

IMPACT OF JOB SECURITY, JOB AUTONOMY AND SUPERVISOR SUPPORT ON EMPLOYEE PSYCHOLOGICAL WELLBEING: THE MEDIATING ROLE OF PRESENTEEISM IN THE EMPLOYEES OF HOSPITALITY INDUSTRY

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Abstract

The purpose of this research is to theorize and empirically examine the association between job security, job autonomy, supervisor support, presenteeism, and the psychological wellbeing of the employees of hospitality industry. This study also measures the impact of presenteeism as a mediator between job security and psychological wellbeing; job autonomy and psychological wellbeing; supervisor support and psychological wellbeing of employees. This is a quantitative research study, using cross sectional research design via survey method. The sample is comprised of N=205 employees from top and middle level management of three, four and five star hotels in Lahore. The results have revealed that job security, job autonomy and supervisor support are positively correlated with the psychological wellbeing of employees. Job security, job autonomy and supervisor support are found negatively correlated with the presenteeism in employees of hospitality industry. Presenteeism was found to have significant negative relationship with the psychological wellbeing of employees. Furthermore, the results have affirmed partial mediation of presenteeism between job security and psychological wellbeing; job autonomy and psychological wellbeing; supervisor support and psychological wellbeing of employees of hospitality industry. This study highlighted the importance of presenteeism instead of traditional HR research concern on absenteeism and provides insights to the HR professionals of hospitality industry of Pakistan to review their strategies as well policies to enhance job security, job autonomy and supervisor support in order to reduce presenteeism and improve employee's psychological wellbeing.

Keywords: *Job Security, Job Autonomy, Supervisor Support, Presenteeism, Employee's Psychological Wellbeing.*

Introduction

Tourism and hospitality industry is one of the most significant industries in the world these days because of its great contribution in the economic development of countries around the world. Globalization and high-spirited business environment have promoted service-sector organizations especially hospitality industry to be more holistic and practical in execution of their human resource practices while facing the challenge of providing high quality service to their customers (Assaf, A. G., & Tsionas, M, 2020; Alan, Radzi & Hemdi, 2009; Lee & Ok, 2015). As employees are exposed to high workplace pressures because of changing market

expectations and increased job uncertainty (Aronsson & Goransson, 1999; Sverke, Hellgren, & Naswall, 2002). As a result, in recent years, this has led to the major transformations in the working arrangements of employees, who are now in particular required to exhibit flexibility in terms of their working hours and the way they are required to function. One of the many negative consequences arising from this is sickness presenteeism, the phenomenon of going to work even with sickness (Aronsson, Gustafsson, & Dallner, 2000). While both the work content and the work experiences are found to be influential in effecting this phenomenon (Johns, 2011).

On the other hand, employees' expectations about their workplace are increasing, as majority of them are interested to get an employment offering prospects for personal development, fulfillment and well-being (Goh, E., & King, B, 2019; Amin & Akbar, 2013). Service sector employees are more and more in search of driving happiness, meaning, purpose, social linkages and the prospects for personal growth and professional learning (Wrzesniewski et al. 2013; Avolio, Howell & Sosik, 1999). It can be said that sickness presenteeism is a workplace concern that is not getting less prevalent with organizational regular human development practices and influencing employees' wellbeing negatively. Nowadays employers are in eminent quest to be proactive in reducing the impact of sickness presenteeism on employee well-being and ensuring healthier, happier and more prolific work conditions for employees for retaining effectively functional and more profitable venture (Boles et al, 2004). Hence, employers have shifted to the practical approach towards occupational health by taking them ahead of conventional enticements focusing on the psychological resources and mental health of their employees considering both hedonic and eudemonic approaches (Page & Vella- Brodrick, 2009).

Job Security: The presumption or confidence of an employee that he will not lose his /her current job he is holding to (Borland, 1999)

Job Autonomy: The extent to which a job offers considerable amount of freedom, independence, and the right of taking decisions to perform a task (Hackman & Oldham, 1975)

Supervisor Support: A supportive supervisor is the one for whom the sentiments and desires of employees matter and who endorses employees' voice while providing them with the constructive feedbacks and focusing on the development of their skill set (Deci & Ryan, 1987)

Presenteeism

The practice of attending work even when one feels unhealthy. It also includes being present at work, but being less functional than the actual potential in some factors of job performance or productivity because of any health issue (Aronsson, Gustafsson & Dallner, 2000)

Psychological Wellbeing

More of about lives going including both feeling good as well as functioning at one's optimal potential. The employees with higher psychological wellbeing reported that they feel more happy, competent, well-supported, and experience more life satisfaction (Huppert, 2009)

Background of the Study

Increasing concern of job stress and elevated work demand has been acquiring attention in the literature of hospitality industry (Karatepe, 2013; Jung & Yoon, 2013), but the **resulting impact on employee health and wellbeing** was still found less testified and neglected (O'Neill & Davis, 2011).

Chia and Chu (2016) proposed that the employees will experience loss of control under stressful circumstances if they will not put an extra effort by **indulging in presenteeism**, the concept of attending work while ill (Aronsson, Gustafsson, & Dallner, 2000).

Previous studies explored presenteeism within the considerations of health (Hansen & Andersen, 2008; Aronsson & Gustafsson, 2005), often **ignoring the impact of work related factors** as job security, job autonomy and supervisors support may have on prevalence of presenteeism and the resulting impact on employees' overall productivity, health and wellbeing.

