

Presenteeism of Hotel Employees: Interaction Effects of Job Stress and Emotional Labor

Hazem Ahmed Khairy¹

¹Faculty of Tourism and Hotels, University of Sadat City

Abstract

This study aimed to investigate how the Presenteeism of hotel employees interact with job stress and emotional labor. Data were collected from 20 five star hotels in the Greater Cairo region in Egypt. A total of 335 surveys were collected and analyzed. The findings revealed that employees have a moderate level of Presenteeism, job stress, and emotional labor. In addition, there was a significant positive correlation between job stress and emotional labor with Presenteeism. A significant positive correlation between job stress and emotional labor was also clarified. The study may deepen the understanding of the Presenteeism concept in a hotel context, as well as aid in diminishing harmful behaviors in hotel workplaces.

Keywords: Presenteeism; Job Stress; Emotional Labor; Hotels.

1. Introduction

In the labor-intensive businesses like the hotel industry, employees' physical and mental health is a vital factor for reaching the business goals. Employees in the hotel industry facing working conditions that are exceeding the legal regulations, for example, long and irregular working hours, this, in turn, affect negatively on the balance between the work and their personal life (Deery & Jago, 2009). As a result, hotel employees tend to expose to the presenteeism problem (Gul & Gul, 2016). Presenteeism can be defined as coming to the work despite being ill, in other words, physically being present but mentally being absent at work (John, 2010). Presenteeism is responsible for 74% of health-related lost time, while absenteeism accounts for only 26% (Willingham, 2008). Estimates also showed that Presenteeism costs, for example, the U.S. businesses, about \$150 billion annually. These costs incurred from lost production and sales opportunities, besides, the poor customer service. Presenteeism is responsible for two-thirds of the total cost of employee illness, and it may also lead to absenteeism if not well addressed (Merrill *et al.*, 2012).

Employees in the hotel industry face unpleasant experiences, do hard work and do jobs in odd hours, this, in turn, creates stress for many hotel employees. It is also noticed that job stress in the hotel industry is related to a number of physical illnesses and physiological symptoms such as headaches, fatigue, indigestion, and blood pressure, (Pulak, 2012). Therefore, these affected conditions of employees impeded them to accomplish their tasks and delivering quality services to customers, besides being a reason to increase the healthcare costs for employers. In addition, hotel employees face another stress when they are required to display emotional labor in carrying out their tasks at work to gratify the massive customers by understanding and engaging customers' emotions (Asiegbu, 2016).

However, until recently, the concept of presenteeism and its effect on human efficiency in organizations was largely ignored (Gosselin et al., 2013). While studies on absenteeism from work have long been a focus of research, studies on presenteeism still in a cradle. Thus, this study aimed to investigate the presenteeism of hotel employees and their interaction with job stress and emotional labor in the hotel industry.

2. Literature Review

2.1. Presenteeism

The concept of presenteeism can be considered as one of the newly recognized issues within management science. It is believed that the concept of presenteeism has been entered the literature in the 1990s as a significant factor that negatively affects human resources in the workplace (Uygur *et al.*, 2018). Presenteeism was described as the opposite of absenteeism - not attending to the workplace for conducting the scheduled work (Johns, 2010 and Vieira, 2018). Presenteeism describes employees who remain at work but are not as productive as usual due to illness, stress or any other type of distraction (Lack, 2011; Palo and Pati, 2013; Omar *et al.*, 2016).

Nowadays, presenteeism has become a subject of interest as a predominant phenomenon in the workplace that is generally defined correlating with health problems (Cooper, 2013 and Vieira, 2018). Examples of health problems that have been associated with are anxiety, depression, allergies, back pain, headache, asthma, diabetes, arthritis, stomach and cardiovascular problems (Ferreira & Martinez, 2012; Johns, 2010; Koopman *et al.*, 2002; Willingham, 2008). Presenteeism is defined as the situation where the employees keep up going to work despite physical or mental problems, thus affects both the quantity and quality of the work, and hence, the performance and effectiveness tend to be decreased (Ferreira & Martinez, 2012).

As for the presenteeism's causes, Bierla *et al.* (2012), Cooper *et al.* (2013) and Vieira (2018) stated two types of aspects that increase Presenteeism; organizational aspects and individual aspects. The first aspect includes insufficient work resources, time pressure, long working hours and/or weeks, not being promoted, fear of being replaced, job insecurity, lack of support from the supervisor or colleagues, and the workplace environment. The second aspect includes financial issues, stress, lack of individual boundaries, personality traits, in addition to teamwork and over-commitment.

Presenteeism is related to serious consequences for both organizations and employees. It threatens employee efficiency and workplace safety (Baker-McCleary *et al.*, 2010), increases the occupational accidents and deterioration of product quality, leads to exhaustion and depersonalization (Panari & Simbula, 2013). Furthermore, presenteeism might show a lack of performance (Gosselin *et al.*, 2013), and spreading their diseases to other health workers (Ospina, 2015), that is why presenteeism costs 1.5 times more than absenteeism (Coldwell, 2013).

2.2. Job stress

Due to the increasing changes in the work, more than ever, job stress puts a threat to the health of organizations and their workers. Olaniyi (2013) defined job stress as the harmful emotional and physical reactions that occur when the job requirements do not match the employees' capabilities and needs. Job stress takes place when the balance between pressure and coping resources for the job is not perceived. In other words, job stress results from the interaction of job duties and responsibilities with job specifications. The reasons for job stress among hotel employees as stated by Pulak (2012) include tight schedule, long hours of duty, little control, lack of sleep due to the night shifts, and the imbalance between work, personal, and social life.

