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Work-family conflict, subjective well-being, burnout, and their effects on presenteeism

工作家庭冲突、主观幸福感、职业倦怠及其对出勤率的影响

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ABSTRACT

Work arrangement and flexible work settings are becoming increasingly important in service organizations in an era ravaged by pandemic disruptions. Drawing upon the job demands-resources theory, this study examines the mediating roles of subjective well-being (SWB) and burnout in the relationship between work-family conflict (WFC) and presenteeism. The paper also examined the moderating role of work shifts in the direct relationships between WFC, SWB, burnout, and presenteeism. The data was gathered from 332 workers in Northern Cyprus hotels. The relationships were analyzed by 'structural equation modeling'. Our research found that WFC is positively related to presenteeism. Furthermore, the intervening roles of burnout and SWB on the relationship between WFC and presenteeism were tested, and our data supported the mediated path through SWB. Still, they did not support the mediated path through burnout. Work shifts significantly moderated the positive relationship between burnout and presenteeism. Practical and theoretical implications have been discussed.

摘要

本研究考察了主观幸福感和倦怠感在工作家庭冲突与工作出勤率之间的中介作用。数据来自北塞浦路斯的332名酒店工人。研究发现，工作家庭冲突与工作出勤率呈正相关。此外，测试了倦怠感和主观幸福感在工作家庭冲突与工作出勤率之间的中介作用，数据支持主观幸福感的中介路径，但不支持倦怠感的中介路径。工作班次显著调节了倦怠感和工作出勤率之间的正向关系.

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Introduction

Service businesses face fierce competition and a turbulent environment, and their growth and development are wholly reliant on their employees, who are the most essential resource for delivering and sustaining service excellence (Ali et al., 2022; Iglesias et al., 2019). Like other service industries, the hospitality industry is a vital part of a country's economy. The industry significantly contributes to each country's gross domestic

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product (Arasli et al., 2023; Ariza-Montes et al., 2019; Degirmencioğlu et al., 2023). This labor-intensive industry powers the operations of a slew of businesses, creating jobs in the process (Delfgaauw, 2007). According to the World Travel and Tourism Council's (2020) statistics, the hospitality industry employs 272 million employees worldwide, accounting for one out of every ten people. Considering the size of the hospitality industry's workforce, identifying problems that may take place at the workplace and proposing solutions to them should be given importance by the researchers. Hospitality industry differs from several industries by offering comparatively low wages, 24/7 working hours, poor working conditions, and exploitation (Akgunduz et al., 2022; Altinay et al., 2019; Anasori et al., 2021; Arasli et al., 2018; Gordon & Shi, 2021; Saydam et al., 2023).

Although conflict exists between the 'work' and 'family' roles of several employees in any industry, it has particularly adverse effects such as increased job stress (Zhao & Ghiselli, 2016), burnout (Asensio-Martínez et al., 2019; Karatepe et al., 2010), turnover intentions (Wang et al., 2017), decreased job performance (Karatepe, 2013), presenteeism (Arslaner & Boylu, 2017; Cullen & McLaughlin, 2006) among the hospitality employees and organizations as hospitality industry has relatively low wages and non-standard working hours (O'Neill & Follmer, 2020). Kandasamy and Ancheri (2009) also stated that hospitality employees could experience work-life balance problems. Along the same line, according to the research of Xu and Cao (2019) conducted among hotel employees, work-family conflict (WFC) is a significant predictor of job and life fulfillment, and it can negatively influence job-related and life-related well-being. WFC can bring out negative outcomes regarding the life satisfaction of employees (Cain et al., 2018; Mihelic & Tekavcic, 2014). Employees who manage to find a work-life balance tend to have higher levels of life satisfaction (Taşdelen-Karçkay & Bakalım, 2017), which is an important component of subjective well-being (SWB) as it is a multifaceted analysis that captures affective and cognitive components (Eid & Diener, 2004) and is used in the analysis of problems that focus on the quality of life an individual has (Campbell, Converse & Rogers, 1976). Diener and Ryan (2009, p.391) defined SWB as:

> […] *Subjective well-being is a generic phrase used to define the level of well-being individuals experience based on their subjective life evaluations. These assessments, which can be both positive and negative, include judgments and emotions regarding life satisfaction, interest and engagement, affective reactions such as happiness and sadness to life events, and satisfaction with work, relationships, health, recreation, meaning and purpose, and other significant realms*.

Matthews et al. (2014) stated that it is crucial to understand how the effects of WFC progress over SWB since it is the primary driver of well-being. In their comprehensive research, Diener and Ryan (2009) mentioned that SWB has important consequences in several areas, including work and income. Employees with higher levels of SWB may earn good profits than those with lower levels (Diener et al., 2002), exhibit higher levels of organizational citizenship behavior (Diener & Biswas-Diener, 2008), and find the pleasure in what they are doing at work (Lyubomirsky et al., 2005).

The contribution of this present research to the hospitality literature is threefold. First, WFC is a prevalent issue in workplaces that undermines employee engagement (Ribeiro et al., 2023), increases job stress (Mansour & Tremblay, 2018), and leads to unsatisfactory job outcomes (e.g. Karatepe & Kilic, 2007; Yavas et al., 2008). However, there is limited research addressing WFC considering a present body of knowledge in the domain of

hospitality. Although these empirical studies have improved our understanding of the effects of WFC, they have ignored job outcomes such as presenteeism. This is also evident in recent studies by Knani (2022) and Molina (2021), who call for additional empirical studies to find out the factors, such as WFC, for practicing presenteeism. Realizing such a potential area for inquiry and research lacuna mentioned above, our paper tests the influence of WFC on hotel employees' presenteeism.

Second, current writings show the mediating variables (e.g. job satisfaction, engagement, organizational support) linking WFC to several outcomes (Arslaner & Boylu, 2017; Ribeiro et al., 2021; Taşdelen-Karçkay & Bakalım, 2017; Yang & Peng, 2018). However, the mediating mechanism through which WFC is related to presenteeism is missing in the current literature. Recent works call for research about the mediating effect of SWB in the stressor-outcome variables in the tourism and hospitality sector (e.g. Darvishmotevali & Ali, 2020; Gip et al., 2023). Therefore, our research differs from other studies by gauging the impact of WFC on presenteeism via SWB. It is crucial to investigate these outcomes in the hospitality domain since Möhring et al. (2021) ferret out how SWB, job satisfaction, and work-family interactions have changed in the aftermath of the pandemic among service employees.

