

Impact of Work – Family / Family -Work Conflict and Organizational Support on Presenteeism of Operational Level Employees in Hotel Sector

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Abstract: Presenteeism discusses the person's physical availability in a workplace while distracted the intrinsic capacity for performing. It suggests the importance of supportive working state of affairs from the organization end, as well as from the family of the employees. The conflicts in the family space originated due to the work, and; conflicts arising from family into the work space may affect the employees' mental and physical health, and, therefore, associated with the presenteeism. Hotel industry has faced a shortage of skilled labour around the world and reported the highest turnover rate in recent decades. Hence, appearing due to presenteeism would generate a significant loss in the industry. In this context, this study was performed to identify the impact of work family conflict, family work conflict, and organizational support on presenteeism in the hotel industry. A structured questionnaire was occupied in collecting primary data using a sample of 207 operational level employees representing three to five star graded hotels in Colombo district, Sri Lanka. Independent sample t-test, one way ANOVA, correlation coefficient analysis, simple linear regression analysis, and multiple regression analysis were used to analyze the data. Results revealed a strong positive relationship between work-family conflict, family-work conflict, and presenteeism and there was a weak positive relationship between supports of organization and presenteeism. Moreover work-family conflict, family-work conflict, and support of organization indicated a positive impact on presenteeism. Further, family-work conflict was the most influencing predictor of presenteeism. Hence, the managers should strategically address the work- family balance of employees. Organizational policies must be more favorable for the workers to manage physical and mental health to continue an effective and efficient service delivery process in the hotel sector.

Keywords: Presenteeism. Work-family conflict. Family-work conflict. organization support. Hotel

Introduction

Presenteeism is a new concept introduced recently by human resources management researchers. As the scholars' key attention was paid to absenteeism in past few decades, presenteeism comes to the discussion very recently (Johns, 2010). Cooper (1998) has defined the presenteeism as "employees working or pretending to work for long hours and described this as an action taken by employees to show their commitment to the organization due to job insecurity". According to Johns (2010), presenteeism was defined as the physically availability of employees at the workplace but mentally not in the workplace. Most of the studies on presenteeism have been done from the Europeans countries, United States, Canada and Australia (Cooper, 1998). But Sri Lankan context, especially for the service sector like the hotel industry, no evidence found to the knowledge of researchers on this specific area.

And also most of the studies on presenteeism have been done in the healthcare sector (Chun, 2018). Hotel sector is one of the major industries in the global economy reports a higher level of presenteeism behaviour all over the world (Elstad, 2008). If the employees are working in the hotel industry efficiently and effectively in a physically and mentally healthy way, the organization also will gain more profit. If the employees are physically and mentally not well, but available in the organization, the presenteeism behaviour occurred among the employees. The employees are willing to come to the organization when they are physically and mentally not well because the hotel industry has seasonal nature, long working hours and shift work time, therefore, they have job insecurity hence presenteeism is more in this industry. When there is presenteeism behaviour, the service quality and profit of the organization rapidly going down. Therefore identify the factors that affect presenteeism and eliminate or reduced those factors are more important. However, presenteeism is less studied compared to absenteeism. Moreover, presenteeism in the workplace now is more important than absenteeism (Hemp, 2004).

The higher propensity of presenteeism can arise from various reasons such as job insecurity, unhealthy organizational policies, the design of the job, and the social climate of an organization (Johns, 2010). Employees who are afraid of losing their jobs may prefer to go to work despite their health problems (McNamara, 2011). Böckerman (2009) has identified that continuous full-time work, working in shifts and long working hours as reasons for the increased presenteeism. However, at hotels, relationship matter raises their stress levels and occurs mental and physical issues. The seasonal nature of some industries, like hospitality, causes the employees may face a higher presenteeism rate compared to other sectors due to the job insecurity, seasonal nature, long working hours and shift work time. In this context, Hirsch (2015) has suggested a positive correlation between stressful working conditions and presenteeism.

Many researchers are found that physically and mentally healthy employees are more effective and efficient in service delivery. Therefore, employees need a supportive atmosphere from the organizational end, as well as from the family side.

