This restriction limited the ability of researcher to personally meet respondents, thus online survey was used to reach the respondents. The duration of the data collection carried out was from October 2020 to January 2021. The self-administered questionnaire in this research was distributed to the respondents through social media and personally handed to them. The questionnaires consist of a series of fixed-alternative questions or statements in which the respondents can indicate their responses or answers based on the alternatives that have been provided (Sekaran & Bougie, 2013). Table 3.1 shows the details of data collection. Out of 400 questionnaires distributed to the hospitality employees (respondents), a total of 220 usable questionnaires were returned after excluding five incomplete questionnaires. Thus, the response rate was 55%. The 220 usable questionnaires collected exceed the requirement of a minimum sample size of 215. Table 3.1 : Detail of Data Collection No Organizations Distribution Number of usable Response Rate questionnaire returned 1 Hotel/Lodging 2 Cafe/Restaurant 3 Airlines 4 Others Total 112 76 220 105 20 14 48 25 400 220 76/112*100 =67.9% 105/220*100 = 47.72% 14/20*100 = 70% 25/48*100 =52.08% 220/400*100 = 55% 3.4 Instrument of Research 3.4.1 Questionnaire Survey In this research, the questionnaire was the tool that was used to collect data. This is because it helps to collect related information faster and it is inexpensive. The questionnaire was designed with close-ended questions whereby only one answer is allowed to be chosen for each question. Paper questionnaires and online surveys were the types of questionnaires under self-administered questionnaires, according to Zikmund et al. (2013). Respondents were given paper questionnaires and an online survey as part of this study. The researchers utilized a drop-off method to distribute paper questionnaires. The drop-off method is a survey technique in which researchers travel to the houses of respondents and deliver and collect questionnaires within the same day or several days later (Zikmund et al., 2013). As for the online survey, the questionnaires were disseminated through social media, in which the online link to the survey was provided to the targeted respondents. Furthermore, the privacy of respondents can also be secured when answering the sensitive question, as the research survey methodology utilizes anonymous responses collection process, according to Zikmund et al. (2013). On the front page of the questionnaire, a cover letter was attached. The identity of the researchers and the necessity of the questionnaire distribution were disclosed on the cover letter. Besides, the respondents were ensured of the confidentiality of the data so that the respondents would be motivated to respond to the questionnaire. 3.4.2 Pilot Study Pretest enables a questionnaire to be

tested on a small group of respondents before full-scale research. This helps to detect any discrepancies, such as ambiguous wording or the questionnaire taking a long time to administer (Insight Association, 2020). Two academic staff who are experts in the field were approached to review and provide comments on the questionnaires. Besides, a pilot study or feasibility research is a "small scale version[s], or trial run[s], done in preparation for the major study" (Polit et al., 2001 p. 467). In total, 30 sets of survey questionnaires were distributed to and returned by hospitality industry employees. Table 3.2: Summary of Key Constructs' Internal Consistency (Reliability) for Pilot Study Predictor Cronbach Alpha Reliability Level Job Burnout Job Demand Workload 0.903 Very good reliability 0.832 Very good reliability Time pressure 0.758 Good reliability Job Insecurity 0.602 Fair reliability Social Support Perfectionism Presenteeism 0.866 0.732 0.802 Very good reliability Good reliability Very good reliability Table 3.2 concisely expresses the internal consistency (reliability) of the three independent variables (Job Demand, Social Support and Perfectionism) and dependent variable (Presenteeism) as well as mediating variable (Job Burnout). As shown in the table above, Cronbach's alpha values of the variables ranged from 0.602 to 0.903. According to the findings, job burnout has the greatest coefficient value of 0.903, while job demand (job insecurity) has the lowest coefficient value of 0.602. 3.4.3 The Design of the Questionnaire A self-administered questionnaire was utilized to examine concisely the influence of job demand (i.e., time pressure, workload and job insecurity), social support and perfectionism on job burnout. Moreover, the effects of these variables on presenteeism through job burnout were also analysed. Questionnaire distribution is a cheaper and less consuming approach to reach a large group of targeted individuals. The questionnaires consisted of fixed-alternative questions. According to Zikmund et al. (2013) respondents were given personal information and limited-alternative feedback, and then asked to choose the option that was most comparable to their perspective in their research. Furthermore, fixed-alternative questions also permit respondents to reply to the questions effortlessly as well as reducing the time needed to complete the questionnaire. The questionnaire consists of 8 sections, namely Section A to Section H. Section A is the demographic profile of respondents. Gender, age, work experience, highest academic qualification, ethnicity, position managerial or non-managerial, marriage status, organisation that is currently working and "do you deal with customers directly" are among the 9 questions. Section B consists of 21 questions related to mediating variable: Job Burnout. Section C, Section D and Section E describe workload, job insecurity and time pressure and consist of 6 questions, 4 questions and 3 questions respectively. There are altogether 16 questions in Section F being adopted to determine social support in an organization. 15 questions in Section G regarding perfectionism were adopted and 7 questions in Section H regarding presenteeism were adopted. Each question in Sections B, D, F, and G was created using a five-point scale structure ("5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree") whereas Section H is laid out in a five-point scale structure ("None of the time = 1, A little of the time = 2, Some of the time = 3, Most of the time = 4 and All of the time = 5"). Sections C and E are also designed in a five-point scale structure ("1=Rarely, 2=Occasionally, 3=Sometimes, 4=Fairly often and 5=Very often"). 3.5 The Measurement of Constructs (Measures and Operational Definitions of Constructs) 3 .5. 1 The Sources and Constructs Measurement The questionnaire has been divided into eight sections, which were sections A to H. All the questions were adopted from the established measures that have been developed by different researchers. Table 3.3 : The Construct Measurement's Source Model for Workload, Job Insecurity, Time pressure and Presenteeism Item Number of Source Scale Question Workload 5 Job Insecurity 4 Spector & Jex (1998) Interval "5-point Likert scale: 1= rarely, 5= very often" Vander Elst, De Witte& Interval De Cuyper (2014) "5-point likert scale: 1=strongly disagree, 5=strongly agree" Time pressure 3 Presenteeism 7 Semmer, Zapf & Dunckel Interval (1998) "5-point Likert scale: 1=rarely, 5=very often" Kessler, Ames, Hymel, Interval Loeppke, McKenas & Richling (2004) "5-point Likert scale: 1=none of the time, 5= all of the time" Workload consists of 5 questions and is adopted from Spector & Jex (1998). The sample question includes "how often does your job require you to work very fast?" Job insecurity was adopted by Vander Elst et al. (2014). The original items of the job insecurity scale were developed by De Witte (2000). The measure consists of four items. Vander Elst et al. (2014) validated the 4-item of job insecurity in five different European countries (Sweden, Spain, The 70 Netherlands, Belgium and the United Kingdom). Besides, job insecurity demonstrated good internal consistency in Vander Elst et al.'s (2014) study (Cronbach's alpha value > 0.80 across 5 countries). The sample item for the scale is "Chances are, I will soon lose my job." The measure for time pressure was adopted from Semmer, Zapf, and Dunckel (1998) which consists of 3 items. An example of the item is "how often you pressed for time?" There are 7 items of presenteeism that were adopted from Kessler, Ames, Hymel, Loeppke, McKenas and Richling (2004). Among the item include "how often was your performance higher than most workers on your job?" Table 3.4 : Origin of the Construct Measurement for Job Burnout, Social Support and Perfectionism Items Number of Sources Scales questions Job Burnout 21 Masclach, Emotional Exhaustion Jackson, & Leiter (1996) Depersonalization Reduced Personal Interval Accomplishment "5-point Likert scale: 1=strongly disagree, Social Support 7 Susskind, 5=strongly agree" Co-worker Kacmar & Supervisor Borchgrevink (2003) Perfectionism 15 Hewitt & Flett Self-oriented (1991) Other-oriented Socially Prescribe Job burnout is a three-dimensional construct: reduced personal accomplishment emotional exhaustion, and depersonalization. It consists of 21 questions altogether where it breaks into 9 questions on emotional exhaustion (e.g. "I feel emotionally drained from my work."), 5 questions on depersonalization (e.g. "I feel I treat some recipients as if they were impersonal object") and 7 questions on individual personal accomplishment (e.g. "I can easily understand how my recipients feel about things."). All 21 questions can be found in Maslach Burnout Inventory (Maslach et al., 1996). Social support was adapted from Susskind, et al. (2003) and has 7 questions. Social support consists of two dimensions, namely social support from coworkers and supervisors respectively. There are 3 items on social support from co-worker (e.g. "I find my coworkers very helpful in performing my customer service duties") and 4 items on social support from supervisor (e.g "I find my supervisor very helpful in performing my duties"). Perfectionism was adopted from Hewitt and Flett (1991), and consists of three dimensions, namely Self-Oriented Perfectionism (e.g. "It makes me uneasy to see an error in my work."), Other-Oriented Perfectionism (e.g. "I have high expectations for the people who are important to me.") and Socially Prescribed Perfectionism(e.g. "The better I do, the better I am expected to do."). Each dimension consists of 5 questions. 