Third, the pandemic has prompted several operational adjustments within the hotel industry. As workers attempt to endure these unusual times, their mental health has become a major worry since the pandemic has exacerbated the problem of burnout in the workplace (Ayachit & Chitta, 2022). More alarmingly, burnout costs are growing fast, currently affecting 13–25% of the working class (Puolakanaho et al., 2018). Despite the grimmer picture presented above, there is limited evidence of burnout as a mediating mechanism via which WFC is associated with several job outcomes (Dodanwala & Shrestha, 2021; Miller et al., 2022). Our study in the relevant writings reveals that research about the underlying process through which WFC is associated with hotel employees' presenteeism is sparse. In addition, the more recent meta-analytic (Abubakar et al., 2022) and systematic review (Lubbadeh, 2020) research on burnout have not found any evidence for the link between WFC and presenteeism through the intervening role of burnout. Given the research above void and calls, this research gauge burnout as a mediator of the link between WFC and the least researched job outcome, such as hotel employees' presenteeism.

Lastly, hotel operating department staff are 'shift workers' with non – standardized work hours. The hotel sector is characterized by longer working hours, increased unpredictability, and heavy workload (Shi et al., 2021). Therefore, it is probable that hotel staff have a higher propensity for presenteeism, given that they may work changing shifts and deal with various guest issues daily (Karatepe & Olugbade, 2009). More alarmingly, shift employees face issues from low compensation, colossal burdens of work, and unsocial working hours (Babin & Boles, 1998; Karatepe & Sokmen, 2006). Hence, another novelty of our study is to test the moderating role of work shifts. The present study fills in this research lacuna. The three primary objectives of this study were: (1) the linkage between WFC and hotel employee presenteeism; (2) SWB and burnout as an intervening mechanism in the relationship above (3) the moderating role of work shifts on the linkage between WFC, burnout, SWB on presenteeism.

We focused on the undermentioned research questions:

- What is the link between WFC as a stressor and presenteeism?
- Do SWB and burnout mediate the effect of WFC on presenteeism?
- Do work shifts moderate the relationship between WFC, SWB, burnout, and presenteeism?

Hypothesis development

The mediating role of burnout

Koeske and Koeske's (1991) 'stress–strain-outcome' framework is employed to establish the hypotheses about burnout as an intervening variable of the impact of work-family conflict (WFC) on hotel employees' presenteeism. In line with the model above, stress denotes 'environmental stimuli (objective events) that are perceived and interpreted by the actor as troublesome and potentially disruptive.' In contrast, strain is considered as having 'disruptive impacts on actor concentration, physiology, and emotion' (Koeske & Koeske, 1991, p. 111). Work-family conflict (WFC) is a significant source of stress in the hospitality industry since service jobs are typically considered by face time, odd hours, high turnover rate, weekend work, and poor compensation (Zhao et al., 2020). WFC refers to links between the work and home domains that are incompatible regarding role requirements and personal resources (Greenhaus & Beutell, 1985). High WFC can negatively impact employee well-being, and productivity, while a healthy work–family nexus can boost one's personal life, and job outcomes eventually (Pan & Yeh, 2019; Zhao et al., 2020). The current writings reveal the mediator variables (e.g. job satisfaction, engagement, organizational support) linking WFC to several outcomes (Ribeiro et al., 2021; Taşdelen-Karçkay & Bakalım, 2017). However, the mediating role via which WFC is related to presenteeism is missing in the current knowledge. Presenteeism refers to the act of going to work while being unwell (Johns, 2010). Employees cannot expose their mental energy to job tasks even though they are physically present if they come to work while not feeling well (Gilbreath & Karimi, 2012). Although presenteeism is often the consequence of physical, mental, or emotional health complications (Rainbow et al., 2021), it can be a consequence of a variety or combination of factors such as work stress negative work environment (Gilbreath & Karimi, 2012; Lohaus & Habermann, 2019), job dissatisfaction, high work-load, fear of job loss, elevated job demands and felt stress (Allemann et al., 2019; Miraglia & Johns, 2016). Lack (2011) posits that time pressure or lack of resources can make employees feel forced to go to work because of a possible accumulation of deadlines in case of a leave of absence. Peer pressure from co-workers can also contribute to sickness presenteeism, especially if irregular working hours and dependence on colleagues are integral parts of the work environment (Allemann et al., 2019; Miraglia & Johns, 2016; Lack, 2011). Workers who show signs of presenteeism are not fully involved in their job and are likely to show lower levels of productivity, service quality, and innovation, which ultimately has adverse effects on the organization (Gilbreath & Karimi, 2012; Lack, 2011). Arjona-Fuentes et al. (2019) examined presenteeism in the hospitality industry. They indicated that fear of losing a job, frequent interaction with angry customers, and WFC could boost the presenteeism of employees. Presenteeism can cause losses for hospitality organizations because employees cannot provide adequate service to

customers and can carry the risk of spreading diseases if the employees are working in food production sections (Arjona-Fuentes et al., 2019).

Similarly, Ariza-Montes, Arjona-Fuentes, Han, and Law (2017) underlined that characteristics of hospitality industry jobs such as direct contact with customers, rotating shifts, work pressure, and WFC allow the raising of presenteeism. Other researchers have also introduced a strong link between work-life balance and presenteeism in the hospitality industry (Cullen & McLaughlin, 2006; Rainbow et al., 2021). Arslaner and Boylu (2017) studied Turkish 5-star hotel employees and concluded that WFC positively correlates with employee presenteeism. Family life affects presenteeism because, for some people, dissatisfying family life might be more straining than work life, which may prompt presenteeism (Hansen & Andersen, 2008). Work-family conflict and a tense relationship with life or family responsibilities can thus potentially encourage employees to go to work while ill (Miraglia & Johns, 2016). Literature also provides empirical evidence associating burnout with presenteeism (Demerouti et al., 2009; Gillet et al., 2020; Nwosu et al., 2021). For example, Nwosu et al. (2021) surveyed Nigerian healthcare employees and observed high burnout increases in presenteeism. Again, in the same service industry, Gillet et al. (2020) found that burnout was associated with higher levels of presenteeism among healthcare employees in France. McGregor et al. (2016) study reported a positive link between burnout on presenteeism among Australian employees. Saydam et al. (2023) study revealed that casino employees' moral disengagement mediated the link between job insecurity and employee incivility.