Problem Statement

In Pakistan, **hospitality industry** is booming with its intriguing and alluring outlook while **in real the story contradicts** with the apparent bloom and opens up the side that is challenging. Although health related factors like allergies, depression, diabetes, common cold, hay fever, asthma, sinus, arthritis and toothache (Willingham, 2008; Cooper, 2011) do influence presenteeism, job related factors like job security, job autonomy and supervisor support play a major role in influencing an employees' decision to stay at work while sick that negatively influence employees wellbeing.

Therefore, there is a need to empirically test the association among job security, job autonomy, supervisor support, presenteeism and employee psychological well being while examining the mediating role of presenteeism between job security and psychological well being; job autonomy and psychological well being; supervisor support and psychological well being of employees of hospitality industry.

Objectives of the Study

The core objectives of the present study include:

1. To empirically test the relationship between job security, job autonomy, supervisor support, presenteeism, and psychological wellbeing of hospitality industry employees.
2. To assess the role of presenteeism as a mediator between job security and psychological wellbeing; job autonomy and psychological wellbeing; supervisor support and psychological wellbeing of the employees of hospitality industry.

Research Questions

The main research questions these objectives are intended to answer include:

What are the relationships between job security, job autonomy, supervisor support, presenteeism and psychological wellbeing in employees of hospitality industry?

Does presenteeism play a role of mediator between job security and psychological wellbeing; job autonomy and psychological wellbeing; supervisor support and psychological wellbeing of the employees of hospitality industry?

Significance of the Study

Existing research on presenteeism is mainly from other parts of the world (e.g. Johns, 2009; D'Abate & Eddy, 2007; Willingham, 2008; Boles et al, 2004); hence there are glaring gaps on the knowledge on existence of presenteeism in the workplace in the **Asian or Pakistani context**. The present study has significant insinuation for the **hospitality industry** units that are struggling to identify the prevalence of presenteeism at workplace and are eager to consider job related factors influencing their employee's productivity and psychological wellbeing as a result. Further **interventions** can be established to upgrade workplace health and lessen down the prevalence of presenteeism. The results of this study will offer knowledge in its actionable form so that the organizations can utilize their resources well in helping employees who don't skip work even when they are ill and escape the productivity losses caused in the result of presenteeism.

Theoretical Framework and Hypothesis Generation

The present study refers to two main theoretical frameworks for explaining the conceptualization of association among job-related factors, sickness presenteeism and psychological wellbeing of hospitality industry employees. The first one is Self Determination Theory (SDT) and the second one is Conservation of Resources (COR) Theory given that these two theoretical models contend for their explanatory supremacy on prevalence of sickness presenteeism and productivity loss associated with it and the role of employee's intrinsic and extrinsic needs, to have more enhanced functioning that further leads to psychological development and well-being of employees.

Self Determination Theory (SDT) is an extensive theory of human motivation and explains the circumstances encourage individuals to flourish (Deci & Ryan, 2000). The SDT emphasizes on the environments that fulfill the basic psychological needs of individuals and as a result improve their optimal functioning in the form of enhanced well-being and adaptive behavior. The negative consequences occur when the environment fails to meet these basic psychological needs. Three psychological needs were considered of great importance known as the needs for autonomy, competence and belongingness or relatedness (Vanden Broeck et al., 2010). The need for autonomy considers having choice and the freedom of being an instigator of one's own actions and decisions. While the need for competence involves achieving at optimally demanding tasks and having the potential to maintain the required consequences. The need for relatedness or belongingness deals with developing a gist of mutual respect and trust with others. The potential of an individual to function optimally gets facilitated by the three needs and the associated feelings of competence, autonomy and relatedness that not only endorse the personal development and incorporation but also help the growth in social development and psychological wellbeing.

The second one, conservation of resources (COR) theory (Hobfoll, 1989) is an extensive model of stress that covers viewpoints from various theories of stress. According to the COR model, individuals strive to gain and maintain resources, including objects (e.g., homes, clothes, food), personal characteristics (e.g., self-esteem), conditions (e.g., being provided social support, more financial security and autonomy) and energies (e.g., time, money, and knowledge). But when employees lose any of these resources or sense a threat of losing them in future, they experience stress as a result. Westman et al, (2004) studied the application of conservation of resources (COR) theory in the context of work and the related stress at workplace. Organizational literature focused on the application of COR in understanding organizational attitudes behaviors. As it is a stress as well as motivational theory, it focuses on how the employees and organizations operate under stressful conditions identifying those possible circumstances and the mechanisms followed by the individuals and organizations in the quest to grow and guard their resources.

In line with conversation of resource theory (Hobfoll, 1989, 2001), Zhou, Martinez, Ferreira and Rodrigues (2016) proposed that the external support resources (e.g. job security, job autonomy and supervisor support) are the key factors of dependency to overcome the influence of health issues (e.g. poor psychological wellbeing) and working efficiently as supervisor support was found a core antecedent of sickness presenteeism and a triggering factor for socio-emotional needs of employees. In addition, COR theory suggested that individuals apply resources

conservation strategy under stressful circumstances and prefer to utilize their available resources on the basis their priorities set by tasks. This could be the reason for an employee coming to work while ill and risking his/her psychological wellbeing and health as a result (Hobfoll, 2001).