3.6 Data Processing Zikmund et al. (2013) mentioned that data processing is a process that involves the preparation and description of data. Editing, coding, tabulating, 72 categorising, and charting research data as a sequence of processes on a procedural basis is what data processing comprises. 3.6.1 Data Checking All questionnaires collected from respondents must be double-checked for accuracy and completeness by completing data checking (Zikmund et al., 2013). Questionnaires with unclear answers or a large number of questions missing by respondents were deleted because they were deemed undesirable or incomplete. 3.6.2 The Editing of Data Zikmund et al. (2013) explained that the editing of data is critical for assuring data consistency. As a result, data modification and editing are required to maintain the consistency of the recorded data. Should any errors in questionnaires be discovered, researchers will be able to amend the data to maintain the research's consistency and reliability. 3.6.3 Data Coding Data coding is a process of organising the data collected into classes, numerals or other symbols. If the data is to be processed by computer, the codes are required to determine the responses (Allen, 2017). The researchers may quickly enter the data into SPSS software after it has been recorded and coded with numerals and symbols. Researchers will be able to reduce the occurrence of errors by using this approach. The below table shows the coding used in this study. Table 3.5 : Labels and Coding of the Respondents' Details and for Job Burnout, Workload, Time Pressure, Job Insecurity, Social Support and Perfectionism Section and Description Coding Question or Label Section A Q1 Gender 1 = Male 2 = Female Q2 Age 1 = Less than 25 years old 2 = Between 25 and 34 years old 3 = Between 35 and 44 years old 4 = Between 45 and 54 years old 5 = 55 years old and above Q3 Work Experience 1= less than 1 year 2=1-3 years 3= 4-6 years 4= 7-9 years 5=10 and above Q4 Highest Academic Qualification 1=SPM 2=STPM 3=Diploma 4=Bachelor 5=Master 6=Phd /DBA/ Ed. D/ D.Phil 7=Others (please specify)_____ Q5 Ethnicity 1=Malay 2=Chinese 3=Indian 4=Others (please specify)_____ Q6 Position 1=Manager / Supervisor 2=Receptionist 3=Administrative Assistant 4=Others (please specify)_____ Q7 Do you deal with customers directly 1=Yes 2=No Q8 Marriage Status Q9 Current Organization 1=Married 2=Single 3=Others (please specify)_____ 1= Hotel/Lodging 2=Cafe/Restaurant 3=Airlines 4=Others (please specify)_____ Section B Job Burnout 21 question 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree Section C 1=Rarely 5 questions Workload 2=Occasionally 3=Sometimes 4=Fairly often 5=Very often Section D 1= Strongly Disagree 4 questions Job Insecurity 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree Section E 1=Rarely 3 questions Time Pressure 2=Occasionally 3=Sometimes 4=Fairly often 5=Very often Section

F 7 questions Social Support 1= Strongly Disagree 2= Disagree 3 = Neutral Section G 4= Agree 15 questions Perfectionism 5= Strongly Agree Section H 7 questions Presenteeism 1=None of the time 2=A little of the time 3=Some of the time 4=Most of the time 5=All of the time 3.7 Analysis of Data After completing all the data coding, the data was examined using Statistical Package for the Social Sciences (SPSS) Version 26 and Partial Least Square- Structural Equation Modelling (PLS-SEM) that is available in SmartPLS programs. The data was summarized, analysed, interpreted and presented to answer the primary research question. Ramayah et al. (2016) state that PLS- SEM can expand the described variance of endogenous latent variables. Further, Hair et al. (2018) also suggest that it may be utilized for concept confirmation and development. Based on this conceptual framework, the use of the PLS-SEM technique is appropriate and suitable for analysing the present study's hypothesized relationship. 3.7.1 The Analysis of Descriptive Statistics The purpose of conducting descriptive analysis in this research is to transform the collected raw data from the survey questionnaire by rearranging, ordering, and manipulating it into a simple form for researcher to easily interpret, understand and use those data to generate descriptive information (Zikmund, 2003). In this transformation, the central tendency and variability of those data are calculated to provide more convenience in understanding the data. Examples of the central tendency are mean, mode and median and the variability are including variances and standard deviation (Kothe, 2019). 3.7.2 Analysis of Reliability The reliability analysis is used to check the internal consistency of the multiple-item scale used in a survey instrument (Sekaran & Bougie, 2013). Internal consistency of the measures used in the survey can be determined through the value of Cronbach's coefficient alpha (α). In other words, Cronbach's coefficient alpha indicates how well the items in a questionnaire set are positively associated with one another. Additionally, Cronbach's coefficient alpha is generated using the average of the inter-correlations among the items used to measure a particular concept in particular research. Cronbach's alpha was ranged in value from 0 (completely inconsistent) to 1 (complete consistency). The standard coefficient alpha (α) is depicted below: Table 3.6: Guidelines on Cronbach's Alpha Coefficient Ranges of Alpha Degree of Reliability α = 0.80 to 0.95 Very Good α = 0.70 to 0.80 Good α = 0.60 to 0.70 Fair α = < 0.60 Poor Source: Zikmund et.al. (2013) Table 3.6 shows that a measure with reliability is considered as low when the alpha value is below 0.60, those that are below 0.7, but higher than 0.60 is linked to moderate reliability. And, the measure is said to have good reliability when the alpha value is from 0.70 to 0.80. On the other hand, values between 0.80 to 0.90 are regarded as very good reliability. Lastly, construct with the alpha value that is greater than 0.90 has excellent reliability. 3.7.3 Partial Least Square Structural Equation Modeling (PLS- SEM) Partial Least Square-Structural Equation Modeling (PLS-SEM) was used for hypothesis testing (H1a-c to H10). SmartPLS software has been used by many scholars for the applications of PLS-SEM (Ringle et al., 2005). PLS-SEM enables researchers to estimate complicated cause-effects relationship models that comprise both latent and observed variables (Hair & Ringle, 2017). There are two main steps in using PLS-SEM. The measurement model evaluation is the first step in PLS-SEM. Convergent validity, discriminant validity and internal consistency reliability are the important evaluation criteria for the reflective measurement model. Convergent validity is the degree to which the construct converges to explain the differences between its items (Hair et al., 2019). Convergent validity assessment is required for both reflective and formative measurement models in PLS-SEM (Janadari et al., 2018). For the reflective model, the convergent validity of each latent variable can be checked by examining the factor loadings, Average Variance Extracted (AVE), and composite reliability (Janadari et al., 2018). Whenever the AVE values are greater than the acceptable threshold of 0.5, then the convergent validity can be confirmed (Wong, 2013). To confirm the convergent validity of the reflective measurement model, Hair et al. (2019) pointed out that the factor loading for the item should not be less than 0.70. However, factor loadings in the range of "0.40 to 0.70" are acceptable as long as the AVE is greater than 0.5 and the composite reliability result (> 0.70) provides a strong indication of internal consistency. Composite reliability is a replacement for Internal Consistency Reliability (Bagozzi & Yi, 1988; Hair et al., 2012). Composite Reliability or construct reliability is used to measure the internal consistency of the scale items and it is almost the same as Cronbach's alpha (Netemeyer, 2003). The cut-off criterion of composite reliability that is considered appropriate for reliability is 0.70 (Hair et al., 2017). The higher the values, composite reliability shows higher levels of reliability (Hair et al., 2018). Nevertheless, values that are beyond 0.95 can be problematic, as this may indicate that the items are redundant, therefore affect the construct validity (Diamantopoulos et al., 2012; Drolet & Morrison, 2001). A reliability of 0.70 indicates that the measurement items have a common variance of at least 50 per cent (Powers, 2018). Discriminant validity explains that "measures of constructs that theoretically should not be highly related to each other are, in fact not found to be highly correlated to each other" (Hubley, 2014). Fornell and Larcker (1981) proposed that discriminant validity can be established if the value of the square root of AVE in each latent variable is much higher than other latent variables' correlation values. Another approach to establish discriminant validity is by assessing the heterotrait-monotrait (HTMT) value, which can be done in two ways: (1) as a criterion or (2) as a statistical test. The first approach explained that the problem of discriminant validity exists if the HTMT value is greater than 0.85 or HTMT.85 (Kline, 2011). Gold et al. (2001), on the other hand, suggested that there is a discriminant validity problem if the HTMT value is larger than 0.90 or HTMT.90. According to Henseler (2015), the second criterion is to examine the HTMTInference by evaluating the null hypothesis (H0: HTMT ≥ 1) against with the alternative hypothesis (H1: HTMT < 1). In the case where 80 the confidence interval shows the value of one in any of the constructs, then suggest that the measurement model is lack discriminant validity. Whenever the reliability of the measurement model and validity are satisfied, the next step involves the evaluation of the structural model (Hair et al., 2014). In the structural model, the hypothesized relationship among the variables will be examined. 