Böckerman (2009) have identified that continuous full-time work, working in shifts and long working hours as reasons for the increased presenteeism. However, at hotels, relationship matter raises their stress levels and occurred mental and physical issues. Therefore Hirsch (2015) suggested there is a positive correlation with stressful working conditions and presenteeism.

Many researchers are found that physically and mentally healthy employees be effective and efficient in service delivery. Therefore employee needs supportive working condition from the organization. Organization support is one of the major factors and their effects on presenteeism. In this sense, it is defined as the perception or judgment of an employee about how much the organization provides support to the employees. Impact of organizational support on presenteeism research is not popular in supervisor behavior, leadership, employee health on presenteeism as an example, Colakoglu (2010) and Gilbreath (2012) found a relationship between supervisor behaviour and presenteeism. According to the theory of organizational support, perceived supervisor support also catalyzes perceived organizational support (Eisenberger, 2002).

Work-family conflict and family-work conflict have become the most famous research topics in the field of organizational behaviour in recent years. Moreover, the most important aspect of the presenteeism is reported as work-family conflict and family-work conflict. Work-family conflict is defined as “participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (Greenhaus and Beutell, 1985). This definition suggests that conflict between work and family occurs in two directions: 1. Conflicts originating from work into the family space; 2. Conflicts originating from family into the workspace. Work-family conflict and family-work conflict affect the employees' health; therefore, research suggests that it affect health and associated with presenteeism (O'Driscoll *et al.*, 2004). Therefore, rare in published research work on the topic in Sri Lankan context, the empirical gap can be identified in this area.

The less number of researchers have investigated the relationship between Organization Support, work-family conflict and family-work conflict on presenteeism in Sri Lankan context and basically rare in findings to the hotel industry. Therefore this research is focus to study the impact of Support of Organization, work-family conflict and family-work conflict on presenteeism in hotel industry especially reference to three, four and five-star hotels in Sri Lanka.

Literature Review

Presenteeism

The concept of presenteeism is believed to have been originated by Cooper, a professor of psychiatry specializing in organizational management at Manchester University, in the early 1990s (Chapman, 2005). In past decades specialists defined presenteeism in a different way. Cooper (1998) defined presenteeism as “employees working or pretending to work for long hours and described this as an action taken by employees to show their commitment to the organization due to job insecurity”.

In past decades attention goes to absenteeism hence presenteeism is less studied compared to absenteeism. It is the opposite of absence from work caused by physically and mentally to be sick. Moreover, presenteeism in the workplace now is more prevalent than absenteeism (Hemp, 2004). D'Abate and Eddy (2007) examined that employees seem to be working, their lack of motivation and spending their time with other activities make them fail to accomplish their duties. Thus, this emerges an invisible cost.

Recent days researches defined presenteeism in the following way. Johns (2010) described coming to work while being sick or a decrease in productivity because of being sick. Johns (2012) and Koopman (2002) explained presenteeism as employees perform below their normal level although they are physically present in

their jobs. And the increased number of dual-earner households and the growing sandwich generation may contribute to increased presenteeism (Schaefer, 2007).

The main reasons to engage in presenteeism are reward based on absence rates, job insecurity or low control over own labour market situation (Kristensen, 1991). When presenteeism arises, employees often manifest lower productivity and performance. Such a lower level of individual performance and productivity would give direct and adverse effects on the corporate level of performance and productivity (Kivimäki, 2005).

In the hotel industry, Service quality depends on employees' physical and mental well-being. Physically and mentally healthy employees will be effective and efficient in service delivery. Otherwise, customers will dissatisfy with the service. (Tukelturk et al., 2014). Böckerman and Laukkanen (2009) found that continuous full-time work, working in shifts and long working weeks increase presenteeism in the hotel industry. According to these findings, presenteeism is a major problem in the hotel industry. The present study uses three major factors such as work-family conflict, family-work conflict and demographic factors (gender, age group, educational level and marital status) to identify the impact of presenteeism.