Considering the wellbeing of employees at workplace, Moskach and Lieter (2010) identified that depression is one common upshot coming from an insecure job setting because of the reason that unsatisfied and insecure employees utilize their minimum skill set to achieve their work tasks. Considering the job setting, six crucial factors are identified influencing happiness and wellbeing of employees. These factors include work load, autonomy, supervision style, salary scale, connection with colleagues, fairness in job promotion and value. Farifteh (2000) emphasized that employees get stressed out experiencing poor life satisfaction because of job insecurity. When the employees experience job insecurity, that feeling critically influences their ability to acknowledge their potential and self-worth by decreasing their life energy and causing dissatisfaction as a result. Therefore, the present study examines the positive impact of job security on employee psychological wellbeing.

At workplace, there are many aspects facilitating concerns like mental health issues as needs that are unfulfilled, extreme work demands and disagreements among employs and supervisors or the co workers. This problem of mental health concerns at workplace motivated researchers to deduce the methods that can help lessen it down. Bond, Flaxman, and Bunce's (2008) studied the concept of psychological distress and found that more control over the job help reduce down the psychological distress in employees. Likewise, Kemp, Wall, legg, and Cordery (1983) suggested that fundamental characteristics related to job do facilitate the process of enhancing mental health of employees while not clearly delineating the concept of mental health. In the literature, the phenomenon of mental health was described using different constructs as anxiety, depression, psychological distress and psychological well-being in employees (Nikolaidis, 2013). Therefore in the present study, the focus is shifted towards the significance of job autonomy in the context of employee sickness presenteeism and as an important mean to alleviate mental health and well being of employees; as it was suggested that the employees can cope well with the stress full circumstances when equipped with the confidence ensured by providing them job autonomy (Shirom, Nirel, & Vinokur, 2006).

In SDT approach, autonomy was considered as the extent to which an employee experience freedom in taking decisions while using utilizing his/her professional expertise (Deci & Ryan, 1985). In the workplace context, the job autonomy can be denoted as the extent to which an employee is having the freedom and the responsibility to take decisions while achieving job functions and tasks. It was deduced that the satisfaction of an employee associated with the need to attain freedom at work influences mental health of employees (Deci et al., 1989; Ryan & Deci, 2000). It can be said that when employees get their need for autonomy fulfilled, it influences their mental health especially in hospitality industry employees where wellbeing plays an important role in improving performance (Chiang, Birtch & Kwan, 2010). Therefore, the positive relationship of job autonomy and employee psychological wellbeing is hypothesized.

In addition, while considering the psychological wellbeing of employees, some of the studies have offered empirical evidence to support the phenomenon. As Mayer and Gavin (2005) suggested that the employees' interaction with their immediate supervisors or managers determines their potential to concentrate on their work activities effectively. The literature has set

a debate on understanding the impact of organizational social environment including supervisors and coworkers on the employees' potential to pay attention. If that environment is not encouraging, the employees can get involved in finding out the emotional, cognitive and behavioral ways to help themselves overcome the negative consequences while having extra strain on them as a result. In particular, the employees with illness experience this kind of strain in an overstated form such as the fear of performing badly because of poor health, getting no or lesser appreciation and experiencing discrimination because of illness. Such insecurities if not addressed at the spot, may help employees lose their interest in the job as the fulfillment of employees' socio-economic needs is dependent on their supervisors' support (Zhou, Martinez, Ferreira & Rodrigues, 2016). Therefore, it is hypothesized that supervisor support and psychological wellbeing of employees are positive correlated. Over all, the hypotheses related to the relationship between job-related factors (Job security, job autonomy, and supervisor support) and psychological wellbeing are stated as

H (A1): Job security is positively related with the psychological well being of hospitality industry employees.

H (A2): Job autonomy is positively related with the psychological well being of hospitality industry employees.

H (A3): Supervisor support is positively related with the psychological well being of hospitality industry employees.

Previous studies explored sickness presenteeism within the considerations of health (Hansen & Andersen, 2008; Aronsson & Gustafsson, 2005), often ignoring the impact an array of work related factors as job security, job autonomy and supervisors support may have on prevalence of sickness presenteeism and the resulting impact on employees' overall productivity, health and wellbeing. According to Aronsson and Gustafsson (2005) and Aronsson et al., (2000), employees tend to go to work regardless of health problems in particular when they experience high time pressure or fear due to job insecurity (Hansen & Andersen, 2008). While studying the Danish workforce with a random sample of employees, it was found that job insecurity is related with the increased sickness presenteeism (Hansen & Andersen, 2008). The same trend was shown in the Canadian sample of employs working in public services even after the restructuring of organizations (Caverley, Cunnigham & MacGregor, 2007). Additionally, studies have reported that employees are reluctant to apply for a sick leave considering the potential outcomes such as fear of losing job, experiencing unemployment in case of downsizing or poor health (Virtanen, 1994; Virtanen, Kivimaki, Elovainio, Virtanen & Vahtera, 2005; Theorell et al, 2003). Therefore, in the present study, it is hypothesized that job security and sickness presenteeism are negatively correlated.