3.8 Ethical Consideration Ethical consideration is one of the crucial parts of the research and it may be doomed to failure if ethical consideration is missing (Dudovskiy, 2011). In this study, the researcher sought approval from the university's Scientific and Ethical Review Committee before the data collection process. 3.9 Chapter Summary In a nutshell, the methodology for the research project was described in this current chapter. In addition, this chapter clarifies the study methodology by providing the detail of the sampling design. Besides, the approaches adopted for primary data collection as well as the detail of the research instrument used in this study have both been described. In addition, this chapter discussed the measures for each variable, steps taken to process the data, and statistical approaches used to analyze data. The results of SPSS software and PLS-SEM will be discussed in greater depth in the following chapter. Chapter 4 Data Analysis 4.0 Introduction This section analyzes and discusses the details gathered from survey questionnaires about "Influence of Job Demand, Social Support and Perfectionism on Presenteeism among Employees in Hospitality Industry: The Mediating Role of Job Burnout". The questionnaires were collected from respondents working in the hospitality industry. The study of data is outlined in this chapter. To produce the analysis, data were entered into the SPSS version 26 software. It provides the outcomes of descriptive study of the demographic variables of the respondents, independent and dependent variables, respectively. The outcomes of reliability analysis for dependent and independent variables were also presented in Chapter 4. In addition, the results of the hypotheses were also produced using PLS-SEM and summarized in this chapter. 4.1 Survey Response Analysis A combination of online survey and paper questionnaires, a total of 400 questionnaires had been distributed to the employees working in the hospitality industry. Five questionnaires had been deleted because the respondents answered the questionnaires with the same scale in all the sections or did not fully answer all the questions provided in the questionnaires. Hence, there were 220 usable questionnaires returned and this yielded 55% of the response rate. 4.2 Descriptive Test 4 .2. 1 The Respondents' Demographic Profile Table 4.1 : Participants' Socio-demographic Information Frequency Percentage (%) Gender Male Female Age Less than 25 years old Between 25 and 34 years old Between 35 and 44 years old Between 45 and 54 years old 55 years old and above 113 107 49 76 54 34 7 51.4 48.6 22.3 34.5 24.5 15.5 3.2 Work Experience Less than 1 year 53 24.1 1-3 years 70 31.8 4-6 years 52 23.6 7-9 years 22 10.0 10 years and above 23 10.5 Highest Academic Qualification SPM 44 20.0 STPM 16 7.3 Diploma 50 22.7 Bachelor 100 45.5 Masters 10 4.5 Ethnicity Malay 103 46.8 Chinese 82 37.3 Indian 32 14.5 Others 3 1.4 Position Manager/Supervisor Receptionist Administrative Assistant Others 59 53 53 55 26.8 24.1 24.1 25.0 Dealing with customer directly Yes No 144 76 65.5 34.5 Marriage Status Married Single Organization currently work with Hotel/Lodging Cafe/Restaurant Airlines Others 109 111 76 105 14 25 49.5 50.5 34.5 47.7 6.4 11.4 Total 220 100 Note. SPM = "Sijil Pelajaran Menengah" (Malaysian Certificate of Education), STPM = "Sijil Tinggi Pelajaran Malaysia" (Malaysian Higher School Certificate) Table 4.1 summarizes the demographic profile of 220 respondents. The majority of the respondents are male 51.4% whereas others are female 48.6%. In terms of age categories, 22.3 % are under the

age of 25, 34.5 % are between the ages of 25 and 34, 24.5 % are between the ages of 34 and 44, 15.5 % are between the ages of 45 and 54, and 3.2 % are 55 and over. In addition, 24.1% of respondents had less than 1 year of work experience. 31.8% are 1-3 years of work experience, 23.6% are 4-6 years of work experience, followed by 10.0% and 10.5% respectively of 7-9 years and 10 years and above working experience. 20.0% of respondents have SPM academic qualifications. 7.3%, 22.7% and 4.5% of respondents are from STPM, Diploma and Master, respectively. Bachelor's respondents with 45.5% are the highest academic qualification. Furthermore, 46.8% are Malay respondents, 37.3% are Chinese respondents, 14.5% are Indian respondents and 1.4% are another ethnicity. As for position, 26.8% of the respondents are holding managerial position (i.e., manager/supervisor). Receptionists and Administrative Assistants have the same proportion which is 24.1% while 25.0 % are in other positions. On the other hand, 65.5% of the respondents deal with customers, while 34.5% do not directly deal with customers. Of the total 220 respondents, 50.5% of them are single, compared to 49.5 % are married. Finally, the majority of respondents working in cafes/restaurants with the highest percentage of 47.7% were also summarized in Table 8. The second highest is 34.5% for respondents working in hotels/lodging, while 6.4% for airlines is the lowest percentage. 11.4% work in other organizations. 4.3 Measures to Central Tendencies The mean and standard deviation are descriptive statistics that are used to describe or summarize the characteristics of a collection. Job demand (independent variable), social support (independent variable), perfectionism (independent variable), presenteeism (dependent variable), and job burnout (mediating variable) are among the five variables. All the variables are computed by utilizing Statistical Package for the Social Sciences (SPSS) version 26. Table 4.2: Overall Mean and Standard Deviation Variables Mean Standard Deviation Job Burnout 3.350 0.892 Job Demand workload 3.696 0.924 time pressure 4.023 0.889 job insecurity 3.463 0.857 Social Support 3.750 0.730 Perfectionism 3.830 0.714 Presenteeism 2.670 0.829 4.4 Preliminary Analysis A normality test is a statistical procedure for determining whether a sample or a set of data fits into a standard normal distribution (Normality Test Definition, 2021). Skewness and Kurtosis, a statistical technique, was employed to evaluate the normal distribution of the data in this study. Asymmetry and kurtosis values between -2 and +2 are regarded as acceptable for demonstrating a normal univariate distribution (George & Mallery, 2010). 4.4.1 Testing Normality by examining Skewness and Kurtosis Table 4.3: Skewness and Kurtosis of Independent Variable, Dependent Variable, and Mediating Variable Variables Skewness Kurtosis Job Demand Workload Job Insecurity Time Pressure -0.8036 -0.2713 -0.6947 0.6188 -0.2186 0.1750 Social Support -0.1139 -0.0951 Perfectionism -0.0102 0.3229 Presenteeism 0.3617 0.2323 Job Burnout -0.2453 -0.3916 The skewness for the dimensions of job demand (workload, job insecurity, and time pressure) as shown in table 4.3 are -0.8036, -0.2713, and -0.6947, respectively. Furthermore, social support has a skewness value of -0.1139, 87 whereas perfectionism has a skewness value of -0.0102. The skewness value of job burnout is 0.2453 and presenteeism is 0.3617. According to table 4.3, the kurtosis for the dimensions of job demand (workload, job insecurity, and time pressure) are 0.6188, -0.2186, and 0.1750, On the contrary, the kurtosis value of social support is -0.0951, whereas perfectionism has a kurtosis value of 0.3229. Meanwhile, the kurtosis value for job burnout is -0.3916 and for presenteeism is 0.2323, As all constructs' skewness and kurtosis values fall between -2 and +2 (George & Mallery, 2010), indicating that there is no problem with the normality of the data. 4.5 Common Method Bias Common Method Bias refers to common method variance. In survey research, common method bias occurs when all the data for different variables in the study are compiled or collected using the same procedure or obtained from a single source (Jordan & Troth, 2019). There were two approaches that can be used to examine common method bias: Harman's Single Factor Test (Chang et al., 2010) and full collinearity assessment (Kock & Lynn, 2012; Kock, 2015). 