The discussions illustrate how burnout can lead to presenteeism. In other words, the stress (WFC) involved with handling an escalation in demands may deplete the individuals' performance, leaving them exhausted and burned out, which may raise their risk of presenteeism (McGregor et al., 2016). Empirical research has utilized this paradigm to measure strain as an intervening mechanism of the stressor-job outcomes nexus. For example, Karatepe et al. (2021) study revealed that hotel employees' mental health played a mediator role in the relationship between the perception of the pandemic and job outcomes such as absenteeism. Jabutay et al. (2022) revealed that emotional exhaustion intervened in the link between emotional dissonance on turnover intention among call service employees. Hsieh and Karatepe (2019) revealed that job tension acted as an intervening variable in the relationship between ostracism and nonattendance intentions. In parallel with the 'stress–strain-outcomes' theoretical underpinning as well as the evidence above, we posit that:

H1: *Burnout indirectly impacts the relationship between work-family conflict and presenteeism.*

The mediating role of subjective well-being

The Job demands-resources (JD-R) model's health-impairment process guides the creation of hypotheses concerning the WFC and presenteeism via the mediation role of SWB. The JD-R theory highlights psychological processes, which is the 'health impairment process' (Bakker & Demerouti, 2007). Based on this process, job demands indicate job-associated stress, which depletes individuals' cognitive and emotional resources and ultimately produces unfavorable work and nonwork outcomes (Bakker & Demerouti, 2007). Individuals must perform mental or physical effort in response to behavioral or

psychological demands associated with role obligations, standards, or practices. Resources are 'structural' or 'psychological' assets that might enhance performance, decrease demands, or produce extra resources (Anasori et al., 2022). The JD-R paradigm is predicated on the notion that all work characteristics may be categorized as either demands or resources. JD-R influences employees' well-being or performance outcomes through health impairment and motivational mechanisms. High job expectations deplete workers' psychological assets, resulting in health problems, low job satisfaction, poor performance, and presenteeism (Arslaner & Boylu, 2017).

Former research on presenteeism shows that employee behavior mainly influences employees' psychological condition (Jourdain & Vézina, 2014). For example, in their meta-analytical review, Lohaus and Habermann (2019) report that employees' well-being is significantly related to presenteeism. The tourism and hospitality industry are service-based, necessitating large customer-employee encounters at many interfaces along the service delivery process (Karatepe, 2012). Customers and supervisors have a multitude of contradictory needs and expectations of employees. According to Darvishmotevali and Ali (2020), service quality is contingent on employees' 'well-being'. At the same time, presenteeism diminishes efficiency and raises psychological problems among employees, which results in decreased service efficiency (Knani, 2022). Even though many hospitality firms have implemented wellness programs and efforts for their employees, current research indicates that employees do not have sufficient time to engage (Zhang et al., 2020). Employees reported busy work shifts, the inability to switch shifts, inflexible scheduling, and prolonged work time as causes for dissatisfaction (Knani, 2022). Despite the prevalence and causes of presenteeism, there is a shortage of research on the tourist and hospitality business topic. Prior research has reported SWB is associated with various employee job outcomes. For example, Darvishmotevali and Ali (2020) observed SWB increases employees' job performance. Gordon et al. (2018) study depicted a significant inverse association between hotel employees' SWB and their turnover intention.

Organizations try to maintain a happy, healthy, and engaged workforce while meeting productivity targets and increasing competitiveness (Wang et al., 2020). SWB enables firms to engage their workers successfully in pursuit of a sustainable competitive advantage (Butt et al., 2020). At the same time, because companies operate in a more dynamic environment marked by organizational downsizing and restructuring, management is finding it increasingly difficult to maintain employee SWB (Veld & Alfes, 2017). Surprisingly, despite its critical nature, writings on employee SWB in the hotel industry are scarce (Darvishmotevali & Ali, 2020; Gordon et al., 2019). Examining work-family conflict, subjective well-being, and presenteeism within the hospitality context is unexplored. Hence, our study aims to investigate how WFC influences the burnout and presenteeism of hotel employees through the process of SWB. Akin to the 'job demand-resource theory' (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli, 2001), an elevated level of job demand could be the key antecedent of detrimental work strain. Increased employment expectations deplete individuals' psychological resources, resulting in energy depletion and physical and mental health problems (Darvishmotevali & Ali, 2020; Karatepe et al., 2021; Kotera et al., 2021). According to this theory, WFC is a job demand (Rigotti et al., 2015). WFC is a significant source of workplace stress, resulting in poor physical, psychological, and behavioral repercussions (Mansour & Mohanna, 2018; Mansour & Tremblay, 2018; Zurlo et al., 2020). Obrenovic et al. (2020) reported that WFC first impairs an

individual's well-being, which then impairs employees' performance at work. Additionally, two meta-analyses indicated that WFC has a detrimental effect on employees' psychological and physical health (French et al., 2018; Liao et al., 2019).

Based on the JD-R theory, employees who encounter high job demands or stress (e.g. WFC) face greater 'strain' because of the depletion of emotional and physical resources, resulting in undesirable job outcomes such as presenteeism (Bakker & Demerouti, 2017). Furthermore, WFC as a stressor reduces employees' psychological caravan and harms their SWB (Bakker & Demerouti, 2017). Akin to the arguments above, Hsieh and Karatepe (2019) found that as a work-related stressor, ostracism exacerbated workplace tension, which increased hotel workers' nonattendance behavior. Darvishmotevali et al. (2017) also found evidence of a link between job insecurity (stressor), anxiety (strain), and job performance (outcome). Another recent study conducted by Darvishmotevali and Ali (2020) demonstrated that job uncertainty negatively affected workers' SWB and, as a result, their job performance in the hotel business. Obrenovic et al. (2020) found that well-being is a mediator in the association between WFC and job performance. Under the umbrella of the JD-R model and the evidence above, we propose that a weakening explains the association between WFC and presenteeism in SWB as a sort of psychological strain caused by work-family conflict. As a result, we propose the following hypotheses:

H2: *Subjective well-being indirectly impacts the relationship between work-family conflict and presenteeism*.

Work shift as a moderator

This study extends the current knowledge by introducing another important factor to the model as a moderator to suggest and empirically gauge a more inclusive framework. The offered moderator is employees' work shifts. Specifically, we propose that the direct effect of WFC, SWB, and burnout on presenteeism varies according to employees' day and night shifts.