The significant aspects of job design including job demands, chances of replacement, working in team and the adjustment latitude were analyzed in line the sickness presenteeism. Demerouti et al (2009) suggested that the high demand work settings foster employees to attend work despite of their illness in order to keep up with their increased work responsibilities and maintain their performance. In the service sector employees especially while studying nurses, job requirements were found linked with the sickness presenteeism and burnout. But the results are attention-grabbing because of their mixed nature as in some case high job requirements were found positively related with the absenteeism in employees (Smulders & Nijhuis, 1999). The

opportunity or freedom an employee has to lessen down or change his/her mode of working and the nature or amount of outcome in case of feeling unwell is known as adjustment latitude (Johansson & Lundberg, 2004). While less or no control of employees over deciding their timeline of performing work tasks were found related to the increased sickness presenteeism (Aronsson & Gustafsson, 2005). Therefore, in the present study it is hypothesized that more job autonomy will lead to less presenteeism in hospitality industry employees.

Considering the assumptions of conservation of resource theory (Hobfoll, 1989, 2001), Zhou, Martinez, Ferreira and Rodrigues (2016) proposed that the external support resources are the key factors of dependency to overcome the influence of health issues and working efficiently as supervisor support was found a core antecedent of presenteeism and a triggering factor for socio-emotional needs of employees. Yukl (1994) stated that the supervisor's support can be determined by a number of behavioral gestures practiced by managers' e.g. respect, acceptance and interest in the necessities and feelings of employees under supervision. The supervisory support helps employees feel cared while sick and influences a perception of trust in supervisor for providing help in difficult times. Additionally, the perception of organizational concerns gets better for acknowledging their efforts even when they are not giving their best. As a result, employees get able to focus on the job responsibilities even while going through their health condition because of experiencing stability and believing in their ability to perform well. Therefore, the present study hypothesized that supervisor support and presenteeism are negatively correlated. Over all, the hypotheses related to the negative relationship between job-related factors (Job security, job autonomy, and supervisor support) and sickness presenteeism are stated as

H (B1): Job Security is negatively related with the presenteeism in hospitality industry employees.

H (B2): Job autonomy is negatively related with the presenteeism in hospitality industry employees.

H (B3): Supervisor support is negatively related with the presenteeism in hospitality industry employees.

Roe (2003) has further suggested two critical modes by which sickness presenteeism can generate negative outcomes on the organization's end. First, the performance may suffer at individual level by producing the output similar to healthy employees but with extra effort and time. Second, collective performance may suffer presenteeism as workers get engaged supporting sick employees under the risk of getting infected as a result and spreading sickness presenteeism at workplace. Phillip Lindau (2012) suggested that there is also the issue of spreading the disease or ailment among colleagues, dealers or customers, thus the proliferation of outcomes related to the spread of infection or illness will increase which in return may cause further presenteeism among employees. Most of the outcomes related to sickness presenteeism are found negative such as decreasing efficiency, worsening present situations or influencing the health of other employees negatively (Johns, 2010; Baker-McCleary et al., 2010). Sickness presenteeism was found linked with the reduced self-rated health of employees in the findings of cross sectional studies (Aronsson & Gustafsson, 2005; Johansen, Aronsson & Marklund, 2014; Leineweber et al., 2011). While its influence was also found negative when analyzed on

psychological distress and psychosomatic issues of employees including poor physical and mental health with added exhaustion (Biron et al., 2006; Lu et al., 2014). Therefore, in the present study it is hypothesized that presenteeism has a negative influence on employee psychological wellbeing.

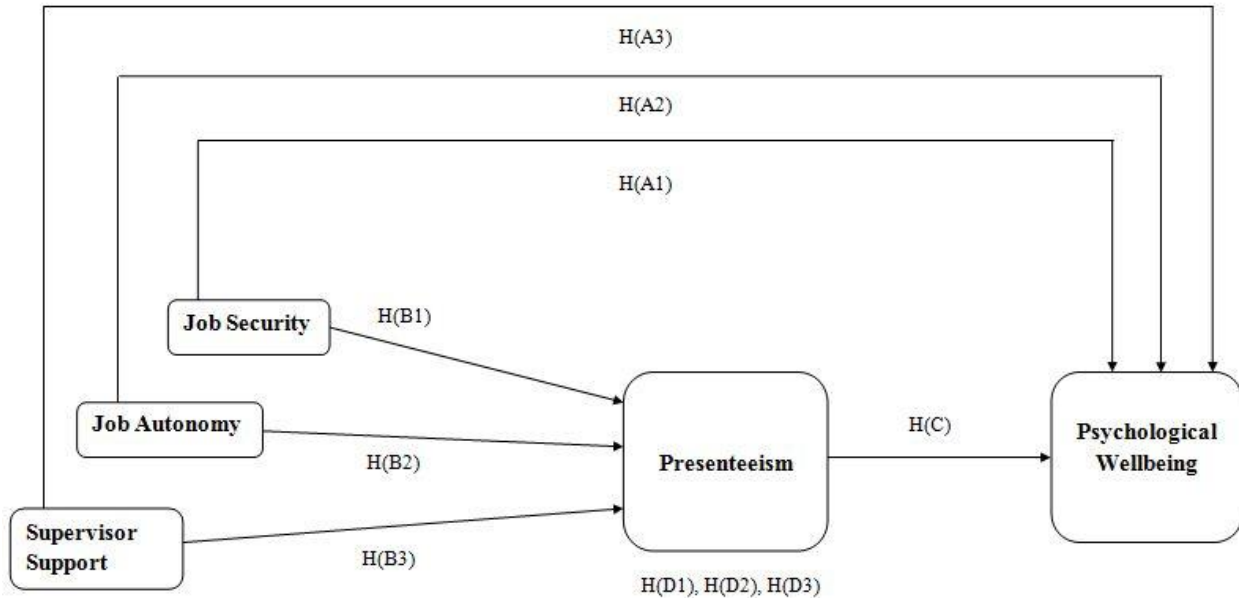
H(C): Presenteeism is negatively related to the psychological well being of hospitality industry employees.