4.5.1 Harman's Single Factor Test Harman's Single Factor Test is the most prevalent test used by researchers to investigate common method variance (CMV) (Tehseen, Ramayah & Sajilan, 2017) A Harman Single Factor analysis is a post-hoc method performed after data collection to determine whether a single component is responsible for variance in the data (Chang et al., 2010). In this procedure, all items from each construct are loaded into a factor analysis to see if a single factor emerges or whether a single general factor accounts for the majority of the covariance among the measures; if no single factor emerges and accounts for the majority of the covariance, then indicates that CMV is not a prevalent issue in the study (Chang et al., 2010). The exploratory factor analysis showed that the first unrotated factor captured only 17.4 % of the variance in data (refer to Table 4.4) Therefore, these results suggested that CMV is not an issue in this study because the variance is less than 50 % (Podsakoff et al., 2003). Table 4.4: Harman's Single Factor Analysis Component Initial Eigenvalues Extraction Sums of Squared Loadings % of Cumulative % of Cumulative Total Variance % Total Variance % 1 10.806 17.429 17.429 10.806 17.429 17.429 2 6.709 10.821 28.250 6.709 10.821 28.250 3 5.287 8.527 36.777 5.287 8.527 36.777 4 3.868 6.238 43.015 3.868 6.238 43.015 5 3.134 5.055 48.070 3.134 5.055 48.070 6 2.529 4.080 52.150 2.529 4.080 52.150 7 2.021 3.259 55.409 2.021 3.259 55.409 8 1.807 2.915 58.325 1.807 2.915 58.325 9 1.710 2.758 61.082 1.710 2.758 61.082 10 1.513 2.441 63.523 11 1.370 2.209 65.732 12 1.179 1.901 67.633 1.179 1.901 67.633 13 1.125 1.814 69.447 1.125 1.814 69.447 14 1.058 1.707 71.155 1.058 1.707 71.155 15 1.027 1.656 72.811 1.027 1.656 72.811 4.5.2 Full Collinearity Assessment Kock and Lynn (2012) and Kock (2015) proposed full collinearity assessment in evaluating common method bias in Partial Least Square Structural Equation Modeling. As indicated in Table 4.5, all the Variance Inflator Factor (VIF) VIFs resulting from the collinearity test are below the threshold of 3.3 (Kock, 2015). As such, the model can be considered free of common method bias. Apart from being the indicator for common method bias, the VIF values that are below 3.3 as shown in the table also showed the absence of multicollinearity problems or the presence of high inter-correlations between two or more independent variables (Hayes, 2021). Table 4.5: Full Collinearity Assessment Variance Inflator Factor (VIF) Presenteeism 1.224 job burnout 1.630 job insecurity 1.596 perfectionism 1.301 social support 1.165 time pressure 1.213 workload 1.091 4.6 Partial Least Square-Structural Equation Modelling (PLS-SEM) Partial least squares-structural equation modelling (PLS-SEM) was used for hypothesis testing. Many scholars have used Smart PLS in PLS-SEM applications (Ringle, Wende, & Will, 2005). PLS-SEM is a structural equation modelling method that allows researchers to model and estimate complex cause-effects relationship models that include both latent and observed variables. Examining the measurement model is the first step in PLS-SEM. When the measurement model's reliability and validity are met, the following step was to evaluate the structural model (Hair et al., 2014). The hypothesized relationship between the variables was investigated in the structural model. 4.6.1 Assessing Measurement Model Job burnout, social support and perfectionism were described as reflective- reflective higher-order models. Two-stage approach or sequential latent variable score method was used to estimate the higher-order construct (Hair, Sarstedt, Ringle, & Gudergan, 2017). Besides, this study considered a two- stage approach than the repeated indicator approach in estimating the model as Becker et al. (2012) suggested that repeated indicator approach is more appropriate if the lower-order constructs have an equal number of indicators. Furthermore, Hair et al. (2017) noted that two-stage approach can be applied to different types of hierarchical component models. During the first stage, the measurement model of first-order construct and other key constructs were evaluated to ensure the reliability and validity. At this stage, the latent variable scores of the first-order constructs will be generated, the scores can be used at a separate second stage of the model estimation (Becker et al., 2012; Ringle, Sarstedt & Straub, 2012). The latent variable scores found in the first stage are to be utilized as indicators in the second-order construct's measurement model (Hair et al., 2017). 4.6.1.1 Convergent Validity and Reliability The convergent validity of each latent variable can be checked by examining the factor loadings, Average Variance Extracted (AVE), and composite reliability (CR) (Janadari et al., 2018). The factor loading for the item should not be less than 0.70 (Hair et al., 2019). However, as long as the average variance extracted is greater than 0.5 and the composite reliability result is greater than 0.70, it is acceptable to accept factor loadings in the range of "0.40 to 0.70," which offers a strong indicator of the existence of internal consistency. These can therefore attest to the reflective model's convergent validity. Table 4.6 showed that the factor loadings of items from each construct were more than 0.70. In the process of assessing convergent validity, several items were discarded which were W1, T3, PF3r, PF7r, PF9, PF10, PF12, PF13, EE7, D13, D14, PA15r, P1, P2 and P3. According to Table 4.6, all the constructs meet the threshold value for CR and AVE where all CRs are greater than 0.7 and AVEs are greater than 0.5. Thus, the constructs fulfil the criteria for reliability and meet the requirement for convergent validity. Table 4.6 : Convergent Validity of First-order Constructs Constructs Items Factor Loading Composite Reliability (CR) Average Variance Extracted (AVE) Workload W2 0.806 W3 0.865 W4 0.767 W5 0.702 0.866 0.620 Time Pressure T1 T2 0.855 0.864 0.760 0.889 Job Insecurity JIS 1 JIS 3 JIS 4 JIS 2r 0.879 0.915 0.728 0.866 0.846 0.821 Co-worker

support SS 1 0.853 0.900 0.750 SS 2 0.866 SS 3 0.878 Supervisor Support SS 4 0.872 0.916 0.732 SS 5 0.832 SS 6 0.859 SS7 0.859 Self-oriented perfectionism PF 1 0.752 0.858 0.603 PF 2 0.823 PF 4 0.777 PF 5 0.750 Other-oriented perfectionism PF 6 0.823 0.828 0.707 PF 8 0.858 Socially- prescribed perfectionism PF 11 PF 14 PF 15 0.736 0.826 0.613 0.776 0.834 Emotional EE 1 Exhaustion EE 2 EE 3 EE 4 EE 5 EE 6 EE 8 EE 9 0.823 0.938 0.654 0.765 0.787 0.838 0.881 0.811 0.788 0.771 Depersonalisation D 10 D 11 D 12 0.916 0.884 0.720 0.905 0.709 Reduced personal PA 16r accomplishment PA 17r PA 18r PA 19r PA 20r PA 21r 0.775 0.799 0.806 0.846 0.777 0.760 0.911 0.631 Presenteeism P 4 P 5 0.888 0.901 0.696 0.730 P6 0.872 P7 0.838 4.6.1.2 Discriminant Validity Cross loadings were utilized to investigate discriminant validity (Hair et al., 2014). Table 4.7 indicates all indicators have a high load on their own constructs but a low load on the others for first-order constructs. This shows that discriminant validity is achieved. Table 4.7 : Cross Loading for First-Order Construct Job Insecurity Co- worker Support Depersonalisation Emotional Exhaustion Other oriented Presenteeism Reduced personal accomplishment Self oriented Socially prescribed Supervisor Support Time Pressure Workload D10 0.335 0.192 0.916 0.558 -0.134 -0.055 0.279 0.006 -0.057 0.186 0.334 0.261 D11 D12 EE1 0.290 0.451 0.350 0.210 0.146 0.118 0.905 0.709 0.508 0.529 0.559 0.823 -0.131 -0.034 -0.154 -0.079 0.148 -0.015 0.228 0.106 0.306 -0.031 0.196 0.063 -0.103 0.156 -0.064 0.219 0.224 0.056 0.284 0.369 0.444 0.260 0.400 0.444 EE2 0.343 0.061 0.397 0.765 -0.151 0.005 0.332 -0.027 -0.044 0.017 0.457 0.366 EE3 0.320 0.184 0.437 0.787 -0.190 -0.102 0.155 -0.021 -0.184 0.120 0.438 0.432 EE4 0.425 0.182 0.549 0.838 -0.200 -0.073 0.266 0.044 -0.124 0.181 0.265 0.248 EE5 0.396 0.213 0.519 0.881 -0.179 -0.059 0.290 -0.054 -0.157 0.184 0.376 0.252 EE6 0.395 0.257 0.530 0.811 -0.182 -0.227 0.124 -0.069 -0.138 0.207 0.326 0.311 EE8 0.487 0.128 0.624 0.788 -0.159 -0.030 0.259 0.038 0.000 0.172 0.345 0.313 EE9 switch _PA16 switch _PA17 switch _PA18 switch _PA19 switch _PA20 switch _PA21 JIS1 switch _JIS2 JIS3 0.433 0.210 0.179 0.186 0.274 0.187 0.297 0.879 0.821 0.866 0.283 -0.127 -0.193 -0.117 -0.078 -0.119 0.001 0.260 0.292 0.229 0.610 0.139 0.144 0.078 0.242 0.220 0.281 0.362 0.343 0.351 0.771 0.181 0.126 0.144 0.299 0.166 0.383 0.415 0.414 0.430 -0.150 -0.249 -0.176 -0.177 -0.319 -0.339 -0.312 -0.084 -0.216 -0.156 -0.210 -0.016 0.104 0.071 -0.048 0.030 -0.121 -0.132 -0.445 -0.018 0.159 0.775 0.799 0.806 0.846 0.777 0.760 0.217 0.320 0.265 0.025 -0.268 -0.256 -0.223 -0.326 -0.266 -0.311 0.076 0.019 0.068 -0.137 -0.197 -0.109 -0.121 -0.250 -0.235 -0.284 -0.067 -0.286 0.002 0.278 -0.108 -0.139 -0.125 -0.050 -0.048 -0.029 0.256 0.282 0.319 0.310 0.113 0.048 0.045 0.125 -0.091 0.240 0.252 0.262 0.203 0.273 -0.004 -0.100 0.032 0.063 -0.072 0.141 0.135 0.256 0.125 JIS4 0.846 0.214 0.375 0.398 -0.097 -0.005 0.151 0.149 0.036 0.335 0.226 0.190 P4 -0.166 -0.278 -0.018 -0.062 0.186 0.888 0.011 0.051 0.363 -0.055 -0.088 -0.045 P5 -0.112 -0.160 0.036 -0.023 0.137 0.730 0.043 0.004 0.230 -0.008 0.047 0.039 P6 -0.229 -0.214 0.013 -0.124 0.204 0.872 0.015 0.072 0.354 -0.064 -0.072 -0.105 P7 -0.175 -0.317 -0.016 -0.116 0.333 0.838 -0.068 0.096 0.498 -0.136 -0.076 -0.159 PF1 0.049 0.161 0.037 0.063 0.256 0.128 -0.297 0.752 0.127 0.096 0.020 0.156 PF2 0.007 0.157 -0.014 -0.033 0.443 0.112 -0.366 0.823 0.240 0.130 0.045 0.074 PF4 0.118 0.176 0.096 0.008 0.243 -0.001 -0.222 0.777 0.188 0.093 0.076 0.049 PF5 0.099 0.169 0.084 -0.026 0.201 -0.007 -0.197 0.750 0.244 0.139 -0.011 0.035 PF6 -0.075 0.009 -0.091 -0.147 0.823 0.157 -0.378 0.335 0.345 0.089 -0.006 -0.029 PF8 -0.207 -0.262 -0.111 -0.205 0.858 0.301 -0.204 0.303 0.485 -0.105 -0.126 -0.309 PF11 -0.035 -0.130 0.003 -0.106 0.379 0.280 -0.232 0.216 0.736 -0.069 0.055 -0.099 PF14 -0.178 -0.117 -0.049 -0.162 0.344 0.345 -0.259 0.201 0.776 -0.107 0.047 0.044 PF15 -0.065 -0.239 0.024 -0.044 0.442 0.446 -0.138 0.196 0.834 -0.052 0.008 -0.136 SS1 0.161 0.853 0.149 0.078 -0.046 -0.171 -0.173 0.262 -0.041 0.569 -0.050 0.144 SS2 0.272 0.866 0.199 0.224 -0.225 -0.345 -0.018 0.078 -0.341 0.539 0.104 0.278 SS3 0.335 0.878 0.212 0.264 -0.141 -0.276 -0.120 0.208 -0.166 0.656 0.138 0.330 SS4 0.298 0.504 0.231 0.126 0.042 0.024 -0.071 0.175 0.031 0.872 0.011 0.080 SS5 0.320 0.614 0.230 0.217 -0.018 -0.168 -0.069 0.036 -0.195 0.832 0.087 0.227 SS6 0.333 0.619 0.174 0.149 -0.059 -0.117 -0.134 0.155 -0.025 0.859 -0.024 0.132 SS7 0.235 0.589 0.208 0.151 -0.014 -0.051 -0.053 0.142 -0.136 0.859 -0.107 0.093 T1 0.167 -0.036 0.294 0.360 -0.014 -0.010 0.171 -0.040 0.054 -0.090 0.855 0.469 T2 0.314 0.157 0.375 0.432 -0.122 -0.108 0.042 0.106 0.028 0.063 0.889 0.605 W2 0.310 0.351 0.348 0.365 -0.180 -0.063 0.001 0.148 -0.027 0.208 0.407 0.806 W3 0.174 0.151 0.251 0.366 -0.217 -0.145 0.082 0.033 -0.117 0.029 0.635 0.865 W4 0.111 0.169 0.232 0.258 -0.053 -0.044 -0.132 0.120 -0.016 0.104 0.542 0.767 W5 0.034 0.237 0.284 0.255 -0.162 -0.051 0.084 0.024 -0.086 0.161 0.369 0.702 Next, discriminant validity was examined based on the Fornell-Lacker criterion (Fornell, &Larcker, 1981). Table 4.8 shows that all reflective constructs have sufficient discriminant validity (Fornell & Larcker, 1981), where the square root of AVE (diagonal) is greater than the correlations (off- diagonal) Lastly, Heterotrait-monotrait (HTMT) criterion is a measure that examines "the ratio of correlations within the constructs to correlations between the constructs" (Ramayah et al., 2018, p. 85). As displayed in Table 4.9, the HTMT ratio values were in the range between 0.125 and 0.833. None of these values exceeds 0.85 or 0.90, which are the cut-off value for HTMT specified by Kline (2011) and Gold et al., (2001), respectively. Hence, the discriminant validity of the measurement model was ascertained. 