According to the Ciftci (2010) identified the work-family conflict be another reason for presenteeism. Employees suffering from work-family conflicts exhibit more presenteeism behavior than other employees (Lowe, 2002). Therefore it is important to identify the impact of work-family conflict on presenteeism and identify the impact of family-work conflict on presenteeism. According to Cooper (1998), presenteeism has been a new interest to scholars of diverse areas, most of the presenteeism researches comes from the Europeans countries, United States, Canada, and Australia fewer researches are done on presenteeism in the Asian context as well as Sri Lankan context.

Work-family conflict / family-work conflict and presenteeism

Almost every individual experiences work life and family life (Netemeyer et al., 2005; Karatepe, 2010). Hence work-family conflict and family-work conflict become the most famous research topic in the field of organizational behaviour. Work and family roles may cause physical and psychological tension, conflicts and uncertainties originating from the tension between work and family roles can cause physical and mental illness and therefore occurred presenteeism.

However, researchers found that work-family conflict is defined as "participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus and Beutell, 1985). And also he suggested three major sources of work-family Conflict: time-based sources, strain-based sources, and behavior-based sources. Time-based conflict refers to the notion that time devoted to one role makes it difficult to fulfill the requirements of another role. Strain-based conflict refers to undesirable pressure produced by one role that makes it difficult to fulfill the requirements of another role. Behavior-based conflict refers to the behavior required in one role that makes it difficult to fulfill the requirements of another role.

The work-family conflict started to occur when the work activities disturb the work of that employee within the family. Finally, spend their family time to work (Noor, 2003).

The researcher defined the impact of work-family conflict and stress burnout, depression and consequently presenteeism and concluded that higher levels of work-family conflict caused employees to go to work despite being sick (Lowe, 2002). According to Duxbury & Higgins (2001) apart from the work-related factors associated with presenteeism, the current literature suggests significant relationships with other personal and work determinants such as high work-life conflict.

Also, Robertson et al. (2012) found that work-life conflict was an indicator of presenteeism. In light of this information, presenteeism is related to work-family conflict and family-work conflict in the hotel industry where the work is labor-intensive and employees work at irregular shifts and there are inadequate vacation periods. Therefore theory supports the work-family conflict and family-work conflict to build a relationship with presenteeism.

Accordingly, in this study, the following hypotheses were developed to examine the relationship between work family - family work conflict and presenteeism more closely:

- H1. There is a linear relationship between work-family conflict and presenteeism.
- H2. There is a linear relationship between family-work conflict and presenteeism.
- H4. The work-family conflict has a significant impact on presenteeism.
- H5. The family-work conflict has a significant impact on presenteeism.

Support of organization and presenteeism.

Support of the organization focuses on the perception of employees. In this sense, it is explained how much the organization provides support to employees (Yoshimura, 2003). Work culture and morale are critically important to the organization to reduced absenteeism and presenteeism (Sonthalia & Sananeria, 2008). And also Sonthalia & Sannaneria (2008) explained companies that promote intense politics and competition will have greater cost for presenteeism than those that promote teamwork thus the cost of presenteeism is somewhat affected by work culture.

Employees with a higher perception of organizational support enjoyed their work and were in a more positive mood at work, while they suffered less from headaches, anxiety, burnout, and fatigue (Eisenberger, 2002).

An environment supporting employee-friendly strategies will discourage unnecessary absences and decrease presenteeism. As an example employees who are working in Google believe that the flexibility and financial security offered by the company keep employees working at their most productive levels (Sonthalia & anneria, 2008).

According to these findings show that employees happiness and positive state of mind gain from the support they receive from their organization. However, employee dedication is not appreciated by managers and required to work hard without increment or rewards may get stress and tension. As a result, employees suffer from depression, anxiety and health concerns can exhibit presenteeism behaviour.

As a research topic presenteeism and support of organization support not much research done like supervisor behaviour, leadership, employee health, and presenteeism. Gilbreath and Karimi (2012) found a relationship between supervisor behaviour and presenteeism. According to the theory of organizational support, perceived supervisor support also catalyzes perceived organizational support (Eisenberger *et al.*, 2002). Based on this connection develop objective to find the impact of support of organization and presenteeism.