As the extensive literature review suggested that job related factors as job security, job autonomy and supervisor support were found to be the most important triggers of sickness presenteeism (Heponiemi et al., 2010; Bergstrom et al., 2009; Park & Searcy, 2012; Nikolaidis, 2013; Zhou, Martinez, Ferreira & Rodrigues, 2016; Mayer & Gavin (2005). While its influence was also found negative when analyzed on psychological distress and psychosomatic issues of employees including poor physical and mental health with added exhaustion (Lu et al., 2014, Biron et al., 2006; Bergstrom et al., 2009; Gustafsson & Marklund, 2011; Dellve et al., 2011). Further, it was also demonstrated that extensive research depicting the impact of work-related factors on presenteeism is present but the influence that presenteeism has on psychological wellbeing of employees in the hospitality industry is scarce. Therefore, in the present study, the hypothesized conceptual framework aims to study the role of presenteeism as a mediator between job related factors (Job security, job autonomy, and supervisor support) and psychological wellbeing of hospitality industry employees. Overall, the hypotheses related to the role of sickness presenteeism as a mediator between job security and psychological well being; job autonomy and psychological well being; supervisor support and psychological well being of employees of hospitality industry are stated as

H (D1): Presenteeism mediates the relationship between job security and psychological well being of hospitality industry employees.

H (D2): Presenteeism mediates the relationship between job autonomy and psychological well being of hospitality industry employees.

H (D3): Presenteeism mediates the relationship between supervisor support and psychological well being of hospitality industry employees



3.1. Research Model

Methodology

Research Method

A research method can be defined as the combination of techniques, tools and procedural activities combined together to analyze data (Sarantakos, 2005). Research method is selected on the basis of research design and the overall research strategy followed to conduct a research. In the present study, considering quantitative research inquiry and cross sectional research design, field survey method was used as empirical data was collected using survey questionnaire and distributing survey among the employees of hospitality industry.

Research Administration

The data was collected through a self- administered survey questionnaire. Official permissions were assured from the authors of scales/questionnaires administered. The consents from the concerned authorities of hotels were taken for the data collection process. The employees of the hotel organizations were briefed about the purpose of the research and basic guidelines were provided prior administering the measure by personal visits, emails and through the telephonic conversations. Informed consent was taken from the participants. The questionnaire was administered on the participants who were willing to participate and fulfilled the inclusion criteria of the study. The participants were given the right to quit at any point of participation. Instructions were given to the participants of the study and queries were answered properly. Participants were given 30-35 minutes to complete the questionnaire. The participants were thanked after collecting data.

Assessment Measures

The survey questionnaire used to collect was consisted of 41 items. The details of the measures are provided in the table 1.

Table 1

Research Assessment Measures		
Assessment Measures	Sources	No. of Items
Job Security Scale (JSS)	Oldham, Kulik, Stepina & Ambrose (1986)	10
Work Autonomy Scale (WAS)	Breaugh (1985)	09
Supervisor Support Scale (SSS)	Oldham & Cummings (1996)	08
Stanford Presenteeism Scale (SPS)	Aronsson & Gustafsson (2005) , Koopman et al. (2002)	06
The Flourishing Scale (TFS)	Diener et al. (2009)	08

The reliability of the measure used is of great importance while conducting a quantitative research (Creswell, 2013). Therefore, reliability for internal consistency of all 5 scales was tested by analyzing Cronbach's alpha values through SPSS. The values of Cronbach's alpha (>0.70) affirmed that all the 5 measures are internally consistent and statistically reliable.

Target Population and Sample

The target population of the present study was the employees of hospitality industry. The sampling frame of the study included employees from middle and top management. The data was collected from three, four and five star hotels in Lahore. Only permanent employees were included in the sample as temporary and contract employees have short term assignments and are more likely to quit on short notices. For this purpose, employees with minimum six month of experience were included. The age range of the sample was from 20 to 60 years. The minimum education level of the respondent was intermediate (12 years of education) to participate in the study. Because of the reason that assessment measures used in the study are in English language and the respondent's with the minimum education of intermediate were able to understand and respond to the questions easily.

Unit of Analysis

The unit of analysis was individual as the data was collected from the employees working of top and middle management positions in three, four and five star hotels.

Sampling Strategy

Sampling techniques can be grouped into two broad categories: probability (random) sampling and non-probability sampling. Probability sampling is a technique in which every unit in the

population has a chance of being selected in the sample, and this chance can be accurately determined. While in non-probability sampling, the probability of selection cannot be accurately determined. Non-probability sampling has further types as convenient sampling, quota sampling, expert sampling, snowball sampling. (Bhatacherjee, 2012). In the present study, considering non-probability sampling technique, purposive/convenient sampling strategy is used because the data was collected from the employees working at middle and top level management positions of three, four and five star hotels of Lahore which was convenient to contact and were willing to participate.