Employees working different shifts might negatively impact their health (Korsiak et al., 2018). This includes cardiovascular system health impairments (Torquati et al., 2018), sleep difficulties (Sun et al., 2019), undesirable life decisions, and a detrimental effect on social life, notably work-life balance (Shiffer et al., 2018). There is general agreement that shifts work is a specific type of labor that occurs at various times throughout the day: employees either work alongside one another to extend daily operational times or constantly work at an odd time (e.g. continuous night shift) (Stieler et al., 2019). The findings of a study conducted by Chang and Chang (2019) found that shift type moderated the relationship between general job satisfaction and sleep quality. Although there is research in other sectors examining the moderating role of shift type on employees' job outcomes and health conditions, there is no known research explaining the moderating role of shift type and its effects on job outcomes in the extant hospitality and tourism domain. Surprisingly, this gap is unexplored in the literature on service industries, particularly in the hospitality and tourism domain, since shift workers play a vital role in maintaining 24/7 operations in service industries (Torquati et al., 2018). Based on the aforementioned discussion and research lacuna, this paper proposes that shift type will moderate the relationships hypothesized below:

H3: *Work shifts will moderate the direct impact of WFC on presenteeism.*

H4: *Work shifts will moderate the direct impact of burnout on presenteeism.*

H5: *Work shifts will moderate the direct impact of SWB on presenteeism.*

Methodology

Sample and data collection procedure

This research assessed the parallel mediated-moderated effect of well-being, burnout (mediators), and work shift (moderator) in the link between WFC and presenteeism. A self-administered survey was employed to collect the data from employees of 5-star hotels in Northern Cyprus through a purposive sampling technique. In line with data gathered from the TRNC's Ministry of Tourism, 23 hotels in Northern Cyprus will be recognized as 5-star by 2022 (TRNC Ministry of Tourism and Environment, 2022). All 23 hotel's management were contacted to request permission to conduct the research. Because of the service interruption triggered by the pandemic, only 6 hotels could give the necessary permission. Data were collected from service employees from 12 departments (animation, bar, food and beverage, front office, housekeeping, kitchen, reception, security, sales, maintenance, and spa) from these 6 hotels.

Since the official language in Northern Cyprus is Turkish, the questionnaire was 'back-translated' from English to Turkish. Before the actual data collection, a pilot study was conducted with 17 employees to assess the content validity of the survey. No alteration was needed as the respondents indicated that the survey questions were legible and understandable.

A total of four-hundred surveys were distributed to the hotel employees. Of these, three hundred and forty-five filled surveys were returned. The filled surveys were processed for missing information and respondent engagement; thirteen were excluded due to missing data and lack of engagement. In sum, three hundred and thirty-two useable observations representing an 83% response rate were used to estimate the study's model.

Table 1 presents the demographic profile of the participants of the day and night shift workers in the hotels. Unsurprisingly, the two groups are statistically different from each other. With a series of Chi-square tests, we found that day workers and night workers differ concerning participants' age, gender, education, work experience, and marital status at $p = 0.001$ level. Night workers are younger compared to day workers, with 89.3% being millennials (aged between 18 and 37 years) versus 78.5% of the day worker group. Interestingly, the day workers group are better educated: almost 52% are university graduates versus 39% in the night worker group. Although both groups are well experienced on the job, the night worker slightly edged their day counterparts (53.7% vs. 48.8% of participants with more than 4 years of working experience. See Table 1 for the full details of the respondents' profiles.

Measures

Work-family conflict

WFC was measured using a five-item scale adapted from Netemeyer et al. (1996). The scale was modified, taking into consideration the hospitality working environment.

Table 1. Respondent Demographic Profile.

Demographic Category	Day Shifts Sample Size (n = 209)	%	Night Shifts Sample Size (n = 123)	%	Chi-Square Value (df)
Age, years					9.956[a] (3)
18–27	70	33.5	52	42.3	
28–37	94	45.0	58	47.2	
38–47	34	15.3	13	10.6	
48–59	11	5.3	–	–	
> 59	–	–	–	–	
Gender					6.538[a] (1)
Male	122	58.4	89	72.4	
Female	87	41.6	34	27.6	
Education					9.827[a] (2)
High School	85	40.7	53	43.1	
University	105	51.7	48	39.0	
Master/Phd	16	7.7	22	17.9	
Working Experience, years					18.262[a] (4)
1	23	11.0	7	5.7	
2	21	10.0	11	8.9	
3	30	14.4	4	3.3	
4	33	15.8	35	28.5	
> 4	102	48.8	66	53.7	
Marital Status					33.766[a] (3)
Single	87	41.6	89	72.4	
Married	84	40.2	20	16.3	
Divorced	23	11.0	4	3.3	
Widowed	15	7.2	10	8.1	

[a]Significant at $p = 0.001$.
df = degree of freedom.
n = Sample size.

Employees rated their perception of how much their work conflicts with their family life. A sample item was '*The demands of my work interfere with my home and family life*.' The Cronbach's alpha for this variable was $\propto = 0.87$.

Subjective wellbeing

Like work-family conflict, SWB was also measured with five-item, which reflect how service employees evaluate their life through cognitive and affective means. This measure was designed based on the five dimensions proposed by Diener, Emmons, Larsen, and Griffin (1985) to measure SWB. A sample item was '*So far, I have gotten the important things I want in life.'* The Cronbach's alpha for this variable was $\propto = 0.77$.

Burnout

Burnout was measured using a 10-item scale of Malach-Pines (2005). A sample item was '*When you think about work overall, how often do you feel disappointed with people?'*. The Cronbach's alpha for this variable was $\propto = 0.87$.

Presenteeism

Presenteeism was measured using the 6-item Stanford Presenteeism Scale. The scale has been validated by Koopman et al. (2002). A sample question was, '*I felt hopeless about*

finishing certain work tasks due to my health problem(s).' The Cronbach's alpha for this variable was $\propto = 0.81$.

Control variables

In the work-family research domain, spillover theory, resource-based perspective and conservation of resource theory have been used to explain the inclusion of demographic variables, job-related variables, family-related variables, and personal variables such as personality trait as control variables. Specifically, spillover theory suggests that experiences and emotions from one domain (work or family) can spill over to the other domain. As such, personality traits or coping strategies may be included as a control. Similarly, the resource-based perspective suggests that individuals have limited resources (e.g. time, energy, and attention) that must be allocated between work and family domains. Therefore, family responsibilities or job demands may be controlled to ensure that any observed relationship between work and family variables is not simply due to differences in resource allocation. The theoretical rationale for the use of demographic variables such as 'age,' 'gender,' 'marital status,' and 'education' as control variables is that they may be related to both work and family variables, and thus, could potentially influence the observed relationship between these variables. For instance, older employees may have more experience and higher job satisfaction which may buffer the negative effects of work-family conflict. Similarly, women are more likely to be responsible for childcare and household duties, which may increase their work-family conflict compared to men. Higher levels of education may lead to better job opportunities and greater job control, which may reduce work-family conflict. Extant literature has supported the inclusion of these variables as controls. Becker et al. (2016) and Spector and Brannick (2011), suggest that the explicit use of control variables in non-experimental research is beneficial in purifying observed relationships among variables of interest. Furthermore, Bobbio et al. (2022) used age, gender, and parental status as control variables while investigating the relation of work-home culture and work-family interface on subjective well-being for the Italian sample. Similarly, Van Der Lippe and Lippényi (2020) included age, education, marital status, number of contracted hours, and number of employees in their study of working from home and work-family conflict among European employees. In line with theory and extant literature, we controlled for age, gender, marital status, experience, and education in the current study.