Job stress has come to be a costly and commonplace problem in the workplace. Stressful job conditions have been shown as a major factor that leads to not only declining job performance of employees (Gilboa *et al.*, 2008) but also it adds the cost of an organization such as healthcare cost and increased turnover (Pulak, 2012). It is associated with increased exhaustion, more depressive symptoms, hostility, absenteeism, tardiness, and intentions by workers to quit their jobs (Lepine *et al.*, 2004). It was also found that the quality of life of an employee and the quality of services delivered to customers were negatively related to the work-related stress (Varca, 2009).

2.3. Emotional Labor

The emotional labor concept was firstly proposed in 1983 by Hochschild to refer to “the management of feeling to create a publicly observable facial and bodily display” (p. 7). Several definitions of emotional labor were mentioned in the literature. Glomb and Tews (2004) stated that emotional labor is “the act of displaying appropriate emotion (i.e., conforming to a display rule) regardless of whether the emotion is discrepant with internal feelings” (p. 2). Karim (2010) argued that it is the management of feelings that create a fine and friendly attitude towards the guests. According to the rules of certain jobs or workplaces, Austin *et al.* (2008) claimed that emotional labor is the process of displaying appropriate emotional behavior by employees that might correspond to their true emotions. Moreover, Robbins and Judge (2013) defined emotional labor as an employee’s expression of emotions desired by the organization during work-related transactions. Emotional labor describes a situation in which the organizations could adopt an emotional regulation, and for employees to show certain types of emotions expected by their organizations (Allen *et al.*, 2014).

Emotions, on the job, can be separated into felt or displayed emotions; felt emotions are an individual’s actual emotions, where the displayed emotions are those that the organization considers appropriate and requires their employees to show in a given job (Robbins and Judge, 2013). Employees commonly use two emotional labor strategies to fulfill the emotional display requirements of jobs or organizations: surface acting and deep acting (Hochschild, 1983; Zapf, 2002).

While surface acting is hiding inner feelings and forgoing emotional expressions in response to display rules (Cho *et al.*, 2013; Murtini, 2016; Robbins and Judge, 2013), deep acting can be defined when employees control their internal feelings to match their expressions, therefore, internal feelings are being modified (Cho *et al.*, 2013; Murtini, 2016). While engaging in deep acting employees tend to express more genuine emotions than those expressed during surface acting. Employees only change their outward emotional displays without genuinely altering how they actually feel (Groth *et al.*, 2009). In other words, surface acting deals with displayed emotions and deep acting deals with felt emotions. Thus, surface acting is more stressful for employees because it entails denying their true emotions. It is important to give employees who engage in surface displays a chance to relax and recharge because displaying emotions they don't really feel is very exhausting.

Emotional labor is relevant to almost every job. The real challenge arises when employees have to project one emotion while feeling another (Ekman *et al.*, 1988). This discrepancy can take a heavy toll and leads to employees' emotional dissonance in organizations, which in turn, results in anger, frustration, resentment, exhaustion, and burnout (Grandey, 2000). To sum up, emotional labor is a key component of effective job performance (Robbins and Judge, 2013).

2.4. Conceptual framework and hypotheses

Recently, particularly in the service industry, emotions have earned large importance in business organizations. In service organizations, where emotional display rules adopted, employees are required to display positive emotions during service encounters despite really having negative emotions (Rathi, 2013). In the hotel industry, employees often engage in emotional labor as a result of the high level of face-to-face interaction between employees and their guests. Engaging in emotional labor very often may have a harmful impact on employee health and well-being, which in turn, negatively affects their job performance (Rathi, 2013).

Although emotional labor has been used as a mean for improving the service encounters through exhibiting the appropriate acting (Hochschild, 1983), it is commonly recognized to have negative psychological effects on employees, in terms of; job stress, poor self-esteem, burnout, and job dissatisfaction (Prentice, 2013; Surana & Singh, 2009). The literature has also argued that emotional labor negatively influences the psychology of employees (Hwa, 2012; Hulsheger and Schewe, 2011; Wagner *et al.*, 2014). It causes serious anxiety over employees as the senior managers may lacking the emphatic ability and at the same time expect subordinates to deliver excellent service (Yesilkaya, 2015). Therefore, employees are being pressured all the time by their supervisors to hide their emotions in order to please customers and to conform to their demands. Accordingly, the following hypothesis is formulated:

H1: There is a positive relationship between emotional labor and job stress.

One of the most challenging issues that face hotel managers is how to manage job-related stress as it casts its effect on the employees' performance. Due to its nature, employees in the hotel industry suffer from physical illnesses and physiological symptoms as a result of job stress (Ross, 2005). Therefore, not only the productivity and quality of the service get affected but it also becomes the reason to increase the healthcare costs for employers. Moreover, researchers argued that workload, absence policies, reducing sick pay, and absenteeism costs are among the factors that forcing an employee a decision go to work or not despite having a health problem, and hence, promote presenteeism (Kudret & Melike, 2016; Mandıracıoğlu, 2013). Furthermore, employees' decision to present to work despite being sick may be also affected by the work environment, perceived pressures from supervisors, disciplinary action, and job insecurity (Cetin, 2016 and Halbesleben *et al.*, 2014), in turn, add stress to employees' jobs. Accordingly, the following hypotheses are formulated:

H2: There is a positive relationship between job stress and Presenteeism of hotel employees.

H3: There is a positive relationship between emotional labor and Presenteeism of hotel employees.

The proposed framework of the study presented in Figure (1) below.