97 Table 4.8: Discriminant validity (Fornell-Larcker criterion) for First-Order Constructs 1 2 3 4 5 6 7 8 9 10 11 12 1. Job Insecurity 2. Co-worker Support 0.853 0.298 0.866 3. Supervisor support 0.347 0.681 0.856 4. Depersonalisation 0.418 0.216 0.246 0.849 5. Emotional 0.188 Exhaustion 0.487 0.220 0.646 0.809 6. Reduced personal -0.096 accomplishment 0.291 -0.120 0.246 0.295 0.794 7. Other-oriented -0.015 perfectionism -0.171 -0.158 -0.121 -0.211 -0.341 0.841 8. Self-oriented 0.148 perfectionism 0.084 0.212 0.061 0.001 0.378 0.077 0.776 9. Socially- prescribed -0.117 -0.210 -0.096 -0.008 -0.130 0.498 0.459 0.498 0.783 perfectionism 10. Time Pressure 0.280 0.076 -0.010 0.386 0.456 0.118 -0.071 -0.082 0.043 0.872 11. Workload 0.214 0.292 0.156 0.357 0.405 0.029 -0.104 -0.209 0.099 -0.084 0.787 12. Presenteeism -0.211 -0.305 -0.093 -0.001 -0.108 -0.012 0.277 0.077 0.459 -0.071 -0.104 0.834 Note. Off diagonals represents the correlations among the variables, while the diagonals (bold) are the square root of the AVE Table 4.9: Discriminant validity - The Heterotrait-Monotrait Ratio (HTMT) for First-Order Construct 1 2 3 4 5 6 7 8 9 10 11 12 1 Job Insecurity 2 Co worker Support 3 Supervisor Support 4 Depersonalisation 5 Emotional Exhaustion 6 Reduced personal accomplishment 7 Other-oriented perfectionism 8 Self-oriented perfectionism 9 Socially-prescribed perfectionism 10 Time Pressure 12 Workload 11 Presenteeism 0.337 0.397 0.792 0.508 0.264 0.537 0.254 0.304 0.183 0.233 0.272 0.143 0.263 0.183 0.277 0.349 0.240 0.206 0.162 0.350 0.341 0.298 0.209 0.757 0.132 0.271 0.162 0.172 0.179 0.161 0.160 0.168 0.138 0.197 0.114 0.523 0.452 0.128 0.307 0.285 0.465 0.092 0.409 0.194 0.327 0.572 0.464 0.136 0.203 0.144 0.099 0.546 0.779 0.354 0.122 0.327 0.357 0.121 0.145 0.124 0.145 0.169 0.559 0.833 0.110 0.125 Figure 4.1 : Path Modelling for Measurement Model 4.6.1.3 Assessment of the Reflective Second-Order Constructs The coefficient path from the first-order construct to the reflective second- order construct was assessed in the second stage. Convergent validity and reliability as well as discriminant validity (Fornell-Larcker and HTMT) of the reflective second-order construct were also evaluated. As shown in the table below (Table 4.10), the outer loading of indicators in second-order constructs was above 0.7 except for Reduced Personal Accomplishment (0.549) and Self- Oriented perfectionism (0.473). The AVE and CR of the reflective second- order construct all meet the criteria which are more than 0.5 and 0.7 respectively.As long as the AVE is greater than 0.5 and the composite dependability is greater than 0.70, a factor loading of between 0.40 and 0.70 is considered to be within an acceptable range. As a result, these can confirm the reflective second-order model's convergent validity and reliability. According to Table 4.11, it showed that all reflective constructs have appropriate discriminant validity (Fornell & Larcker, 1981), where the square root of AVE (diagonal) is greater than the correlations (off-diagonal). Furthermore, the Heterotrait-Monotrait (HTMT) criterion compares the ratio of connections within constructs to associations between constructs (Ramayah et al., 2018). Table 4.12 reveals that the HTMT ratio values are between 0.145 and 0.833, which are less than the HTMT0.85 (Kline, 2011) and HTMT0.90 thresholds (Gold et al., 2001). Table 4.10: Convergent Validity and Reliability of Reflective Second-Order Constructs Second-order Reflective Constructs Indicator (first-order construct) Outer loading Composite (path Reliability coefficient) (CR) Average Variance Extracted (AVE) Job Burnout Reduced Personal 0.549 Accomplishment Depersonalisation Emotional Exhaustion 0.846 0.897 0.816 0.607 Co-worker 0.963 0.906 0.828 support Social supports Supervisor Support 0.854 Self-Oriented 0.473 0.786 0.565 Other-Oriented 0.831 Perfectionism Socially- 0.884 prescribed Table 4.11 : Discriminant Validity Fornell-Larcker Criterion of Reflective Second-Order Constructs 1 2 3 4 5 6 7 1 Job Burnout 2 Job Insecurity 3 Perfectionism 4 Presenteeism 5 Social Support 6 Time Pressure 7 Workload 0.779 0.523 -0.226 -0.061 0.191 0.443 0.378 0.853 -0.141 -0.209 0.340 0.281 0.214 0.752 0.435 -0.250 -0.070 -0.100 0.910 0.051 0.268 0.872 0.617 0.787 Table 4.12 : Discriminant validity - The Heterotrait-Monotrait Ratio (HTMT) of Reflective Second-Order Constructs 1 2 3 4 5 6 7 1 Job Burnout 2 Job Insecurity 3 Perfectionism 4 Presenteeism 5 Social Support 6 Time

Pressure 7 Workload 0.668 0.428 0.212 0.093 0.206 0.350 0.413 0.613 0.349 0.500 0.240 0.440 0.275 0.240 0.136 0.110 0.228 0.125 0.145 0.304 0.833 4.6.2 Assessment of Structural Model Once the measurement model's reliability and validity have been established, the structural model must be evaluated (Hair et al., 2014). The hypothesized association between variables will be investigated in the structural model. The structural model explained the correlation of latent variables or constructs. The collinearity of the latent variables in the structural model was first assessed. According to Hair et al., (2017), the data does not have the collinearity problem if the VIF values of all exogenous latent constructs are lower than 5. The VIF values for all the latent constructs as displayed in the Table 4.13 were all less than 5.0. Therefore, no problem of collinearity in this study. The absence of collinearity means the constructs are not highly correlated with each other. Table 4.13 indicates that job insecurity (β =0.409, p = 0.000) and time pressure (β =0.257, p = 0.000) were positively related to job burnout. On the other hand, perfectionism (β = -0.153, p = 0.010) showed a significant but negative relationship with job burnout. These variables explained 40.3 % variance in job burnout (R2 = 0.403). Table 4.13 shows that the R2 for job burnout was 0.403, which was greater than 0.26 value suggested by Cohen (1988), indicating that it has a substantial level of predictive accuracy. The results reveals that workload (β =0.114, p = 0.071) and social supports (β = -0.013 , p = 0.421) did not showed significant relationship with job burnout. Job burnout (β = 0.193, p = 0.005) and perfectionism (β =0.422, p = 0.029) were found positively related to presenteeism, whereas job insecurity (β = -0.164, p = 0.029) and social support (β = -0.177, p = 0.010) demonstrated significant but negative relationship with presenteeism. These variables explained 24.9% of the variance in presenteeism (R2 = 0.249). The R2 of presenteeism was 0.249 greater than 0.13 value suggested by Cohen (1988), indicating that it is a moderate level of predictive accuracy. The results also showed that workload (β = 0.045, p = 0 .293) and time pressure (β = -0.126, p = 0.075) did not showed significant relationship with presenteeism. Therefore, H1b, H1c, H3, H4, H5b, H6 and H7 are supported. However, H1a, H2, H5a, and H5c are not supported due to p-value greater than 0.05. According to table 20, the result shows that the Q2 value for job burnout (Q2=0.214) and presenteeism (Q2=0.145) is more than 0, indicating the model has sufficient predictive relevance. Next, bootstrapping analysis for the testing of mediating effects was displayed. Table 4.14 shows that job burnout partially mediates the relationship between job insecurity and presenteeism (β= 0.079, p = 0.020), p-value which was less than 0.05, showing that the hypothesis (H8b) was supported. Job burnout fully mediates the relationship between time pressure and presenteeism (β = 0.050, p = 0.046). The p-value which was less than 0.05 shows that the hypothesis (H8c) was supported. Moreover, job burnout did not mediate the relationship between social support and presenteeism (β= -0.003, p-value = 0.857), thus H9 was not supported. Meanwhile, job burnout did not significantly mediate the linkage between perfectionism and presenteeism (β= -0.030, p-value = 0.134) as well as the relationship between workload and presenteeism (β= 0.022, p = 0.242). Hence, H10 and H8a were not supported. Table 4.13 : Hypothesis Testing for Direct Relationship H Relationships Beta SE p-value Decision R2 Q2 VIF H1a Workload -> Job Burnout 0.114 0.078 0.071 Not supported 0.403 0.214 1.819 H1b Time pressure ->Job Burnout 0.257 0.074 0.000* Supported 1.790 H1c Job Insecurity -> Job Burnout 0.409 0.065 0.000* Supported 1.247 H2 Social Support -> Job Burnout -0.013 0.067 0.421 Not supported 1.250 H3 Perfectionism -> Job Burnout -0.153 0.066 0.010** Supported 1.053 H4 Job Burnout -> Presenteeism 0.193 0.075 0.005* Supported 0.249 0.145 1.676 H5a Workload -> Presenteeism 0.045 0.084 0.293 Not supported 1.840 H5b Time pressure ->Presenteeism -0.126 0.087 0.075 Not supported 1.901 H5c Job Insecurity -> Presenteeism -0.164 0.086 0.029** Supported 1.527 H6 Social Support -> Presenteeism -0.177 0.077 0.010** Supported 1.250 H7 Perfectionism -> Presenteeism 0.422 0.049 0.029** Supported 1.092 Note :** p<0.01 , *p<0.05 ; Note : H = Hypothesis ; SE = Standard Error Table 4.14 : Hypothesis Testing for Mediating Relationship (Mediating Effect) H Mediating Beta Relationship SE p-value 95% Confidence Interval Decision H8a Workload -> 0.022 Job Burnout -> Presenteeism 0.019 0.242 (-0.006, 0.067) Not supported H8b Time pressure -> 0.050 Job Burnout -> Presenteeism 0.025 0.046* (0.008, 0.105) Supported H8c Job Insecurity -> 0.079 Job Burnout -> Presenteeism 0.034 0.020* (0.019, 0.150) Supported H9 Social Support -> -0.003 Job Burnout -> Presenteeism 0.014 0.857 (-0.033, 0.026) Not supported H10 Perfectionism -> -0.030 0.020 0.134 (-0.077, -0.000) Not supported Job Burnout -> Presenteeism Note :** p<0.01 , *p<0.05 ; Note : H = Hypothesis ; SE = Standard Error Figure 4.2 : Path Modelling for Structural Model 4.7 Chapter Summary In conclusion, data analysis had been generated and displayed in this chapter. The descriptive analysis, common method bias, normality test, and full collinearity were all covered in this chapter. This chapter also outlined the result of the hypothesis for direct relationships and mediating relationships. For instance, there was an association between job insecurity, time pressure, perfectionism, and job burnout. Moreover, presenteeism is explained by job burnout, job insecurity, social support, and perfectionism Furthermore, job burnout mediated the effect between job insecurity and presenteeism. Job burnout also mediates the effect between time pressure and presenteeism. Chapter 5 Discussion, Implication and Conclusion 5.0 Introduction The researcher will highlight the key findings in this chapter. The implications, limitations, and recommendations are also discussed in this chapter and end with a conclusion. 5.1 Major Findings' Discussion The prominent findings of this study are time pressure, job insecurity and perfectionism are significant predictors of job burnout, but not workload and social support. In addition, presenteeism was found to be influenced mainly by job burnout, job insecurity, social support and perfectionism. Workload and time pressure have no direct effect on presenteeism. Moreover, for mediating analysis only time pressure and job insecurity were found to explain presenteeism indirectly through job burnout, but not workload, social support and perfectionism. More detailed discussions are provided in the subsequent part. 5.1.1 Workload and Job Burnout Utilising the PLS-SEM analysis, the result showed that there was no significant positive relationship between workload and job burnout. The finding of the current study was inconsistent with the past findings by Akca and Tepe Küçükoğlu (2020) who showed that workload, especially mental workload has a positive impact on burnout. Besides, Hu and Cheng (2010) indicated that workload is the main reason for stress for hotel employees, especially supervisors. Nevertheless, the relationship between workload and job burnout is not consistent. For example, Dewi and Rianna (2019) showed that the relationship between workload on job burnout was not significant. On the contrary, the finding by Tadic et al. (2015) demonstrated workload can be a form of challenge demands that can stimulate and engage workers. But Gomoll (2018) found that challenging job demands (including workload) are insignificantly related to job burnout. For the present study, it is possible that the level of workload is not excessive to cause job burnout among hospitality employees in view that the number of visitors/clients has declined as compared to pre-pandemic. 5.1.2 Time Pressure and Job Burnout Time pressure significantly and positively affect job burnout. The findings indicated that job burnout increases with increased time pressure and vice versa. This test result coincides with the research done by Darawad, et al. (2015) who concluded that time pressure was a precursor of burnout, giving rise to burnout in service employees. In addition, the result also corresponds with the study done by Syrek et al. (2013) who stated that time pressure increases strain and decreases well-being. For the present study, time constraints cause burnout among the employees involved in the hospitality sector. Employees are encouraged to work faster but more accurately during the COVID-19 pandemic due to a staffing shortage. Furthermore, some bosses/supervisors give confusing orders and contradictory requests. This will lead to a feeling of stress/pressure among hospitality employees. 5.1.3 Job Insecurity and Job Burnout Based on the results generated from the data analysis, job insecurity was found to have a positive significant influence on job burnout. This shows that an increase in job insecurity leads to an increase in job burnout. This result is consistent with the findings of Tilakdharee et al. (2010) who discovered that work uncertainty leads to burnout. It also corresponds with the study done by Sverke et al. (2002) who indicated job insecurity among employees will result in an increase in the strain level and affect the individual's physical and psychological health. The COVID-19 pandemic has had a severe impact on the hospitality industry and resulted in increased feelings of job insecurity among the employees in the sector, consequently resulted in adverse psychological impacts, such as burnout. The present finding was in line with a recent study by Vo-Thanh et. al (2021) who found that job insecurity causes emotional exhaustion among frontline hotel employees during the pandemic. 5.1.4 Social Support and Job Burnout According to the findings, social support had no significant influence on job burnout. The findings of this study are consistent with McGregor et al. (2016) who found no significant direct association between social support and job burnout in their study. Though Saxena et al. (2011) argued that work-related sources of support (supervisors and coworkers) are the most efficient way to deal with a stressful situation. Nevertheless, the linkage between social support and job burnout is inconsistent in past studies. For instance, Beehr et al (2010) stressed that social support will not relieve stress if the type of support or helps are not desired by the

employees. In short, social support may not always serve as a job resource for reducing job burnout. Besides, Shumaker and Brownell (1984) explained that the effectiveness of social support varies based on individual characteristics and situations which may affect the result of the present study. 5.1.5 Perfectionism and Job Burnout Perfectionism was found to have a significant negative impact on job burnout based on the analysis generated in this study. This means when employees have a high level of perfectionism, they are less likely to burnout on the job. This is rather surprising as many past studies demonstrated a positive association between perfectionism and job burnout. For instance, according to a research conducted by Gluschkoff et al. (2017), self-oriented perfectionism has resulted in depression symptoms. Besides, Pervichko et al. (2013) stated that socially prescribed perfectionism resulted in increased emotional tiredness and cynicism, which exacerbated the risk of high job pressure. Furthermore, Harari et al. (2018) conducted a meta-analysis that comprised multiple research that employed multidimensional measures of perfectionism and its implications; they concluded that overall perfectionism increased employees' job burnout. The possible reason for the negative relationship is that employees especially those working in the hospitality industry like hotels and restaurants who have perfectionism imply a strong motivation to achieve perfection while avoiding failure (Fairlie & Flett, 2003) when serving customers without the feeling of fatigue and burnout. A perfectionist who has self-oriented perfectionism characteristics is thought to be healthy, as it does not lead to excessive stress or burnout because they may be less likely to use harmful habits to cope with stress (GoodTheraphy, 2014). 5.1.6 Job Burnout and Presenteeism Job burnout has a positive significant relationship with presenteeism. An increase of job burnout will lead to presenteeism, which is consistent with the finding by McGregor et al. (2016). Similarly, Demerouti et al. (2009) showed that emotional exhaustion leads to presenteeism. Burnout can have a long-term, irreversible impact on an individual's job (Shirom & Melamed, 2005). Nevertheless, exhausted employees are likely to attend work despite being unwell to avoid affecting their performance (Demerouti et al., 2009). Hoteliers and employees, specifically chefs need to work long hours, time constraints, unstable, highly bureaucratic and unpleasant work environments (Hadi et al., 2018) which will lead employees to burnout. However , they will present to their workplace even though sick due to perceived pressure from co-workers not to let them down and cause them more work, worry of losing attendance incentives, fear that sick leave will jeopardize promotion opportunities, and the fear of dismissal (Hadi et al., 2018). 5.1.7 Workload and Presenteeism The result showed that workload has no significant positive influence on presenteeism. When workload increases, presenteeism increases and vice versa. In past studies, Wang et al. (2018) posit that employees that have a heavier workload are more likely to exhibit presenteeism. Furthermore, workload also was related to presenteeism as indicated by the study done by Tan et al. (2020). Nevertheless, the present result contradicted the past research. This could be due to a situational issue, as the COVID-19 outbreak was affecting business activities at the time data was collected. In this case, the employees are more likely to have a lesser workload to be accomplished as compared to before the pandemic. Thus, employees no longer anxious about their work cannot be covered by other employees. 