Analytic approach

We used structural equation modeling in AMOS to test the measurement model, and the mediated-moderation model was assessed using hierarchical multiple regression analysis. The mediation model followed the recommendation of Baron and Kenny (1986) for testing indirect effects. Because we collected data from multiple hotels and across several departments, we recognized our data's nested nature and pondered if 'multilevel analysis' was needed. However, from the result of One-Way ANOVA in appendix A, Table A1, it can be seen that there was no statistical difference in the mean score obtained from participants from different hotels (work-family conflict = 1.87, $p > .1$; subjective well-being = .65, $p > .1$; burnout = 0.531, $p > .1$, presenteeism = 1.81, $p > .05$), given the homogeneity of the distribution of the variance, we conducted the Scheffe test as a posthoc test to identify any statistical difference between the groups, results also indicated that there

was no significant difference between the hotel groups and ICC (1) values (work-family conflict = 0.56, burnout = 0.34, presenteeism = 0.23, subjective wellbeing = 0.42) suggests that the 'dependent variables' did not differ across hotels or departments, and hence 'multilevel analysis' was not needed. This approach is consistent with other studies in service literature (Auh et al., 2022).

Results

Measurement model

In Table 2, we present the summary statistics of the study's constructs (work-family conflict, subjective well-being, presenteeism, and burnout) and their measurement items. For both day and night workers, mean, standard deviations, Cronbach's alpha, and the source of the measurement items are reported. For all constructs across both groups, Cronbach's alpha result ranged from 0.768–0.923, satisfying the requirement of a 0.7 threshold for internal consistency among indicators of study constructs as

Table 2. Summary Statistics and Literature Sources.

	Day Shift			Night Shift			
Constructs & Measurement Items*	Mean	SD	Cronbach's α	Mean	SD	Cronbach's α	Adapted from
Work-Family Conflict[a]			.923			.869	Netemeyer et al. (1996)
WFC1	2.852	1.40		2.927	1.27		
WFC2	2.703	1.41		3.049	1.26		
WFC3	2.837	1.23		2.854	1.26		
WFC4	2.756	1.23		2.805	1.28		
WFC5	2.871	1.28		2.886	1.43		
Subjective Well-being[b]			.848			.768	Diener, et al., (1985)
SWB1	4.250	1.68		3.700	1.21		
SWB2	4.034	1.65		4.000	1.41		
SWB3	4.263	1.79		4.146	1.42		
SWB4	4.254	1.60		4.081	1.13		
SWB5	3.900	1.73		4.155	1.44		
Presenteeism[a]			.776			.810	Koopman et al. (2002)
PRT1	2.359	1.16		2.260	0.97		
PRT2	3.115	3.46		2.423	1.15		
PRT3	2.402	1.19		2.862	1.27		
PRT4	2.373	1.16		2.700	1.32		
PRT5	2.383	1.13		2.529	1.18		
PRT6	2.268	1.06		2.902	1.25		
Burnout[c]			.818			.871	Malach-Pines (2005)
Burnout1	2.177	1.24		1.862	1.01		
Burnout2	2.306	1.17		2.000	0.98		
Burnout3	1.775	0.97		1.935	0.87		
Burnout4	2.215	1.17		2.423	1.02		
Burnout5	2.522	1.57		2.626	1.04		
Burnout6	2.340	1.10		2.659	1.06		
Burnout7	2.412	1.12		2.789	0.97		
Burnout8	2.086	0.91		2.415	0.73		
Burnout9	2.416	1.10		2.642	1.08		
Burnout10	2.364	1.18		2.707	1.14		

[a]Measured using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).
[b]Measured using a 7-point Likert scale (1 = strongly disagree to 7 = strongly agree).
[c]Measured using a 7-point frequency scale (1 = never to 7 = always).
*Participants viewed the questionnaires with the appropriate wording (day/night shift) depending on their working arrangement.

recommended by Nunnally and Bernstein (1994). Given that the constructs have been widely explored and validated in hospitality literature, we proceed to explore the confirmatory factor analysis (CFA) of the constructs without the necessity of performing an exploratory factor analysis (Mody & Hanks, 2020).

To confirm that our model of work shift arrangement in hospitality employee settings (presented in Figure 1) fits the data adequately, we performed a multi-group CFA for the overall model. Our result (Chi-square ($\chi 2$) (df = 164, N = 332 = 600.637, $p < 0.001$), 'comparative fit index' (CFI) = 0.930, 'Tucker-Lewis fit index' (TLI) = 0.937, 'normed fit index' (NFI) = 0.932, 'root mean square error of approximation' (RMSEA) = 0.052, 'standardized root mean residual' (SRMR) = .054) indicated that a perfect fit between the model and the data (Lasisi et al., 2020; Ogunmokun et al., 2020). Further, the indicators for each construct had significant and high loadings ranging from 0.798–0.890 for the day shift workers and from 0.758–0.887 for the night shift workers, and all items were loaded under their underlying constructs. Discriminant validity was assessed by comparing the square root of AVE and the bivariate correlation between the study's constructs. Findings show no discriminant validity issues (see Appendix B, Table B1).