Sample Size

While conducting quantitative research, it is important to determine the appropriate sample size that represent the target population of the study. In the present study, sample size was determined considering the method of determining sample size with respect to no. of items was used (Hair, et al, 2009). This method suggests that every item to be measured should have 5 to 10 observations. While applying this method, sample size of the present study was calculated as: 5 observations×total no. of items (5×41=205).Therefore, the minimum size of sample needed for this study was determined as N=205. Total 425 survey questionnaires were distributed among the employees of hotels located in Lahore, Pakistan. A total of 205 valid responses were obtained from employees, giving a response rate of 48.23 %.

Data Collection Sources

There are two main types of data collection sources. One is primary data as collected in the present study through self-administered survey questionnaire. Second is secondary data that can be collected through secondary sources such as research papers, books, and data record documents to identify and interpret the result of data in the light of theories.

Results and Data Analysis

Hypothesis Testing

First Hypothesis

Simple linear regression was applied to determine the relationship between JS and PWB; JA and PWB; SS and PWB. JS, JA and SS are the independent variables and PWB is the dependent variable. It shows the direct relation between IV and DV. It is assessed by regression or unstandardized coefficient value for path c, which shows total effect of JS on PWB; JA on PWB and SS on PWB. (Figure 5.8 c1, c2, c3).

Table 2

Regression Results Predicting PWB from JS (N=205)

Variable	B	Std. Error	t	p-value
(Constant)	20.439	1.705	11.986	.000

JS .298 .048 6.25 .000

R= .406^a

R²=.165

F=39.061***

Dependent Variable: PWB, p<0.05

Table 2 shows that approximately 16% of variance in PWB is explained by JS ($R^2 = .165$, $F=39.061$, $p<0.05$). Moreover, regression coefficient JS is significant ($b = .298$, $t = 6.25$, $p<0.05$). R shows a positive relation between JS and PWB ($R = .406$, $p<0.05$). R value determines the correlation among the variables and it is same as in correlation table 5.3. Hence first part H (A1) of first hypothesis is supported.

H (A1): Job security is positively related with the psychological well being of hospitality industry employees.

Table 3

Regression Results predicting PWB from JA (N=205)

Variable	B	Std. Error	t	p-value
(Constant)	16.467	1.770	9.302	.000
JA	.437	.053	8.284	.000

R= .507^a

R²=.257

F= 68.627***

Dependent Variable: PWB, p<0.05

Table 3 shows that approximately 26% of variance in PWB is explained by JA ($R^2 = .257$, $F=68.627$, $p<0.05$). Moreover, regression coefficient JA is significant ($b = .437$, $t = 8.18$, $p<0.05$). R shows a positive relation between JS and PWB ($R = .507$, $p<0.05$).

H (A2): Job autonomy is positively related with the psychological well being of hospitality industry employees.

Table 4

Regression Results Predicting PWB from SS (N=205)

Variable	B	Std. Error	t	p-value
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Job Security, Job Autonomy and Supervisor Support

(Constant)	16.667	1.990	8.377	.000
SS	.483	.067	7.245	.000
R =.458 ^a				
R ² = .210				
F = 52.486				

Dependent Variable: PWB, p<0.05

Table 4 shows that approximately 21% of variance in PWB is explained by SS ($R^2 = .210$, $F=52.486$, $p<0.05$). Moreover, regression coefficient SS is significant ($b = .483$, $t = 7.245$, $p<0.05$). R shows a positive relation between SS and PWB ($R = .458$, $p<0.05$).

H (A3): Supervisor support is positively related with the psychological well being of hospitality industry employees.

Second Hypothesis

Simple linear regression was employed to predict sickness presenteeism (SPL) which is the mediating variable from independent variables (IVs) as job security, job autonomy and supervisor support. In this case JS, JA, and SS are IVs and sickness presenteeism (SPL) is DV. This provides regression or unstandardized coefficient values for path a1, a2 and a3 as explained in figure 5.8 (b1, b2 and b3).

Table 5

Regression Results Predicting SPL from JS (N=205)

Variable	B	Std. Error	t	p-value
(Constant)	26.430	1.648	16.039	.000
JS	-.208	.046	-4.513	.000
R = .305 ^a				
R ² = .093				
F =20.371				

Dependent Variable: SPL, p<0.05

Table 5 shows that approximately 0.1 % of variance in presenteeism (SPL) is explained by JS ($R^2 = .093$, $F=20.371$, $p<0.05$). Moreover, regression coefficient JS is significant ($b = -.208$, $t = -4.513$, $p<0.05$). R shows a negative relation between JS and SPL ($R = -.305$, $p<0.05$). R value determines the correlation among the variables and it is same as in correlation table 5.3. Hence first part H (B1) of second hypothesis is supported.

H (B1): Job Security is negatively related with the presenteeism in hospitality industry employees.

Table 6

Regression Results Predicting SPL from JA (N=205)

Variable	B	Std. Error	t	p-value
(Constant)	30.684	1.713	17.917	.000
JA	-.350	.051	-6.859	.000

R= .438
R²= .192
F=47.045

Dependent Variable: SPL, p<0.05

Table 6 shows that approximately 19 % of variance in presenteeism (SPL) is explained by JA (R²= .192, F=47.045, p<0.05). Moreover, regression coefficient JA is significant (b= -.350, t= -6.859, p<0.05). R shows a negative relation between JA and SPL (R=-.438, p<0.05). R value determines the correlation among the variables and it is same as in correlation table 5.3. Hence second part H (B2) of second hypothesis is supported.