5.1.8 Time Pressure and Presenteeism The result shows the relationship between time pressure and presenteeism is not significant. This is contrary to the research done by Dietz and Scheel (2017) who indicated that time pressure is the most stated reason for presenteeism. Other study such as Miraglia and John (2016) indicated that time pressure increases the tendency of presenteeism. However, the present study shows that hospitality employees who are under a time constraint to complete their tasks, especially during the pandemic scenario are not prone to present to work when they are unwell. Furthermore, the number of tourists has decreased so, hospitality employees will no longer be present in the office and deal with customers on the spot. Hence, they will not be anxious about their work not finishing and can take a rest when sick. 5.1.9 Job Insecurity and Presenteeism The finding of this study shows that job insecurity has a significant negative relationship with presenteeism where job insecurity increases, presenteeism declines. The direction of the relationship is rather unexpected, for instance, study by Arjona-Fuentes et al. (2019) showed job insecurity resulted in an increase in presenteeism among employees. This may be due to organisations having a stricter policy to prevent presenteeism during the Covid-19 pandemic since it poses higher risks to the clients and organization members (International Labour Organization [ILO], 2021). Besides, health checks are also implemented in a company where the temperature is measured before entering the office. Unwell employees are not allowed to present to work. Violation of company rules may pose a greater risk of losing a job in the present vulnerable situation of the hospitality industry (Center for Disease Control and Prevention [CDC], 2021). Consequently, this may reduce the tendency of presenteeism among employees in the hospitality industry. 5.1.10 Social Support and Presenteeism Based on the results generated from the analysis, social support has a negative direction and significantly influences presenteeism. This shows that when social support increases, presenteeism will decline. Hence, the result is in line with Yang et al. (2015) who concluded that presenteeism will be lessened when there is greater social support from work colleagues and managers/supervisors. Besides, Chen et al. (2021) stated that supervisory support and collegial support reward each other as are critical resources in mitigating the impact of working while on employees' innovative performance. The present study showed that during the global pandemic, many hospitality employees are working remotely at home and have meetings virtually with their employers to keep track of their work. On the other hand, employers also provide some support or motivation to employees and try to understand them throughout the global pandemic. Thus, hospitality employees will not worry about their work not finishing and can take a rest when sick. Therefore, presenteeism will decrease. 5.1.11 Perfectionism and Presenteeism Perfectionism significantly influences presenteeism and has a positive direction. When perfectionism rises, presenteeism will also rise. According to Harari et al. (2018), individuals with high perfectionism will push themselves to work hard and be present at work to complete numerous tasks. Furthermore, some hospitality personnel who exhibit perfectionism will come to work and complete their tasks to ensure that they fulfil the criteria set as obtained from the study of Harari et al. (2018). Moreover, perfectionists showed propensity in setting high expectations and expect to be perfect. They are also concerned about how others will evaluate them, and they have a great desire to meet the standards set by others (Frost, Marten, Lahart, & Rosenblate, 1990; Hewitt & Flett, 1991). Therefore, these will lead to high presenteeism. 5.1.12 Mediating effects of job burnout between workload and presenteeism The present finding showed that job burnout did not mediate the relationship between workload and presenteeism. Workload did not exert a significant impact on job burnout among hospitality employees in this study, which can intensify the phenomenon of presenteeism in this study. The study done by Dewi and Rianna (2019) indicated workload has an insignificant effect on burnout. This is because less stress means fewer customers to deal with during the current global threat (for example, the COVID-19 pandemic). This study showed that the level of workload did not result in health impairment process that can lead to job burnout and increase the level of presenteeism among hospitality employees. 5.1.13 Mediating effects of job burnout between time pressure and presenteeism The results of this study demonstrated that job burnout has a significant mediation effect between time pressure and presenteeism. This is consistent with the study by McGregor et al. (2016) who asserted that time pressure leads to increase job burnout that in turn have caused the rising tendency of presenteeism based on a sample of Australian worker. Previous research from Rijk et al. (1998) and van der Doef et al. (2000) showed that job burnout can be caused by time pressure. Moreover, research from Demerouti et al. (2009) showed that job burnout can lead to presenteeism. Indeed, time constraints contribute to job burnout, particularly in the hospitality industry, where personnel must interact with guests quickly and meet deadlines. 5.1.14 Mediating effects of job burnout between job insecurity and presenteeism Job burnout significantly mediates the path between job insecurity and presenteeism. This shows that job insecurity leads to the tendency of presenteeism indirectly through job burnout. Research from Sverke et al. (2002) showed that job uncertainty has a negative impact on an individual's physical and psychological health by distracting the state of well-being and will increase the stress level. When feelings about job insecurity are raised, it will then lead to burnout as indicated in a study by Tilakdharee et al. (2010). When individuals are concerned about their job security, they are more likely to show up to work sick as indicated in research by Mariella and Gail (2017). Employees, particularly hospitality employees, have experienced burnout as a result of restrictions imposed by the government (e.g., lockdowns/partial lockdowns). Not only is the restriction there, but the spread of viruses also leads hospitality employees to job insecurity, especially during global threats (e.g., the COVID-19 pandemic). Furthermore, a study by Schmidt and Pförtner (2020) stated that job burnout due to job insecurity can lead to presenteeism to demonstrate their commitment in the workplace and aim to secure their job. 5.1.15 Mediating effects of job burnout between social support and presenteeism The result from this study showed that job burnout did not mediate the relationship between social support and

presenteeism. The previous finding from McGregor et al. (2016) revealed that social support did not predict presenteeism via job burnout. Social support generally is viewed as a useful resource in mitigating or eliminating job burnout among employees in most research (Rahnfeld, 2013). Nonetheless, social support may fail to ease strains if it is not desired and causes the support recipients feel inept or incompetent. Moreover, unwelcome helping interactions are unlikely to relieve strains. Hence, this showed that social support does not always act as consistent organisational resources that can mitigate job burnout and presenteeism. 5.1.16 Mediating effects of job burnout between perfectionism and presenteeism Job burnout did not exhibit any mediation effect between perfectionism and presenteeism. Although previous research (Falco et.al., 2011; Schaufeli et.al., 2009) showed that perfectionists will have a strong initiative to work hard, they will potentially exhibit a much greater tendency towards presenteeism. Tashman et al. (2010) discovered that perfectionism did not affect burnout. In summary, researchers discovered that individuals with perfectionism traits do not experience burnout and will show up at the workplace to work without feeling tired. 5.2 The Research's Implication 5.2.1 Theoretical Perspective Academically, this research adds value to the existing literature by examining the mediating role of job burnout between job demand, social support, and perfectionism on presenteeism among employees in the Malaysian hospitality industry. The model was based on the foundation of the JD-R model on the impairment process of job demands, that lead to burnout and consequently result in the occurrence of a negative outcome, such as presenteeism among employees. This study showed that job demands, specifically job insecurity and time pressure predict presenteeism indirectly through job burnout. This study included personality traits (perfectionism) into the model in addition to job demands and job resources in predicting job burnout as well as presenteeism among hospitality employees during the Covid-19 pandemic. Some research (Loh et al., 2020; Wilkins, 2021) reported that presenteeism is on the rise during covid-19 pandemic among hospitality employees in the West countries, but very limited study was found in Malaysia. Thus, the results of this study provide some valuable insight from the context of Malaysian hospitality employees in the face of uncertainty. Consistent with the JD-R model (Demerouti, 2001), job insecurity and time pressure resulted in health impairment process and lead to increase job burnout. On the other hand, this study also showed that a personality trait (perfectionism) can be a personal resource that reduces job burnout, instead of resulting in a detrimental effect on a person's well-being. Besides, this study also showed that perfectionism is the most substantial effect in increasing the tendency of presenteeism among employees. As perfectionists tend to set a high standard for themselves, they are likely to invest more resources (e.g., time and effort) and attend to work despite unwell to prevent resources loss (e.g., performance or rewards), which is in line with COR theory (Hobfoll, 2001). Social support is another factor that affects presenteeism. Consistent with COR theory, employees must acquire the support resources to curb the rising of presenteeism. For instance, supervisory support and co-worker support compensated each other as essential resources in minimizing the impact of working while sick on employees' inventive performance. This study also showed that when support is available, it can aid in the reduction of presenteeism. Employees must conserve and maintain resources (social support) to strengthen their ability to cope with work stress and have more control over their emotions, according to COR theory. Presenteeism can be reduced in circumstances where there is more social support from coworkers and managers/supervisors. 