H3. There is a linear relationship between support of organization and presenteeism.

H6. Support of the organization has a significant impact on presenteeism.

Table 1: Scale of the work family – family work conflict and presenteeism

Work-family conflict
Strain based work-family conflict
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family
When I get home from work I am often too frazzled to participate in family activities/responsibilities
Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy
Time based work- family conflict
My work keeps me from my family activities more than I would like
The time I must devote to my job keeps me from participating equally in household responsibilities and activities
I have to miss family activities due to the amount of time I must spend on work responsibilities
Behaviour based work-family conflict
The problem-solving behaviors I use in my job are not effective in resolving problems at home
The behaviors I perform that make me effective at work do not help me to be a better parent and spouse
Behavior that is effective and necessary for me at work would be counterproductive at home
Family-work conflict
Time based family-work conflict
The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career
I have to miss work activities due to the amount of time I must spend on family

responsibilities
The time I spend on family responsibilities often interfere with my work responsibilities
Strain based family-work conflict
Because I am often stressed from family responsibilities, I have a hard time concentrating on my work
Tension and anxiety from my family life often weakens my ability to do my job
Due to stress at home, I am often preoccupied with family matters at work
Behaviour based family-work conflict
Behavior that is effective and necessary for me at home would be counterproductive at work
The problem-solving behavior that works for me at home does not seem to be as useful at work
The behaviors that work for me at home do not seem to be effective at work
Support of Organization
My hotel really cares about my well-being
My hotel strongly considers my goals and values
My hotel cares about my opinions
Help is available from my hotel when I have a problem
My hotel would forgive an honest mistake on my part
My hotel is willing to help me if I need a special favor
Presenteeism
Due to stress at home, I am often preoccupied with family matters at work.
Because of my family problems the stresses of my work were much harder to handle.
My work activities distract me from taking pleasure in my family.
I still go to work when I am ill because I am afraid of being fired (punished).
I felt hopeless about doing certain family responsibilities due to my work activities.
At work, I was unable to focus on achieving my goals despite my family

Source: Modified by the author based on existing literature (Koopman et al., 2002; Eisenberger et al., 1997; Carlson et al., 2000).