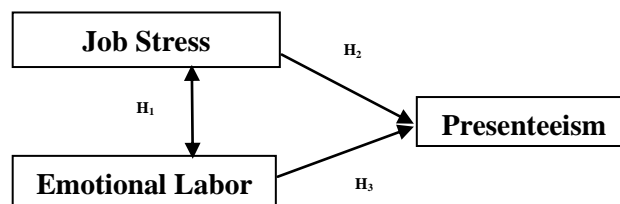


Figure (1): Conceptual framework of the study

3. Methodology

3.1. Sample

A random sample of 20 five-star hotels located in the Greater Cairo region in Egypt was chosen for investigation. The five-star hotels were chosen for certain reasons. The majority of employees were supposed to belong to five-star hotels. The issue of accessibility was another concern, the researcher tends to investigate the five-star hotels located in the near geographic area. A number of 500 surveys were deployed (25 questionnaire forms in each hotel), 350 were collected representing a response rate of 70%. However, only 335 surveys were valid for the final data analysis.

3.2. Survey instrument development

Previous reliable and valid measurement scales were adopted to measure the constructs. A 6-item Stanford Presenteeism Scale (Koopman *et al.*, 2002) was used to measure the employees level of presenteeism; for example, “*despite having my health problem I was able to finish hard tasks in my work*” and “*at work, I was able to focus on achieving my goals despite my health problem*”.

In addition, a 5-item scale developed by Lambert *et al.* (2006) was used to measure the employees level of job stress, e.g., “*I am usually under a lot of pressure when I am at work*” and “*When I’m at work I often feel tense or uptight*”. Furthermore, to measure the emotional labor of the respondents, Chu and Murrmann (2006) 18-item scale was used, for example, “*The emotions I show to customers match what I truly feel*” and “*I try to change my actual feelings to match those that I must express to customers*”. A five-point Likert scale was used to obtain responses in a range from strongly disagree (1) to strongly agree (5).

3.3. Pilot study

Once developed, the questionnaire was reviewed by two academic experts. These two experts were asked to assess content validity and clarify the questionnaires. Their feedback showed that a few statements were not clear, and others were too long or complex; in addition, they suggested adding questions to collect more demographic and work-related information from employees. Proper modifications were made accordingly. Next, a pilot study was carried out on 20 employees to recognize survey deficiencies, formatting and design issues, obtain recommendations from them, test the proposed time limit for filling out the questionnaire and examine respondents' level of understanding of the developed questionnaire. Respondents for the pilot study were recruited from hotels at which the researcher had previously established some working relationships.

3.4. Data collection

After collecting pertinent background information from the investigated hotels, telephone calls were made to the managers of the hotels' human resource departments to obtain permission to visit and distribute the questionnaire on their premises. All questionnaire forms were distributed in the mid of 2019. A structured survey was distributed to collect data for the final analysis. The survey was developed to collect employees' demographic information and investigate their perception of the three variables proposed by the current study.

3.5. Reliability and Validity test

The Cronbach Alpha reliability was computed, showing that the scales were reliable: .648 for presenteeism, .653 for job stress, and .804 for emotional labor. Construct maximum level of validity was also computed as the square root of the reliability coefficient (Salkind, 2016), showing that the scales were valid: .805 for presenteeism, .728 for job stress, and .897 for emotional labor.

3.6. Data analysis

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS v. 23). To describe and summarize the data, descriptive statistics (i.e., mean and standard deviation, and Eta-squared) were used. A p-value of less than .05 was considered significant.

4. Results

4.1. Respondents' profiles

Out of 335 respondents, just over 87.2% ($n=292$) of respondents were male, around 88.5% ($n = 296$) were 22–39 years old, roughly 61.2% ($n=205$) had bachelor's degree, and 61.2% ($n = 205$) had 1–7 years of tenure in their hotels. While 54.9 % ($n=184$) were single, 40.9% ($n=137$) were married. In addition, about two-thirds ($n = 210$) belong to the front of the house jobs.

Table (1): Respondents' profiles

	Items	N	%
Gender	Male	292	87.2
	Female	43	12.8
Age	21 or younger	26	7.8
	22 – 29	196	58.5
	30 – 39	100	29.9
	40 or older	13	3.9
Education	Primary or secondary school	110	32.8
	Bachelor Degree	205	61.2
	Master/PhD Degree	20	6.0
Marital Status	Single	184	54.9
	Married	137	40.9
	Divorced	13	3.9
	Other	1	.3
Type of job	Front of the house job	210	62.7
	Back of the house job	125	37.3
Tenure (Years)	Below 1	58	17.3
	1-3	132	39.4
	4-7	73	21.8
	More than 7	72	21.5
Disability	have a work-related disability	1	.3
	have a non–work-related disability	2	.6
	don't have a disability	332	99.1
Health Problem	Asthma	1	.3
	Arthritis	16	4.8
	Back problems	56	16.7
	Blood pressure	1	.3
	Gastritis	34	10.1
	Insomnia	32	9.6
	Emotional problems	4	1.2
	Allergies	26	7.8
	Diabetes	1	.3
Don't have any problems	164	49.0	
Presenting at work while being ill	Yes	316	94.3
	No	19	5.7
Reasons for coming to work despite illness	Work Load	167	49.9
	Passion for Work	48	14.3
	Work Pressure	57	17.0
	Sickness was Mild	57	17.0
	Other private reasons	6	1.8

Almost, all respondents 99.1% ($n = 332$) do not have either work or non-work-related disability. Half of respondents reported different health problems they have; Back problems 16.7% ($n = 56$), Gastritis 10.1% ($n = 34$), Insomnia 9.6% ($n = 32$), Allergies 7.8% ($n = 26$), Arthritis 4.8% ($n = 16$), Emotional problems 1.2% ($n = 4$), and .3% ($n = 1$) for Asthma, Blood pressure, and Diabetes. However, the rest of the respondents 49% ($n = 164$) did not report any health problems. Most of the respondents 94.3% ($n = 316$) present at work while being ill for different reasons as follow; work Load 49.9% ($n = 167$), work pressure 17% ($n = 57$), sickness was mild 17% ($n = 57$), and passion for work 14.3 ($n = 48$).