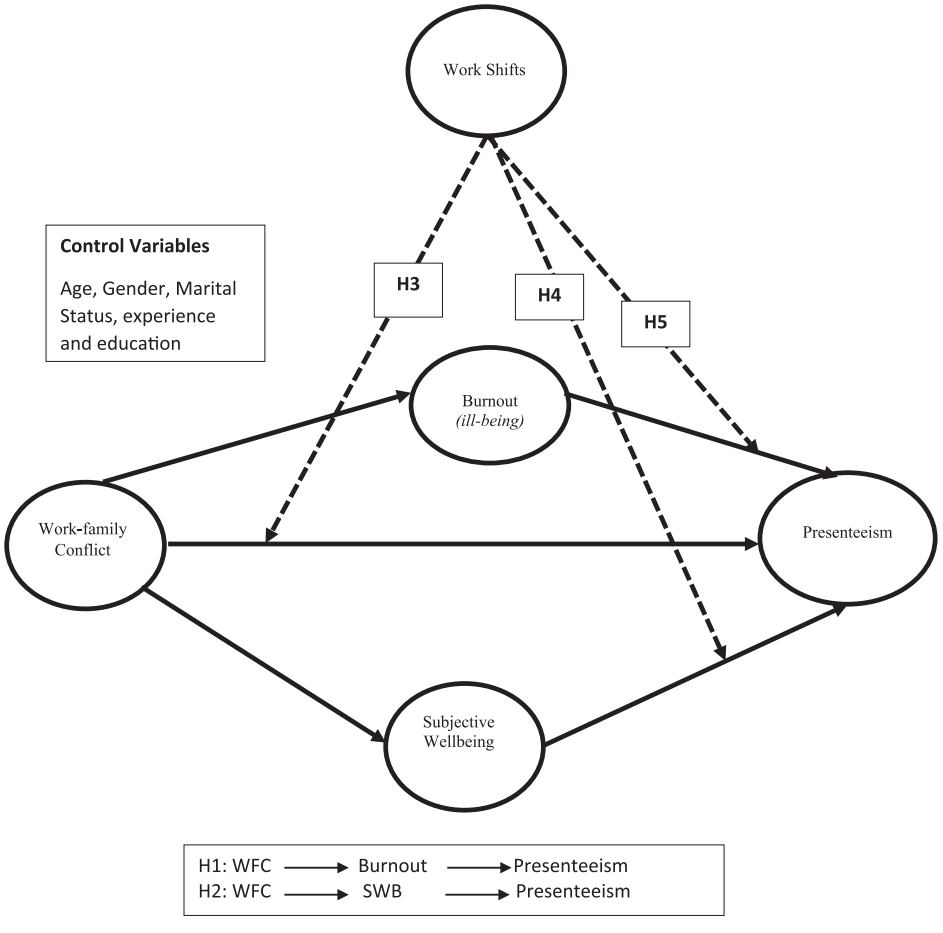


Figure 1. Conceptual Model.

Moreover, 'normality of the data' across both groups was checked using the skewness and kurtosis test. The result of the examination of skewness (day shift group: between −1.457 and 1.900; night shift group: between −0.879 and 2.001) and kurtosis (day shift group: between 0.521 and 2.493; night shift group: between −1.273 and 2.690) indicated that the data was moderately normally distributed.

Common method bias

In addition to procedural remedies for the prevention of method bias, we also employed two statistical approaches to determine whether the result of our study is confounded by method bias. Firstly, we used the most widely used and best-known statistical technique called Harman one-factor test. In this test, the unrotated, unconstraint model is evaluated in SPSS. Since the EFA result showed that no factor was reported over 50% of the total variance, we conclude that there is no concern about method bias in the study (Irani et al., 2022). Specifically, the single-unconstraint, unrotated factor for this study explained 24.87% variance. Further, we performed the correlation marker variable technique. In this approach, nationality was introduced as a marker variable in the model, it was coded as 0 = Turkish, and 1 = others, and the correlation of this variable is assessed with the study variables (Kock et al., 2021). Our result also confirmed that there is no concern for method bias, as there was no significant link between the marker variable and the research variables.

Hypotheses testing

Hypothesis 1 proposed that burnout mediates the relationship between work-family conflict and presenteeism. We employed 'hierarchical multiple regression analysis' to gauge hypothesis 1 by inputting the control variables, predictor (work-family conflict), and mediator variable (ill-being) in the first step. As presented in Table 3, the result supported the four criteria for partial mediation according to Baron and Kenny (1986). Specifically, the first criterion demands that WFC significantly relates to burnout (ß = .295, $p < .01$, Model 3); Secondly, WFC significantly relates to presenteeism (ß = .285, $p < .01$, Model 8); Thirdly, burnout significantly relates to presenteeism (ß = .131, $p < .01$, Model 9); and lastly, once we included the mediator, the link between predictor and dependent variables should be non-significant. However, our finding recorded a significant association between WFC and presenteeism when burnout is mediating the relationship (ß = .225, $p < .01$, Model 10). Thus, hypothesis 1 was empirically not supported. Simply put, although WFC stimulates presenteeism behavior among hospitality employees, the feelings of burnout do not impact how employees evaluate WFC and the tendency to exhibit presenteeism.

Hypothesis 2 predicted that subjective well-being mediates the direct impact of WFC on presenteeism. We repeated the process used to test hypothesis 1 by replacing burnout with subjective well-being. Similarly, following the four-point criteria of Baron and Kenny (1986), (1) WFC significantly relates to wellbeing (ß = .199, $p < .01$, Model 5); (2) WFC significantly relates to presenteeism (ß = .285, $p < .01$, Model 8); wellbeing significantly relates to presenteeism (ß = -.101, $p < .01$, Model 9); and lastly, when the mediator is included, the association considering 'predictor' and 'dependent variables' should be

Table 3. Result of Hierarchical regression analysis.

	Illbeing (Burnout)			Wellbeing		Presenteeism				
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10
Control Variables										
Age	.110***	.113***	.102***	.096	.092	.002	.004	.019	.002	−.008
Gender	.111***	.173***	.183***	−.072	−.069	.163***	.163***	.154***	.163***	.146***
Marital Status	.020	−.020	−.075	−.092	−.113***	.096	.046	.019	−.011	.000
Education	−.080	−.087	−.123***	−.073	−.086	.245***	.235***	.233***	.213***	.232***
Experience	.069	.080	.071	.100***	.096***	.016	.033	.036	.028	.018
Work Shift	−.051	−.069	.048	.074	.082	−.052	−.077	−.067	−.060	−.054
HotelDummy1	−.017	−.008	.045	−.013	.008	−.120***	−.107***	−.107***	−.075	−.082
HotelDummy3	.015	.020	.028	.033	.036	.010	.017	−.028	−.008	−.015
HotelDummy4	.085	.084	.063	−.081	−.089	.016	.012	−.012	−.019	−.027
Predictor										
Work-Family Conflict			.295***		.199***			.285***	.285***	.225***
Mediators										
Illbeing (Burnout)									.131***	.131***
Wellbeing									−.101	−.004
Interactive effects										
Work-Family Conflict X work shift										−.014
Illbeing X work shift										.136***
Wellbeing X work shift										−.012
R^2	.013	.026	.218	.013	.048	.060	.087	.098	.178	.191
ΔR^2	.013	.012	.192	.013	.035	.060	.026	.011	.080	.013
F	4.459***	8.649***	89.153***	4.351***	7.829***	21.141***	30.678***	34.838***	66.556***	71,921***
ΔF		4.190	80.504	4.351	12.180	21.141	9.537	4.160	31.718	5.365

Note: Hotel dummy 2 is the reference.