Figure 1: Conceptual Framework

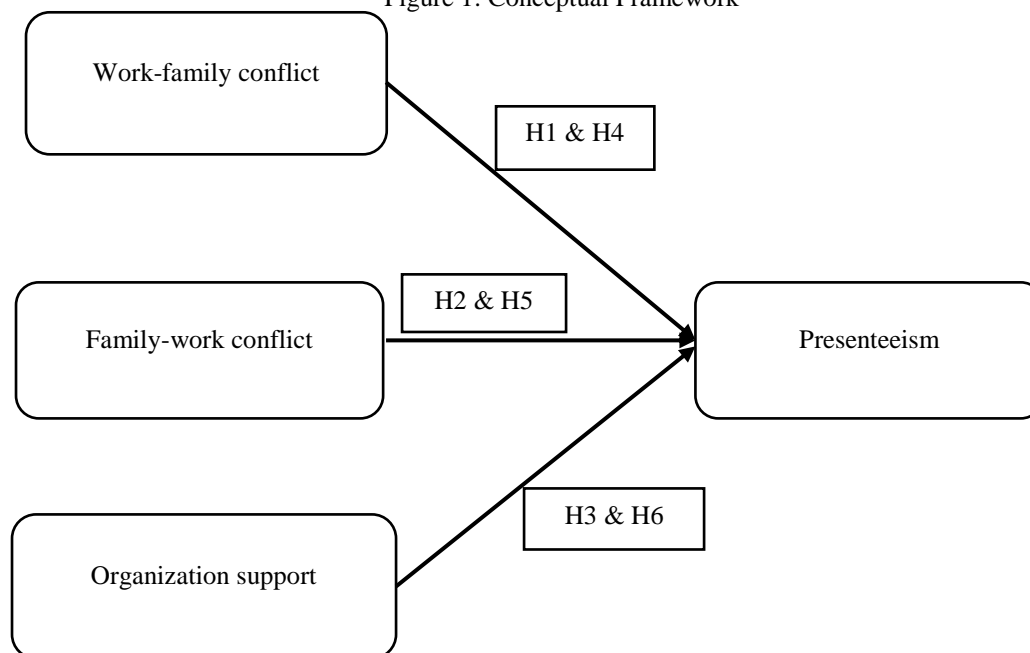


Figure 1: Conceptual framework

Source: Modified by the author based on existing literature.

Research Methodology

Population and sample

This research population is the total number of employees in all three, four and five-star hotels in Colombo district. The selected study area was Colombo district in Sri Lanka. Colombo district was chosen for this research because it is a commercial hub in Sri Lanka. When compared to other districts, more star class hotels are available in the Colombo district. The study population was all the operational level employees in food and beverage department in 3 to 5-star hotels. 3-star above hotels were preferred for the study because they employed more people than other hotels. Another reason for this preference was that 3-star above hotels are supposed to be managed more professionally than other types of hotels, and therefore, it could obtain more objective results. According to the Sri Lanka Tourism Accommodation Guide Book (2018-2019) records, there are seventeen, three-star above hotels in Colombo district, hence I used simple random sampling technique to select ten hotels among these hotels.

In the ten hotels, there are 622 operational level employees are worked in the food and beverage department to select an accurate sample size from 622 employees hence, Morgan's Table was used to select the sample size of the study (according to the 95% confidence level). And the sample covered 234 the operational level of employees from food and beverage departments from each hotel population using the multi-stage cluster sampling method. In this study, simple random sampling and cluster sampling techniques were used to select the sample therefore in this study used mix sampling method.

In this study, the survey has been done using a snowball sampling technique. This study mainly based on the primary data which has been collected via questionnaire from the selected sample. Data were analysed with SPSS software.

Results and Interpretations

Descriptive data of the survey

Table 2: Descriptive data of the survey

Category	Frequency	%
Gender		
Male	105	50.7
Female	102	49.3
Age group		
15-24	40	19.3
25-34	80	38.6
35-44	52	25.1
45-54	31	15.0
55-64	4	1.9
Marital status		
Single	77	37.2
Married	124	59.9
Widowed	5	2.4
Divorced	1	.5
Educational level		
primary school	2	1.0
secondary school	79	38.2
Diploma	81	39.1
graduate	38	18.4
Masters	7	3.4

Source: SPSS Output from field survey 2019

The Impact of Work-Family Conflict and Family-Work Conflict on Presenteeism in the Hotel Industry

The regression analysis has been used in order to identify the impact of work-family conflict and family-work conflict on presenteeism in the hotel industry.

Table 3: Simple Linear/ Multiple Linear Regression Analysis Results

Independent variables	Model 1	Model 2	Model 3
Work-family conflict	0.824***		0.258***
Family-work conflict		0.845***	0.674***
N	207	207	207
R	0.725	0.837	0.850
R ²	0.525	0.700	0.724
Sig. F change	0.000	0.000	0.000
Relationship	Strong positive relationship	Strong positive relationship	Strong positive relationship

Source: SPSS Output from field survey 2019

Correlation between work-family conflict and presenteeism

The probability of association between work-family conflict and presenteeism is 0.000. This is less than 1% (P-value < 0.01) and therefore, the result is highly significant at 99% confidence level. And the coefficient of work-family conflict is 0.725 which indicates that there is a strong positive relationship between the work-family conflict and presenteeism. That means work-family conflict and presenteeism is highly significant. And it leads H1 was supported. The result is similar to the previous literature. According to the Arslaner & Boylu, (2017), Johns (2011), Chandola et.al. (2004) and Frone et al. (1997) found that there was a positive and significant relationship between work-family conflict and presenteeism. Therefore, these findings confirmed the result of our study. Therefore, it leads to H1 is accepted.