4.2. Participants' Perceptions about the Study Variables

The results of the current study showed that the mean score for the presenteeism of hotel employees was 3.22 (SD = .74), 3.23 (SD = .79) for employees' perception of job stress, and was 3.52 (SD = .54) for employees perception of emotional labor. This means that the employees have a moderate perception of the three investigated variables.

4.3. Differences in employees' responses according to personal and work-related factors

Eta-squared was used as a descriptive measure of the strength of the association between presenteeism, job stress, and emotional labor with personal-work-related variables in the sample. The proportion of variance in the dependent variable that is attributable to each effect can be interpreted by squaring the value of the measure of association. To interpret the eta squared values, the guidelines adapted from Cohen (1988) can be used as follows: 0.01= small effect, 0.06=moderate effect, 0.14= large effect.

Table (2): Descriptive and measures of association between Presenteeism and personal –work-related factors

Presenteeism (Descriptive - Measures of Association)														
Variable	Mean	N	SD	F	Sig.	Eta ²	Variable	Mean	N	SD	F	Sig.	Eta ²	
Health Problem							Gender							
Asthma	3.50	1	.	6.40	.000	.150	Male	3.17	292	.75	12.41	.000	.036	
Arthritis	2.82	16	.71				Female	3.59	43	.46				
Back problems	3.37	56	.57				Age				13.34	.000	.108	
Blood pressure	4.50	1	.				21 or younger	2.92	26	.76				
Gastritis	3.80	34	.61				22 – 29	3.08	196	.72				
Insomnia	3.54	32	.38				30 – 39	3.59	100	.67				
Emotional problems	3.58	4	.22				50 or older	3.17	13	.00	Education			
Allergies	2.92	26	.25				Primary or secondary School				.862	.423	.005	
Diabetes	3.00	1	.				Bachelor Degree	3.19	205	.80				
Don't have any problems	3.06	164	.82											

Attending at work despite illness				12.26	.001	.036	Master/PhD Degree	3.38	20	.36			
Yes	3.26	316	.72				Marital Status						
No	2.66	19	.77				Single	3.10	184	.75			
Reasons for attending at work despite illness				6.57	.000	.074	Married	3.38	137	.72	3.99	.008	.035
Work Load	3.14	167	.65				Divorced	3.33	13	.00			
Passion for Work	3.63	48	.99				Other	3.00	1	.			
Work Pressure	3.01	57	.76				Type of Job				3.79	.052	.011
Sickness was Mild	3.28	57	.55				Front of the house job	3.28	210	.50			
Other personal concern	3.72	6	.36				Back of the house job	3.12	125	.99			
Tenure							26.78	.000	.195				
Below 1	3.66	58	.17										
1-3	2.92	132	.86										
4-7	3.06	73	.40										
More than 7	3.59	72	.69										

The results in a table (2) showed that there is a significant difference in employees' presenteeism with regard to differences in their gender, age, marital status, health problem, employees tenure in the hotel, and their reasons of attending at work despite illness ($p < 0.05$). By comparing the mean scores, it appears that females, younger and elder employees, and married employees were more likely to perceive presenteeism. It can be concluded that a small effect exists in employees' presenteeism with regard to differences in their gender and marital status, where Eta square value is .036 and .035, respectively. It can be also concluded that a large effect exists in employees' presenteeism with regard to differences in their age, employee tenure, health problem, and reasons of attending at work despite illness, where Eta square value is .108, .195, .150, and .074, respectively. However, there is no significant difference in employees' presenteeism with regard to differences in their education and job area ($p > 0.05$).

Table (3): Descriptive and measures of association between Job Stress and personal –work-related factors

Job Stress (Descriptive - Measures of Association)																
Variable	Mean	N	SD	F	Sig.	Eta ²	Variable	Mean	N	SD	F	Sig.	Eta ²			
Health Problem				12.20	.000	.253	Gender				28.68	.000	.079			
Asthma	3.40	1	.				Male							3.31	292	.73
Arthritis	3.24	16	.34				Female							2.65	43	.91
Back problems	3.07	56	.43				Age				46.31	.000	.296			
Blood pressure	3.00	1	.				21 or younger							4.00	26	.20
Gastritis	3.09	34	.99				22 – 29							2.93	196	.70

Insomnia	4.20	32	.55				30 – 39	3.43	100	.70	14.67	.000	.081
Emotional problems	3.25	4	.87				50 or older	4.60	13	.00			
Allergies	2.40	26	.41				Education						
Diabetes	1.80	1	.				Primary or secondary School	3.40	110	.78			
Don't have any problems	3.26	164	.73				Bachelor Degree	3.22	205	.75			
Attending at work despite illness				8.204	.004	.024	Master/PhD Degree	2.40	20	.72	13.54	.000	.109
Yes	3.40	316	.79				Marital Status						
No	3.73	19	.44				Single	3.27	184	.77			
Reasons for attending at work despite illness				7.222	.000	.080	Married	3.30	137	.75	5.205	.023	.015
Work Load	3.60	48	.69				Divorced	2.00	13	.00			
Passion for Work	3.30	57	.52				Other	1.80	1	.			
Work Pressure	2.82	57	.83				Type of Job						
Sickness was Mild	3.06	6	.72				Front of the house job	3.15	210	.74			
Other personal concern	3.24	167	.82				Back of the house job	3.36	125	.85			
Tenure				21.34	.000	.162							
Below 1	3.68	58	.82										
1-3	3.00	132	.69										
4-7	2.93	73	.62										
More than 7	3.58	72	.81										