H (B2): Job autonomy is negatively related with the presenteeism in hospitality industry employees.

Table 7

Regression Results Predicting SPL from SS (N=205)

Variable	B	Std. Error	t	p-value
(Constant)	28.957	1.951	14.840	.000
SS	-.333	.065	-5.100	.000

R= .341^a
R²= .116
F= 26.673

Dependent Variable: SPL, p<0.05

Table 7 shows that approximately 11 % of variance in presenteeism (SPL) is explained by SS (R²= .116, F= 26.673, p<0.05). Moreover, regression coefficient SS is significant (b= -.333, t= -5.100, p<0.05). R shows a negative relation between SS and SPL (R=-.341, p<0.05). R value

determines the correlation among the variables and it is same as in correlation table 5.3. Hence third part H (B3) of second hypothesis is supported.

H (B3): Supervisor support is negatively related with the presenteeism in hospitality industry employees.

Third Hypothesis

In the third hypothesis, mediating variable presenteeism (SPL) predicts the dependent variable psychological wellbeing (PWB). Therefore SPL was treated as IV and PWB as DV. It provides regression or unstandardized coefficient value for path b in figure 5.8 (b1, b2 and b3).

Table 8

<i>Regression Results Predicting PWB from SPL (N=205)</i>				
Variable	B	Std. Error	t	p-value
(Constant)	44.236	1.162	38.077	.000
SPL	-.699	.058	-1.978	.000
R= .648				
R²= .420				
F= 143.473				

Dependent Variable: PWB, p<0.05

Table 8 shows that approximately 42% of variance in psychological wellbeing (PWB) is explained by presenteeism (SPL) (R²= .420, F= 143.473, p<0.05). Moreover, regression coefficient SPL is significant (b= -.699, t= -1.978, p<0.05). R shows a negative relation between SPL and PWB (R=-.648, p<0.05). R value determines the correlation among the variables and it is same as in correlation table 5.3. Hence third hypothesis H (C) is supported.

H (C): Presenteeism is negatively related to the psychological well being of hospitality industry employees.

Forth Hypothesis

This hypothesis is focused on testing the mediating role presenteeism in the relationship between JS and PWB; JA and PWB; SS and PWB. Therefore, multiple linear regression analysis was applied to predict PWB from both IV (JS, JA, and SS) and mediator (sickness presenteeism, SPL). To predict the mediation between JS and PWB, both JS and SPL were taken and IVs and PWB was taken as DV. It provides regression coefficients or estimates for both b and c1 as shown in figure 5.8 (b1). Path b represents that PWB is predicted by SPL and path c1 represents the indirect effect of JS on PWB e.g. effect of JS on PWB when SPL is mediator.

Table 9: Regression Results Predicting PWB from JS and SPL (N=205)

Table 9 (a)

Information Regarding Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of Estimates
1	.684 ^a	.468	.462	4.249

a. Predictor: (Constant), SPL, JS

Table 9 (b)

<i>Information Regarding ANOVA^a</i>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3127.831	2	1563.915	86.598	.000
Residual	3557.724	197	18.060		
Total	6685.555				

a. Dependent Variable: PWB, b. Predictor: (constant), SPL, JS

Table 9 (c)

<i>Information Regarding Coefficients</i>				
Variable	B	Std. Error	t	p-value
constant	36.914	2.069	17.840	.000
JS	.168	.040	4.202	.000
SPL	-.623	.059	-10.592	.000

a. Dependent Variable: PWB, p<0.05

first part of hypothesis four. The relationship between JS and PWB is maximized by including the presenteeism SPL in the regression analysis. It also depicts that approximately 50 % of variance in PWB is because of JS and SPL, when SPL is a mediating variable (R²=.468, F=86.59, p<0.05). Moreover regression coefficient JS was found significant (b= .168, t=4.202, p<0.05). These two predictors including JS and SPL were found to be significant predictors of variance for PWB. The value of R in Table 9 (a) shows that there is a negative relation (R= .684, p<.05). Hence, the first part H (D1) of fourth hypothesis is supported.

H (D1): Presenteeism mediates the relationship between job security and psychological well being of hospitality industry employees.

Table 10: Regression Results Predicting PWB from JA and SPL (N=205)

Table 10 (a)

<i>Information Regarding Model Summary</i>				
Model	R	R ²	Adjusted R ²	Std. Error of Estimates
1	.694 ^a	.482	.477	4.1932

b. Predictor: (Constant), SPL, JA

Table 10(b)

<i>Information Regarding ANOVA^a</i>					
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Table 9 shows the regression results of

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3221.634	2	1610.817	91.610	.000
Residual	3463.921	197	17.583		
Total	6685.555	199			

b. Dependent Variable: PWB, b. Predictor: (constant), SPL, JA

Table 10 (c)

Information Regarding Coefficients

Variable	B	Std. Error	t	p-value
constant	33.905	2.400	14.127	.000
JA	.238	.049	4.844	.000
SPL	-.568	.062	-9.239	.000

b. Dependent Variable: PWB, p<0.05

Table 10 shows the regression results of second part of fourth hypothesis. The relationship between JA and PWB is maximized by including the sickness presenteeism SPL in the regression analysis. It also depicts that approximately 50 % of variance in PWB is because of JA and SPL, when SPL is a mediating variable ($R^2=.482$, $F=91.60$, $p<0.05$). Moreover regression coefficient JA was found significant ($b= .238$, $t=4.844$, $p<0.05$). These two predictors including JA and SPL were found to be significant predictors of variance for PWB. The value of R in Table 9 (a) shows that there is a negative relation ($R= .694$, $p<.05$). Hence, the second part H (D2) of fourth hypothesis is supported.