Correlation between family-work conflict and presenteeism

The probability of association between family-work conflict and presenteeism is 0.000. This is less than 1% (P-value < 0.01) and therefore, the result is highly significant at 99% confidence level. And the coefficient of family-work conflict is 0.837 which indicates that there is a strong positive relationship between the family-work conflict and presenteeism. And it leads H2 was supported. The result is similar to the previous literature. According to the Arslaner & Boylu, (2017), Johns (2011), Chandola et.al. (2004) and Frone et al. (1997) found that there was a positive and significant relationship between family-work conflict and presenteeism. Therefore, these findings confirmed the result of our study. Therefore, it leads to H2 is accepted.

Correlation between support of organization and presenteeism

The probability of association between support of organization and presenteeism is 0.001. This is less than 1% (P-value < 0.01) and therefore, the result is highly significant at 99% confidence level.

And the coefficient of support of organization is 0.233 which indicates that there is a weak positive relationship between the support of organization and presenteeism. And it leads to reject H₀₃. perceived organizational support and presenteeism had a negative and significant relationship was found by Arslaner (2017) and our study found a weak positive and significant relationship. Both results are significant but the previous researcher found a negative relationship and our study found a positive relationship. There is a contradictory result from our study and previous finding.

Therefore, lack of similar research examining the relationship between support of organization and presenteeism. But on the other hand supervisor behaviour is a part of the organization support. Regarding the relationship between supervisor behaviour/leadership and presenteeism, the result of our study was compared with findings of Gilbreath and Karimi (2012) and Nyberg et al. (2008). Gilbreath and Karimi (2012) founded that there were both negative and positive supervisor behaviour is associated with presenteeism. Therefore, support of organization and presenteeism has a positive significant relationship.

Impact of work-family conflict on presenteeism

$$P = 0.364 + 0.824WC + \varepsilon$$

The β coefficient value of work-family conflict is 0.824. It implies that there is a positive impact of Work-family Conflict on presenteeism in the hotel industry.

The result is similar to the previous literature. According to the Arslaner & Boylu, (2017) also found a significant impact of work-family conflict on presenteeism. Cicei (2012) also identified work-family conflict as a predictor of presenteeism. But Frone (2000) found that work-family conflict as a predictor of presenteeism, but the effect was not a strong one. For example in a working day when an employee needs to look after their children because a servant or anyone was not there to look after the children but she or he cannot leave work, she or he could get stressed. Therefore it could be assumed that conflict experienced employees would lead to stress then presenteeism occurred. In fact, these results also confirm there is an impact of work-family conflict on presenteeism. Therefore it leads to H3 is accepted.

Impact of family-work conflict on presenteeism

$$P = 0.490 + 0.845FC + \epsilon$$

The β coefficient value of family-work conflict is 0.845. It implies that there is a positive impact of family-work conflict on presenteeism in the hotel industry.

In the past literature found that family-work conflict impact employee's health directly it affected the presenteeism behaviour (Frone, Russell and Cooper, 1997; Arslaner & Boylu, 2017).

As an example, if a family member of an employee is ill and needs the care of that employee but the employee has to keep working. Thus, after while this negative factor effect on focus on their work therefore, presenteeism has occurred. As another example, any employee who has both family-related and work-related responsibilities to be fulfilled at the same time he/she gets stressed and difficult to focus on work, therefore, presenteeism is increased in the organization. Hence family-work conflict positively impacts Presenteeism. Therefore, it leads to H4 is accepted.