The results in a table (3) showed that there is a significant difference in employees' perception of job stress with regard to differences in their gender, age, education, marital status, working area, health problem, employees tenure, and their reasons of attending at work despite illness ($p < 0.05$). Comparing the mean scores, it appears that males, younger and elder, low educational level, married, and employees belong to the back of the house jobs were more likely to perceive job stress. It also appears that the workload was more likely to affect employees' perception of job stress. It can be concluded that a small effect exists in employees' perception of job stress with regard to differences in their gender, marital status, working area, where Eta square value is .079, .109, and .015, respectively.

In addition, a large effect exists in employees' perception of job stress with regard to differences in their age, educational level, employees tenure, health problem, and their reasons of attending at work despite illness, where Eta square value is .296, .081, .162, .253, and .080, respectively

Table (4): Descriptive and measures of association between Emotional Labor and personal –work-related factors

Emotional Labor (Descriptive - Measures of Association)													
Variable	Mean	N	SD	F	Sig.	Eta ²	Variable	Mean	N	SD	F	Sig.	Eta ²
Health Problem				1.584	.119	.042	Gender						
Asthma	3.47	1	.				Male	3.57	292	.55	18.44	.000	.052
Arthritis	3.38	16	.37					Female	3.20	43			
Back problem	3.59	56	.29				Age						
Blood pressure	3.58	1	.				21 or younger				17.47	.000	.137
Gastritis	3.48	34	.37				22 – 29						
Insomnia	3.71	32	.66				30 – 39						
Emotional problems	3.88	4	.25				50 or older						
Allergies	3.32	26	.43				Education						
Diabetes	2.74	1	.				Primary or secondary School	3.68	110	.55	10.89	.000	.062
Don't have any problems	3.50	164	.62	Bachelor Degree	3.47	205	.52						
Attending at work despite illness				27.34	.000	.076	Master/PhD Degree	3.16	20	.42			
Yes	3.55	316	.52				Marital Status						
No	2.91	19	.54	28.25	.000	.255	Single	3.46	184	.58	6.18	.000	.053
Reasons for attending at work despite illness							Married	3.64	137	.48			
Work Load	3.73	167	.41				Divorced	3.16	13	.00			
Passion for Work	3.47	48	.62				Type of Job						
Work Pressure	3.48	57	.46				Front of the house job	3.71	210	.45	87.57	.000	.208
Sickness was Mild	2.97	57	.48				Back of the house job	3.20	125	.53			
Other personal concern	3.50	6	.39										
Tenure				15.51	.000	.123							
Below 1	3.75	58	.46										
1-3	3.38	132	.44										
4-7	3.35	73	.65										
More than 7	3.76	72	.49										

The results in a table (4) showed that there is a significant difference in employees’ perception of emotional labor with regard to differences in their gender, age, education, marital status, working area, employees tenure, and their reasons of attending at work despite illness ($p < 0.05$).

Comparing the mean scores, it appears that males, elder employees, employees with low educational levels, married, and employees belong to the front of the house jobs were more likely to perceive emotional labor.

It can be concluded that a small effect exists in employees' perception of emotional labor with regard to differences in their gender, where Eta square value is .052. It can also be concluded that a large effect exists in employees' perception of emotional labor with regard to differences in their age, educational level, years of experience, working area, and their reasons of attending at work despite illness, where Eta square value is .137, .062, .123, .208, and .255, respectively. However, there is nosignificant difference in employees' perception of emotional labor with regard to differences in their health problem ($p>0.05$).

4.4. Correlation and Regression Analysis

The results in a table (5) showed a significant positive correlation between presenteeism and job stress ($r=.440$ and $p<0.05$), Presenteeism and emotional labor ($r=.350$ and $p<0.05$), and between job stress and emotional labor ($r=.276$ and $p<0.05$).

Table (5): Correlation Matrix

Correlation Matrix				
		Presenteeism	Job Stress	Emotional Labor
Pearson Correlation	Presenteeism	1.000	-	-
	Job Stress	.440	1.000	-
	Emotional Labor	.350	.276	1.000
Sig. (1-tailed)	Presenteeism	-	.000	.000
	Job Stress	.000	-	.000
	Emotional Labor	.000	.000	-

Table (6) shows the results of multiple regression analysis, which was conducted to measure the effect of job stress and emotional labor on employees' presenteeism. The R square value is 0.251, which means that the model (which includes job stress and emotional labor) explains 25.1% of the variance in employees' presenteeism.

Table (6): Outputs of Multiple Regression Analysis

Presenteeism	Beta	T-test	Level of Significance
Job Stress	.372	7.528	.000
Emotional Labor	.248	5.015	.000
F value	55.545		
Degree of freedom	2, 332		
R	.501		
R ²	.251		
Adjusted R Square	.246		
Std error of the estimate	.63877		

The model also indicates that the beta coefficient values are .372 and .248 for job stress and emotional labor, respectively ($P < 0.05$). Regression formula was as follow:

$$\text{Presenteeism} = .909 + (.372 * \text{Job Stress}) + (.248 * \text{Emotional Labor})$$

This means that job stress and emotional labor significantly contribute to explaining employees' presenteeism.