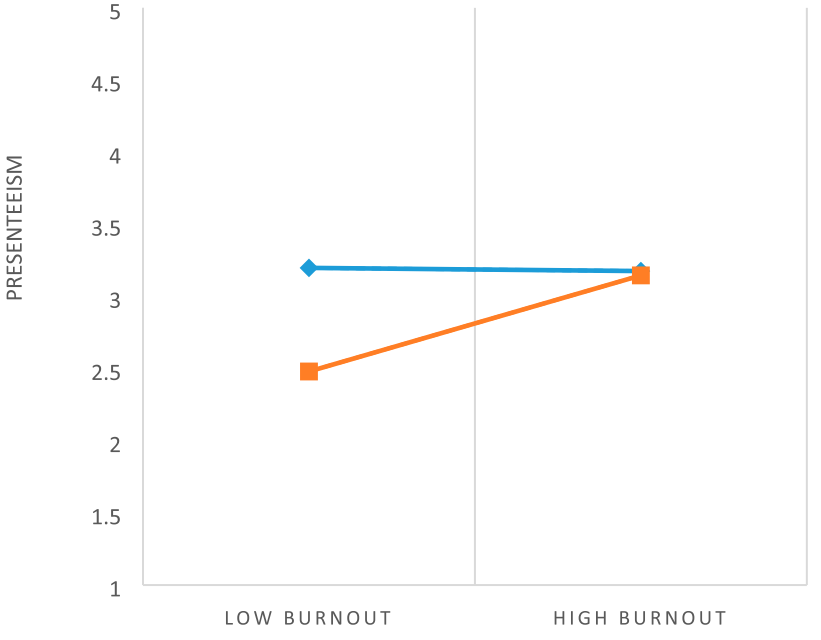


Figure 2. Simple slope graph of Burnout on presenteeism at work shift levels.

non-significant (ß = -.004, ns, Model 10). Thus, hypothesis 2 was supported. Simply put, WFC hinders employees' subjective well-being, resulting in presenteeism behavior.

Hypotheses 3, 4, and 5 predicted that work shifts will moderate the link between WFC, burnout, SWB, and presenteeism respectively. As shown in Table 3, the interaction between WFC and work shift (ß = -.014, ns, Model 10) was negatively related to presenteeism, while the interaction between burnout and work shift (ß = .136, $p < .01$, Model 10) was positively and significantly related to presenteeism. Lastly, the interaction between well-being and work shift (ß = -.012, ns, Model 10) was negatively but not significantly related to presenteeism. Thus, while hypothesis 4 was accepted, hypotheses 3 and 5 were not supported. The interaction term accounted for 13 percent of the variance in presenteeism ($\Delta R^2 = 0.13$, $\Delta F = 5.37$, $p < .01$). According to Figure 2, the positive association between WFC and presenteeism is stronger for night shift workers than for day shift workers.

Discussion and conclusion

Through data acquired from hotel employees in Northern Cyprus, we presented and experimentally tested a parallel mediated model of burnout and subjective well-being (SWB) on the impact of work-family conflict (WFC) on presenteeism behavior and to explore a moderating role of employees' work shifts in the hospitality industry. The paper's findings reveal a link between WFC and presenteeism. The findings corroborate the previous research that employees' WFC perceptions positively relate to presenteeism (Arslaner & Boylu, 2017). Second, the present study investigated the impact of employees' perceptions of burnout on presenteeism. Although extant literature has

confirmed the existence of this relationship (Gillet et al., 2020; Nwosu et al., 2021), our data did not support this link. A possible interpretation of this finding could be pandemic. The pandemic hinders employees' productivity and concentration on the job and causes performance issues. During the pandemic, people worldwide were announced not to interact face to face with each other in case of any symptoms of illness such as headache, sore throat, runny nose, etc. Therefore, during the pandemic period, employees couldn't exhibit presenteeism due to the company rules and regulations that demanded employees with symptoms stay home. Those employees, especially during the pandemic, are plagued by mental health issues such as burnout and consequently report negative outcomes such as absenteeism (Karatepe et al., 2021) rather than presenteeism. Third, our study examined the direct influence of SWB on presenteeism. This link received empirical support in our study. These results are congruent with JDR theory and the work of Lohaus and Habermann (2019), demonstrating similar findings among hotel service employees. Fourth, for the mediation effect of SWB on the relationship between WFC and presenteeism, our data support the mediated path through SWB. Consistent with the job-demand resource tenet, once conflict appears among family members due to work, employees' propensity to exhibit presenteeism will increase and this relationship will be stronger with the mediating role of SWB. Based on the findings, the effect of WFC on presenteeism via the intervening function of SWB are in parallel with the JD-R tenet and obtain support from previous pieces (e.g. Obrenovic et al., 2020). Fifth, the indirect effect of burnout in the relationship between WFC and presenteeism was rejected. The finding concerning this relationship in our study is inconsistent with the works of 'stress–strain-outcome' model. Because many hospitality firms lack family-friendly initiatives and assistance, this is the case. Employees cannot establish a balance between their family (work) and work (family) responsibilities (Karatepe, 2013). The inability to balance the duties mentioned above creates burnout among employees. The linkage between WFC and burnout was observed in previous empirical studies which claim that employees who report WFC demonstrate elevated levels of burnout (Mansour & Tremblay, 2018; Smith et al., 2018). Moreso, research revealed that problems in work and family influence individuals' psychology (Kayaalp et al., 2021). Finally, this study examined the work shifts as a boundary condition of the effects of WFC, SWB, and burnout on presenteeism. Despite studies in other industries studying the moderating function of work shifts on employees' job outcomes and health issues, there is no known research in the hotel and tourism industry describing the boundary condition of work shifts and their effects on job outcomes. Surprisingly, this gap is neglected in the existing literature on service industries, notably in the tourism and hospitality domain, despite the importance of shifting employees to the 24/7 operations of service companies (Torquati et al., 2018). Our results indicated that work shifts significantly strengthened the positive relationship between WFC and presenteeism. Similarly, the result indicated that work shifts considerably boosted the positive link between burnout and presenteeism, while work shift did not moderate the effect of SWB on presenteeism. These findings are partially consistent with the study of Chang and Chang (2019), who revealed that the type of shift moderated how job satisfaction impacts sleep quality among healthcare employees.

Theoretical implications

Building upon JD-R theory, the present study contributes to current knowledge by investigating WFC as a stressor and linking it to presenteeism as a job outcome by including work shifts as a moderator to the research model. First, WFC is a prevalent issue in workplaces that undermines employee engagement (Ribeiro et al., 2021), increases job stress (Mansour & Tremblay, 2018), and leads to unsatisfactory job outcomes (e.g. Karatepe & Kilic, 2007; Yavas et al., 2008). Except for Arslaner and Boylu's (2017) research, the hospitality and tourism literature provides no evidence that WFC triggers presenteeism. This research fills in this lacuna. Secondly, employees who face burnout/mental health problems as a strain display undesirable outcomes (Abubakar et al., 2022; Karatepe et al., 2021).

However, the current body of knowledge is bereft of research on the detrimental outcomes of burnout disorders on the work-related outcomes of hotel employees, such as presenteeism (Knani, 2022). Furthermore, it is unknown whether burnout can mediate the effect of WFC and presenteeism. Our paper very first in the hospitality domain to present and examine burnout as a mediator of the influence of WFC on presenteeism, as far as we are aware. Upon realizing this, our paper fills the research described above lacunas.