Impact of support of organization on presenteeism

$$P = 2.298 + 0.232SO + \epsilon$$

The β coefficient value of support of the organization is 0.232. It implies that there is a positive impact of support of organization on presenteeism. In the past literature found that there is no impact on support of organization on presenteeism (Arslaner & Boylu, 2017). Cooper (1998), Simpson (1998) and Tukelturk et al. (2014) found the support of the organization is a predictor of presenteeism. There is a contradictory idea from previous findings. And our study found the support of the organization is a predictor of presenteeism because the P-value is less than 0.05. And also there is a positive impact of support of organization on Presenteeism. But Arslaner (2017) found a negative impact but in our study, there is a positive impact. Our finding differs from previous literature findings because most of the previous finding was done in the European context, therefore, their culture and attitude differ from Sri Lankan context. In Sri Lankan context positive result occurred because the employee chooses to go work when they have a conflict, when they are at work they cannot concentrate on their work to show their commitment to the organization. And also keep working when they are not in good condition to eliminate wage cuts, displacement and gets the promotion. In Sri Lankan context promotions, salary increment depends on how many leaves are taken, does not concerned about the quality of the service or productivity. Except employees to show their commitment and loyalty to the organization when the organization fully support, presenteeism is also increased. Hence there is a positive and significant impact on presenteeism.

A Most Impacting Predictor of Presenteeism

The result implies that work-family conflict and family-work conflict were highly significant for the model as its p-values were less than 0.05. Among these two variables, presenteeism was highly and positively impact by the Family-work conflict. However, the support of the organization had a negative impact on presenteeism. Although the support of the organization was not influenced overall on Presenteeism as its P value was greater than 0.05 level of significant.

Arslaner & Boylu (2017) found the main factor impacting on presenteeism is Work-family conflict. Frone (2000) found family-work conflict strongly influencing work-family conflict. In this research family-work conflict identified as the most impacting predictor to presenteeism. When considering the work-related problem and the family-related problem may also affect employees. The excess workload in the hotel industry, especially in the peak season and shift work schedules be impacted on the balance between work and family. Unable to have a rest or have a day off in the peak season, hotel employees may be reduced family time when they want to relax at home and they haven't time to the family responsibilities. Hence family work conflict occurred and employee becomes physically and mentally ill therefore presenteeism increase in the hotel industry. In order to

reduce presenteeism behaviour among operational level employees in the hotel industry work-family conflict and family-work conflict should be reduced.

Conclusion and Recommendations

According to the analyzed data obtained from the sample of 207 operational level employees, the majority of employees were male and the majority of employees are between 25-34 age group and most of the employees are married. Most employees have diploma level qualification and income level of the employees are 26000 – 50000 LKR. And also they have 3-5 dependents in their family.

When considering the relationship between support of organization, work-family conflict, family-work conflict and presenteeism there is a positive relationship between these variables. According to the analysis result of correlation analysis, work-family conflict and family-work conflict has a strongly positive relationship. It implies that work-family conflict and family-work conflict are associated with presenteeism in the hotel industry. Among these three variables, the family-work conflict has the highest correlation coefficient. That means family-work conflict has the strongest relationship with the presenteeism and support of organization and presenteeism has weak positive relationship with Presenteeism in the hotel industry.

To reduced presenteeism hoteliers want to mainly consider reduced family-work conflict and work-family conflict among employees.

According to the regression analysis result Support of Organization, work-family conflict and family-work conflict have a strong impact on presenteeism. It means these three variables have a strong impact on presenteeism. And also these three variables have a significant influence hence its P-value is less than significant level. Therefore hoteliers should highly consider these factors. And most impacting factor on presenteeism is family-work conflict.

These results conclude that support of organization, work-family conflict and family-work conflict have strong positive relationships with presenteeism. And family work conflict is the most impacting predictor on presenteeism. There is no difference in presenteeism by demographic factors.

Suggestions for Future Researchers

When considering future research area presenteeism is a newly emerging concept in human resource management.

When researching in the future, researchers can be conducting their studies on other factors that affect presenteeism.

In addition to that researchers can be studied presenteeism in the different hotel sectors in addition to three-star above hotels.

Besides, this study was only concerned about quantitative approaches to analysing the findings. Therefore based on the limitation of the study, further researchers can be focused on the mix method to interpret the findings in-depth.

This research was conducted without analyzing a mediator or moderator effect. Therefore when conducting future researchers can use the mediator or moderator to evaluate the direct and indirect impact of presenteeism in the hotel industry or other industries.

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