5. Discussion

In the competitive environment of the hotel industry, one of the most significant factors that contribute to the effectiveness of hotel business is the workers (Lee-Ross & Pryce, 2010). In that respect, the performance of the hotel employees is quite important. The current study attempted to investigate three important factors that might threaten the work environment; namely, presenteeism, work stress and emotional labor.

The study reported that employees have a moderate level of presenteeism, work stress, and emotional labor. These results come to be consistent with the findings of Cetin (2016) and Halbesleben *et al.* (2014) who argued that due to the high level of competitiveness in the hotel industry, workers keep up going to work although they have trouble due to reasons like fear of job loss, job insecurity, long work hours, and health problems. Previous research indicated that employees in the hotel industry suffer from Presenteeism (Janssens *et al.*, 2016). Illness, lower wages, lack of motivation, low morale, discrimination, and family problems are the most important factors that increase absenteeism. Thus, the presenteeism, work stress and emotional labor levels among hotel employees were determined. The study also indicated that employees' demographics affect employees' perceptions of presenteeism, work stress and emotional labor. These results support and confirm the previous research of Aronsson and Gustafsson (2005), Martinez and Ferreira (2012), and Kim *et al.* (2016) who stated that females expose to presenteeism more compared to males. The current study also supported by the findings of Aronsson & Gustafsson (2005), Kim *et al.* (2016), and Uygur *et al.* (2018) who stated that presenteeism increases with increasing age, the presenteeism levels of generally middle-aged hotel workers were lower.

Furthermore, Willingham (2008) claimed that the main health problems that cause presenteeism are chronic illnesses such as asthma, diabetes, and arthritis. A study of Uygur *et al.* (2018) also mentioned that the chronic illness of the workers affects the level of presenteeism. The hotel workers with chronic illnesses showed more agreement to the factors behind Presenteeism, they had higher presenteeism levels, and they exposed presenteeism more.

They also observed that the less the educational level the higher the presenteeism level, and the married hotel workers had higher presenteeism levels compared to single workers, and the presenteeism levels of the elementary level graduate hotel workers were higher than the associate, license, and postgraduate level workers.

According to the current study, employees reported that the workload is considered the most significant reason for coming to work despite illness. This result comes to be consistent with other research that addresses that work overload was positively related to presenteeism (Deery *et al.*, 2014), and with the finding of Janssens *et al.* (2016) that argued work-related factors play a crucial role on presenteeism and work attendance.

Another important finding of the current study is that there is a significant positive correlation between job stress and emotional labor with presenteeism, and a significant positive correlation between job stress and emotional labor among hotel employees. These results were supported by the findings of Kudret and Melike (2016) who claimed that among the factors that increase presenteeism are job responsibilities, financial difficulties, attendance pressure, managerial pressure, and time pressure, and this, in turn, tend to increase the job stress level among hotel employees (Kudret and Melike, 2016). When perceived job stress is high in the work environment, the hotel employees will be motivated to feel the necessity to engage in presenteeism and emotional labor (Chia and Chu, 2016).

6. Conclusion and Recommendations

Presenteeism, work stress, and emotional labor are serious workplace issues that have the potential to cause or contribute to physical and psychological illness which can lead to the onset of, or increase in, harmful behaviors. Therefore, hotel managers must realize that there is a problem and take action to resolve it. Hotel management should formulate well-tailored training programs to change employees' behaviors, for instance, enhance the work-life-balance. Flexible working schedules and constant feedback meetings with employees should be available in order not to feel and to create a less stressful environment.

Attention should be paid to the importance of adopting wellness programs when dealing with presenteeism to provide employees with health promotion by screenings and health risk appraisals to assess the needs of employees. Hotel culture is another factor that should be examined when addressing presenteeism. Hotel employers should work to ensure their employees to be aware of the most common lifestyle factors and chronic conditions that contribute to their illness and disability.

Moreover, hotels should adopt absence management policies that do not include disciplinary measures for employees with chronic health conditions. Hotel managers have to understand that by having the policies to enforce employees to come to work even they were sick, they will shift the problem from absenteeism to presenteeism. Hotel managers and supervisors should adopt programs to assist their employees to resolve problems that may be interfering with their jobs.

Another attention should also be paid when employees engage in emotional labor, thus hotel management must assess the organizational climate to analyze if their employees are being trapped in negative emotional behavior and depression cycle (Ashkanasy and Daus, 2002). Hotels should also give emotional intelligence training skills to invest in positive and healthy emotional expression in the workplace. Furthermore, proactive engagement of all parties in the hotel is required to create a cultural shift to more supportive work processes and practices as an attempt to reduce job-related stress.

7. Study Limitations and Further research

Some limitations regarding the current study need to be taken into consideration in order to put the findings into perspective. First, the population of this study composed of employees working in five-star hotels in Egypt, and due to the nature of the hotel industry, the results may not be generalizable to other different industries. Second, the results derived from data collected within a specific time period "the mid of 2019". Therefore, other empirical longitudinal studies are needed to give more positive implications. Third, this study utilized a self-report survey and therefore a social desirability bias might have prevented hotel employees from being honest in their responses. Lastly, the Presenteeism of hotel employees was only investigated in terms of job stress and emotional labor.

Further research could examine the findings of the current study about five-star hotels and different hospitality businesses (e.g., restaurants). Further research could also examine the potential antecedents and consequences of Presenteeism in the hospitality industry.