H (D2): Presenteeism mediates the relationship between job autonomy and psychological well being of hospitality industry employees.

Table 11: Regression Results Predicting PWB from SS and SPL (N=205)

Table 11 (a)

Information Regarding Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of Estimates
1	.695	.484	.478	4.186

c. Predictor: (Constant), SPL, SS

Table 11(b)

Information Regarding ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3233.425	2	1616.713	92.260	.000.
Residual	3452.130	197	17.524		

Total	6685.555	199
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c. Dependent Variable: PWB, b. Predictor: (constant), SPL, SS

Table 11 (c)

Information Regarding Coefficients

Variable	B	Std. Error	t	p-value
constant	34.053	2.343	14.534	.000
SS	.283	.057	4.921	.000
SPL	-.600	.059	-10.226	.000

c. Dependent Variable: PWB, p<0.05

Table 11 shows the regression results of third part of fourth hypothesis. The relationship between SS and PWB is maximized by including the presenteeism (SPL) in the regression analysis. It also depicts that approximately 50 % of variance in PWB is because of SS and SPL, when SPL is a mediating variable ($R^2=.484$, $F=92.260$, $p<0.05$). Moreover regression coefficient SS was found significant ($b= .283$, $t=4.921$, $p<0.05$). These two predictors including SS and SPL were found to be significant predictors of variance for PWB. The value of R in Table 9 (a) shows that there is a negative relation ($R= .695$, $p<.05$). Hence, the third part H (D3) of fourth hypothesis is supported.

H (D3): Presenteeism mediates the relationship between supervisor support and psychological well being of hospitality industry employees.

Sobel Z Test for Mediation

Sobel Z Test for Mediation	Z critical value
Mediation between Job Security and Psychological Wellbeing	4.233
Mediation between Job Autonomy and Psychological Wellbeing	5.93

Job Security, Job Autonomy and Supervisor Support

Mediation between Supervisor Support and Psychological Wellbeing	4.714
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As Z critical values for all hypothesized paths do not fall in between ± 1.96 (i.e. greater than 1.96), which depicts that mediation is statistically significant.

Kappa Squared for Indirect and Mediated Effect

Kappa Squared for Indirect and Mediated Effect	Value of κ^2 (Effect Size)
Mediation between Job Security and Psychological Wellbeing	0.214
Mediation between Job Autonomy and Psychological Wellbeing	0.301
Mediation between Supervisor Support and Psychological Wellbeing	0.239

The values of κ^2 are 0.2 or greater than 0.2 for all hypothesized paths which suggest that effect size of mediation is large.

Conclusion and Implications

Conclusion

In an applicative point of view, the results of this study could be incorporated into workplace policies that add the concept of presenteeism into their measures of employee well-being or productivity and introduce some strategies in order to prevent it.

The results have revealed that job security, job autonomy and supervisor support are positively related with the psychological wellbeing of employees of hospitality industry. Presenteeism was found to have significant negative relationship with the psychological wellbeing of employees.

Furthermore, the results have affirmed **partial mediation of presenteeism** between job security and wellbeing; job autonomy and wellbeing; supervisor support and wellbeing of employees of hospitality industry.

Research Implications

The framework of this study grabs attention of the **hospitality industry practitioners** to emphasize on the positive job related factors such as job security, job autonomy and supervisor support to improve the psychological wellbeing of employees and to reduce down the presenteeism of employees that ultimately cause productivity loss.

The study highlighted the role of presenteeism instead of traditional HR research concern on absenteeism as a predictor of poor psychological wellbeing and increased productivity loss. This provides **insights to the HR professionals** of hospitality industry to review their strategies as well policies to enhance positive job related factors in order to reduce presenteeism.

In Pakistani hospitality industry context, this study has much significance as the **hospitality industry of Pakistan** is already dealing with increased turnover intentions of employees, less retention rate and a continuous downsizing trend. This study provides suggestion to the decision makers of hotel industry to come up with better solution to such issues by considering behavioral interventions and by reviewing their policies and strategies to safe the employee end.

Limitations and Future Research Directions

Research Limitations

Considering the time and resource constraint, the data was only collected from the three, four and five star hotels located in Lahore rather including the restaurants, café, and other organizations those fall in hospitality industry category that limits the scope of this study.

Behavioral observations were not included in the research.

The participants were drawn from one city of Pakistan i.e., only from Lahore, therefore the **sample was small in diversity** and this factor may limit the generalization of results.

Future Research Directions

It is suggested to conduct researches by including hotel industries of **different cities of Pakistan** with diverse background to assess the relationship of job security, job autonomy, supervisor support, presenteeism and their impact on psychological wellbeing of employees in hospitality industry of Pakistan.

Data should be collected from **different hospitality industries** other than hotels e.g. restaurants, cafes, fast food chains, guest houses etc.

Case studies and qualitative research should be conducted in future to verify the findings of present study.

As the behavior of employees was studied with a cross sectional design in the present study, **longitudinal study** can be designed in future to enhance external validity and assess the phenomenon overtime

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