5.2.2 Practical Implication Practically, this study showed that time pressure results in increased job burnout among hospitality employees such as hotel employees, restaurant employees and even employees who works in travel and tourism organization. As such, managers or supervisors in the hospitality industry must provide clear directions to employees so that they do not perform redundant tasks with limited time (Campbell, 2019). As a result, this can reduce employee burnout and productivity loss due to presenteeism. Human Resource personnel can help their employees to ease their daily scheduling (Guest, 2021). For example, allowing for more flexible work hours and arrangements of work (Guest, 2021). This can reduce time pressure among hospitality employees. Furthermore, job insecurity will lead employees to job burnout. Employees have job burnout or prolong stress because rules and regulations as well as procedures in the hospitality sector have changed. Therefore, hospitality management like supervisors or managers also needs to take good care of the well-being or welfare. Employers must try to gently listen to employees' feedback, disagreements about their stress and other related issues encountered in the organization. These can help employees feel less stressed at work and in the workplace. Not only supervisors or managers, but also Human Resource (HR) professionals, must recognize early burnout symptoms, pay attention, and keep an eye on their employees (Zojceska, 2018). HR managers can also delegate responsibilities to other managers and team leaders to assist in recognizing early warning signs of employee burnout (Zojceska, 2018). Nowadays, hospitality employees are performing in a new normal, so human resource departments must analyze all of the various stressors present at their workplace and collaborate with the relevant supervisors to eliminate as many of them as possible. Besides, HR personnel needs to discuss the policies related to workplace safety and general employee health because it might have an adverse effect on employees' psychological well-being (Guest, 2021). Hence, HR needs to review the irrelevant policies and implement useful procedures to manage prolonged stress/burnout effectively (Guest, 2021). This can eventually reduce presenteeism. In addition, top management (managers) must be sympathetic and acknowledge employee anxiety (Wooll,2021) to mitigate the negative impact of job insecurity. As a result, they can recognise employees' feelings and respond to their concerns with empathy. A one-on-one setting is ideal for employees to open up about their anxieties and receive validation for their feelings. Lastly, hospitality organisations can provide mental health coaching to the employees. When employees are given mental health coaching, they are more likely to persevere in the face of adversity (Wooll, 2021). Social supports have a significant association with presenteeism. Hence, presenteeism among hospitality employees can be reduced by having a superior, manager or even boss that stay humane (Berzi, 2020). Being a superior, manager or even boss, they must try to understand their employees. For instance, if one of the hotel staff appears unusually depressed or troubled, ask them what is wrong and attempt to give them some advice rather than worsening the situation. The hospitality manager or supervisor needs to trust the employees. They should not doubt the quality of their job. In this case, hospitality employees like hotel employees' self-esteem will improve, and they will be more motivated to work hard in the future. In addition, supervisors should coach employees in setting clear goals for themselves so that employees are aware of what is expected (Michigan State University, 2020). Supervisors can also teach their workers to view stressful situations as challenges instead of threats (Michigan State University, 2020). The coaching needs to take place before employees show signs of burnout. This study demonstrated that perfectionism not only leads to an increase in job burnout but is also an indicator of employees' presenteeism. Perfectionists will work regardless of fatigue and burnout. Therefore, the HR department has to ensure the workplace offers adequate opportunities to take breaks (Miller, 2017). Employees can rest after they finish their tasks to boost their concentration. Furthermore, perfectionists should set realistic and achievable goals to avoid negative aspects of perfectionism that can lead to negative outcomes. Hence, these ideas can help to reduce presenteeism in the workplace. Lastly, hospitality workers themselves must ensure that their health is in good working order. They can avoid burnout by exercising, eating a balanced diet and practising good sleep habits (Fraga, 2019). They can improve their bodily health and overall emotional well-being by exercising. Employees should eat a balanced diet because a balanced diet can act as a natural antidepressant. Their body also needs time to rest and reset by practising good sleep habits. As hospitality employees, such as hotel employees have piles of tasks to perform, thus reaching out to people and asking for assistance is essential among employees in order to reduce burnout and inclination of presenteeism. 5.3 Limitation of Study There were a few limitations in this study. This study used a cross-sectional design, which takes place at a single point in time. Besides, the cross-sectional design is concerned with describing what is happening right now. As a result, it is difficult to draw a definite conclusion on the cause-and-effect relationship between the variables. Furthermore, another limitation of this study was the use of questionnaire which has the potential problem of socially desirability bias, for instance, respondents give socially accepted answers rather than the true answer (Huang et. al., 1998). Generally, people will try to act more favourably. Therefore, respondents will aware of answering the questions with correct answers. Despite this study has attempted to reduce social desirability bias by ensuring the anonymity of the questionnaire, this may not be able to eliminate the social desirability problem. This research only evaluated the extent to which job demand, social support and perfectionism can lead to job burnout and presenteeism. There are other factors that can be included in the research model in the present study which can be further investigated in the future. Besides, this study evaluated the impact of the higher-order construct of perfectionism on job burnout and presenteeism, without assessing its dimension. Besides, this study evaluated the impact of the higher-order construct

(HOC) of perfectionism on job burnout and presenteeism, without assessing its dimension. The benefit of evaluating HOC is to have a more parsimonious PLS path model and enable researchers to examine the impact of overall perfectionism on endogenous variables. However, evaluation of the dimension can provide more information in understanding the different forms of perfectionism (e.g., self-oriented perfectionism, other-oriented perfectionism and socially-prescribed perfectionism) on job burnout and presenteeism. 5.4 Recommendation of The Future Study There are several recommendations have been identified by researcher and have some suggestions for the future researcher who would like to conduct their research on a related topic. First of all, future researchers should conduct the survey/research in a longitudinal design to confirm the causal relationship between the variables. To reduce the problem of social desirability bias, a future researcher should keep the purpose of the survey vague so that respondents will not be able to prepare and give responses that are more socially acceptable. Hence, this will reduce the tendency of the respondents from giving a socially acceptable answer and give true answers from their perspective and understanding. Lastly, there are other factors such as personal, financial and job-related factors that can be included in the research model for further investigation in the future. Besides, future researchers are suggested to look into the dimension level of perfectionism in detail so that more in-depth understanding can be obtained on the linkages between perfectionism personality trait and its impacts on employees' job burnout and presenteeism 5.5 Conclusion Following the completion of the analysis, the principal findings were addressed. Implications, limitations, and suggestions for further research are also presented.

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