References

Allen, J.A.; Diefendorff, J.M.; Ma, Y. (2014) Differences in emotional labor across cultures: A comparison of Chinese and U.S. service workers, *J Bus Psychol*, 29, 21-35.

Aronsson G. & Gustafsson K. (2005). Sickness Presenteeism: Prevalence, Attendance-Pressure Factors, and an Outline of a Model for Research, *JOEM*, 47(9), 958-966.

Ashforth, B. E. & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18(1), 88-115.

Ashkanasy, N., & Daus, C. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Executive*, Vol. 16 (1), 76-86.

Asiegbu, J. E. (2016). *The Analysis of the Components of Emotional Intelligence at Workplace: The Case of the Nigerian Telecommunication Industry* (Master's thesis, Eastern Mediterranean University (EMU)-Doğu Akdeniz Üniversitesi (DAÜ)).

Austin, E. J., Dore, C. P., & O' Donovan, K. M. (2008). Association of personality and emotional intelligence with display rule perceptions and emotional labor. *Personality and Individual Differences*, 44, 677-686.

Baker-McClearn, D., Greasley, K., Dale, J., & Griffith, F. (2010). Absence management and presenteeism: The pressures on employees to attend work and the impact of attendance on performance. *Human Resource Management Journal*, 20(3), 311-328.

Bierla, I., Huver, B., & Richard, S. (2012). New evidence on absenteeism and presenteeism. *International Journal of Human Resource Management*, Vol. 24 (7), 1536-1550.

Cetin, M. (2016). An Exploratory Study of Presenteeism in Turkish Context. *Emerging Markets Journal*, 6(1), 25-38.

Chia, Y. M., & Chu, M. J. (2016). Moderating effects of presenteeism on the stress-happiness relationship of hotel employees: A note. *International Journal of Hospitality Management*, 55, 52-56.

Cho, Y., Rutherford, B., & Park, J. (2013). The impact of emotional labor in a retail environment. *Journal of Business Research*, Vol.66 (5), 670-677.

Chu KHL, Murrmann SK (2006) Development and Validation of the hospitality Emotional Labour scale. *Tourism Management*.

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum Associates.

Coldwell, S. J. (2013). Addressing workplace bullying and harassment in Canada, research, legislation, and stakeholder overview: profiling a union program. *Workplace Bullying and Harassment*, 135.

Collins, A., & Cartwright, S. (2012). Why come into work ill? Individual and organizational factors underlying presenteeism. *Employee Relations*, Vol.34 (4), 492-442.

Cooper, C., & Dewe, P. (2013). Well-being-absenteeism, presenteeism, costs and challenges. *From Stress to Wellbeing*, Vol. 2 (June), 280-284.

Deery M. & Jago L. (2009). A framework For Work-Life Balance Practices: Addressing the Needs of the Tourism Industry, *Tourism and Hospitality Research*, 9(2), 97-108.

Deery, S., Walsh, J. & Zatzick, C.D. (2014). A moderated mediation analysis of job demands, presenteeism, and absenteeism. *Journal of Occupational and Organizational Psychology*, 87, 352-369.

Dew, K., Keefe, V., & Small, K. (2005). ‘Choosing’ to work when sick: Workplace presenteeism. *Social Science & Medicine*, 60, 2273–2282.

Diefendorff, J. M., Erickson, R. J., Grandey, A. A., & Dahling, J. J. (2011). Emotional display rules as work unit norms: a multilevel analysis of emotional labor among nurses. *Journal of occupational health psychology*, 16(2), 170.

Ekman, P., Friesen, W. V., & O'sullivan, M. (1988). Smiles when lying. *Journal of personality and social psychology*, 54(3), 414.

Ferreira, A. I., & Martinez, L. F. (2012). Presenteeism and burnout among teachers in public and private Portuguese elementary schools. *The International Journal of Human Resource Management*, 23(20), 4380–4390. <http://doi.org/10.1080/09585192.2012.667435>.

Gilboa, S., Shirom, A., Fried, Y., and Cooper, C. (2008), “A meta-analysis of work demand stressors and job performance: Examining main and moderating effects”, *Personnel Psychology*. pp. 227–272

Glomb,T.M.,&Tews,M. J. (2004).Emotional labor: A conceptualization and scale development. *Journal of Vocational Behavior*, 64, 1–23.

Gosselin, E., Lemyre, L., & Corneil, W. (2013). Presenteeism and absenteeism: Differentiated understanding of related phenomena. *Journal of occupational health psychology*, 18(1), 75.

Gosselin, E.,Lemyre, L., & Corneil, W. (2013). Presenteeism and absenteeism: Differentiated understanding of related phenomena. *Journal of Occupational Health Psychology*, Vol.18 (1), 75-86.

Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labor. *Journal of occupational health psychology*, 5(1), 95.

Groth, M., Hennig-Thurau, T., & Walsh, G. (2009). Customer reactions to emotional labor: The roles of employee acting strategies and customer detection accuracy. *Academy of Management Journal*, 52(5), 958- 974.

Gul K. & Gul M. (2016). A Dual-Dialectical Approach to Presenteeism and Absenteeism Among Kitchen Employees, *Tourism Academic Journal*, 3(2), 15-23.

Halbesleben, J.R.B., Whitman, M.V. & Crawford, W.S. (2014). A dialectical theory of the decision to go to work: Bringing together absenteeism and presenteeism. *Human Resource Management Review*, 24, 177–192.

Hennig-Thurau, T., Groth, M., Paul, M., & Gremler, D.D. (2006). Are all smiles created equal? How emotional contagion and emotional labor affect service relationships. *Journal of Marketing*, 70(3), 58-73.