Third, even though there has been amplified attention in gauging the intervening mechanism between WFC and its outcomes, akin to our point of view, this study is among the first to clarify the process of the WFC–presenteeism link via the intervening role of SWB. SWB has been studied as a consequence of stressors (Jiang & Poon, 2023), yet a mechanism relating to WFC and employee presenteeism has not been investigated. Darvishmotevali and Ali (2020) and Obrenovic et al. (2020) proposed to examine the SWB as a mediator. Hence, this study used SWB as a mediator variable to explain the new mechanism via which WFC impacts presenteeism.

Lastly, findings depicted that work shifts affected the link between WFC and burnout toward presenteeism. However, work shifts did not moderate the direct relationship between SWB and presenteeism. The results of this study are somewhat different from previous studies (e.g. Chang & Chang, 2019), where our results revealed that work shifts significantly strengthened the positive relationship between WFC and presenteeism. Similarly, our research indicated that work shift significantly strengthened the positive relationship between burnout and presenteeism, while work shift did not moderate the effect of SWB on presenteeism. Lastly, our research adds to the hospitality and tourism literature by presenting the work shifts as a novel moderator.

Managerial implications

First, to avoid WFC, hospitality firms should foster a family-friendly work environment by implementing initiatives that can make it easier for hotel workers to balance work and personal life and the availability of on-site daycare. Supportive and caring hotel management might also be fostered by giving supervisors information and training on how to assist their employees in coping with work and family stress. Additionally, allowing hotel professionals to negotiate with their managers about customized work modifications, such as providing adequate flexibility in scheduling to accommodate family

commitments, would help them feel supported and less burdened by their employment. Second, hotel management should evaluate employees' mental health regularly to spot indications of burnout before they become a big issue and provide counseling to employees to support their welfare at work and in their personal life. In general, hotel management can benefit from ongoing 'mindfulness-based training' to assist employees in dealing with challenges (Karatepe et al., 2021). Employees receive messages from mindfulness-based training that the organization considers about their well-being (Tulucu et al., 2022).

Third, to detect presenteeism, managers must watch for certain indications. These include low absence rates, an increase in the frequency of errors, soft focus, poor performance, decreased productivity, less vitality, and the appearance of illness. Providers of tourism and hospitality services should employ human resource strategies to prevent negative detrimental job outcomes. A proactive strategy to reduce presenteeism is superior to a reactive one. The first step in preventing presenteeism is recognizing and identifying above mentioned signs. It is important to note that occupational health should be equally important to productivity and performance (Knani, 2022).

Fourth, Xu et al. (2020) discovered that a fun workplace atmosphere significantly reduced workers' work-family conflict (WFC) and boosted deep acting, which may be employed as a potential technique to improve employee performance. Therefore, hospitality firms should acknowledge the significance of a fun work environment and promote its development.

Last but not least, allowing employees to take a 'day off' when a family member is unwell should not be viewed as an issue (Arslaner & Boylu, 2017). Employees who are certain that nothing will be affected at work during their absence may take sick leave easily. Therefore, it would be prudent to foster an organizational culture in which employees feel valued and understand that their responsibilities may be completed in their absence. To do this, management must reduce employee fatigue, presenteeism, and the desire to resign.

Limitations and scope for future study

This study has various limitations that should be acknowledged. To begin, this study was cross-sectional in design. Therefore, future studies strongly advised gathering longitudinal data. Although we accounted for common method bias with procedural remedies and statistical controls, the use of psychometrically measured variables is advised for future studies as marker variable while controlling for method bias. Second, this study collected data in a single session; future studies might explore incorporating a time lag. Thirdly, the hospitality literature appears devoid of study has examined the possible outcomes of WFC. Importantly, there is scant information regarding the underlying mechanism connecting WFC to employee outcomes (Yang & Peng, 2018). In future research, using SWB and burnout as a mediating mechanism on the effect of WFC as well as different stressors such as ostracism and job insecurity on several important job outcomes such as contextual performance, burnout, service innovation behavior, employee's customer-oriented behavior, nonattendance behavior, job search behavior, and service recovery performance would contribute to current knowledge (Abubakar, 2020; Abubakar et al., 2022; Behravesh et al., 2020; Karatepe et al., 2022; Olorunsola et al., 2022; Rastogi &

Karatepe, 2022). Fifth, prospective empirical writings might concentrate on job resources to ascertain whether they buffer/lessen the negative impact of WFC on critical employees' job outcomes. For instance, future studies could use the number of moderators such as team psychological capital (Megeirhi et al., 2018), leadership (e.g. authentic, servant, and coaching behavior), and fun climate at work besides shift work. In conclusion, replication studies in diverse contexts, such as airlines, banks, healthcare, or casinos in various nations, would expand knowledge of the interrelationships between WFC, burnout, and SWB on presenteeism.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Appendices

Appendix A

Table A1. As per hotel group, ANOVA results in relation to WFC, Illbeing, SWB and presenteeism

	F	df1	df2	*P*	Group		Difference in mean score	*P*
Work-family conflict	1.87	3	105	0.14	Hotel 1	Hotel 2	−.32103	0.178
						Hotel 3	−.13692	0.169
						Hotel 4	−.33103	0.233
Illbeing (Burnout)	0.53	3	100	0.66	Hotel 1	Hotel 2	.05471	0.957
						Hotel 3	−.03068	0.995
						Hotel 4	−.18005	0.728
Subjective Wellbeing	0.65	3	102	0.59	Hotel 1	Hotel 2	−.05718	0.987
						Hotel 3	−.09787	0.961
						Hotel 4	.31127	0.668
Presenteeism	1.81	3	103	0.15	Hotel 1	Hotel 2	−.28621	0.184
						Hotel 3	−.20753	0.603
						Hotel 4	−.05049	0.996

$P < 0.05$.

Appendix B

Table B1. Descriptive and correlation of variables.

Variables	1	2	3	4	5	6	7	8	9	10
1. Age										
2. Gender	−.029									
3. Marital status	−.041	.338**								
4. Education	−.220**	.061	−.044							
5. Experience	.102	−.097	−.030	.017						
6. Work shift	.154**	.140*	.195**	−.057	.123**					
7. Work-family conflict	.026	−.016	.103	.071	.025	−.044				
8. Illbeing	.115*	.108*	.015	−.102	.080	−.032	.439**			
9. Subjective Wellbeing	.107	−.082	−.096	−.071	.114*	.059	.191**	−.015		
10. Presenteeism	−.052	.177**	.085	.245**	.020	−.066	.306**	.223**	.010	
Mean	1.84	1.36	1.70	1.70	3.94	1.63	2.84	2.34	4.11	2.53
SD	.79	.48	.91	.66	1.35	.48	1.11	.74	1.18	.94