Hochschild, A. (1983). *The managed heart: Commercialization of human feeling*. Berkley: University of California Press.

HULSHEGER, U.R.and SCHEWE, A.F. (2011) On the costs and benefits of emotional labor: A meta-analysis of three decades of research, *Journal of Occupational Health Psychology*, 16(3), 361-389.

HWA, M.A.C. (2012) Emotional labor and emotional exhaustion: Does co-worker support matter?, *Journal of Management Research*, 12(3), 115-127.

Janssens, H., Clays, E., De Clercq, B., De Bacquer, D., Casini, A., Kittel, F. & Braeckman, L. (2016). Association between psychosocial characteristics of work and presenteeism: A cross-sectional study. *International Journal of Occupational Medicine and Environmental Health*, 29(2), 331-344.

Janssens, H., Clays, E., De Clercq, B., De Bacquer, D., Casini, A., Kittel, F. & Braeckman, L. (2016). Association between psychosocial characteristics of work and presenteeism: A cross-sectional study. *International Journal of Occupational Medicine and Environmental Health*, 29(2), 331-344.

Johns, G. (2010). Presenteeism in the Workplace: A Review and Research Agenda, *Journal of Organizational Behaviour*, 31, 519-542.

Judge, T.A., Woolf, E.F., & Hurst, C. (2009). Is emotional labor more difficult for some than for others? A multilevel, experience-sampling study. *Personnel Psychology*, 62(1), 57-88.

Karanika-murray, M., Pontes, H. M., Grif, M. D., & Biron, C. (2015). Social Science & Medicine Sickness presenteeism determines job satisfaction via affective- motivational states, *139*, 100–106. <http://doi.org/10.1016/j.ssc.2015.08.001>

Karim, J. (2010). Emotional labour, emotional intelligence, and psychological distress. *Journal of the Indian Academy of Applied Psychology*, 36(2), 187-196.

Kim J., Suh E.E., Ju S., Choo H., Bae H. & Choi H. (2016). Sicknes Experiences of Korean Registered Nurses at Work: A Qualitative Study on Presenteeism. *Asian Nursing Rese-arch*, 10, 32-38.

Kim, H. (2008), “*Hotel service providers' emotional labour: The antecedents and effects on burnout*”, *International Journal of Hospitality Management*. pp. 151–161.

Koopman, C., Pelletier, K. R., Murray, J. F., Sharda, C. E., Berger, M. L., Turpin, R. S., . . . Bendel, T. (2002). Stanford presenteeism scale: Health status and employee productivity. *Journal of Occupational and Environmental Medicine*, 44(1), 14-20. doi:10.1097/00043764-200201000-00004.

Koopman, C., Pelletier, K., Murray, J., Sharda, C., Berger, M., Turpin, R., Hackleman, P., Gibson, P., & Bendel, T. (2002). Stanford Presenteeism Scale: Health Status and Employee Productivity. *Journal of Occupational and Environmental Medicine*, Vol. 44 (1), 14-20.

Kudret, G. Ü. L., & Melike, G. Ü. L. (2016). A dual-dialectical approach to presenteeism and absenteeism among kitchen employees. *Turizm Akademik Dergisi*, 3(2), 15-23.

Lack, D. M. (2011). Presenteeism revisited: a comprehensive review. *Aaohn Journal*, 59(2), 77-91.

Lambert EG, Hogan NL, Camp SD, and Ventura LA (2006) The impact of work–family conflict on correctional staff: A preliminary study. *Criminology and Criminal Justice* 6: 371–387.

Lee-Ross, D. & Pryce, J. (2010). *Human Resources and Tourism (Skills, Culture and Industry)*, Channel View Publications, UK.

Lepine, J., Lepine, M., and Jackson, C. (2004), “*Challenge and hindrance stress: Living with exhaustion, motivation to learn, and learning performance*”, *Journal of Applied Psychology*. pp. 883–895.

Lopes, S., Ferreira, A., Passos, A., Neves, M., Sousa, C., & Sá, M. (2017). Depressive Symptomatology, Presenteeism Productivity, and Quality of Life. *Journal of Occupational and Environmental Medicine*, Vol.60 (4), 301-308.

Mandiracioglu, A. (2013). The Phenomenon of Presenteeism. *Journal of Social Security*, 3(2), 9-17.

Martinez, L.F. & Ferreira, A.I. (2012). Sick at Work: Presenteeism among Nurses in a Portugu-ese Public Hospital, *Stress and Health*, 28, 297-304.

Merrill, R., Aldana, S., Pope, J., Anderson, D., Coberley, C., Whitmer, W. and HERO Research Study Subcommittee (2012). Presenteeism according to health behaviours, physical health, and work environment. *Population Health Management*. 00(00):1-9.

Merrill, R., Aldana, S., Pope, J., Anderson, D., Coberley, C., Whitmer, W. and HERO Research Study Subcommittee (2012). Presenteeism according to health behaviours, physical health, and work environment. *Population Health Management*. 00(00):1-9.

Murtini. (2016). Do Emotional Labor Strategies mediate the relationship between emotional intelligence and leader-member social exchange? – A study in Indonesia. Lisboa. ISCTE Business School. Master Final Thesis.

Olaniyi, A. A. (2013). *Effects of job stress and motivation on performance of employees in Hotel Industry* (Doctoral dissertation, Dublin, National College of Ireland).

Omar, M. K., Rusdi, S. D., Huseein, N., & TKM, T. B. (2016). Presenteeism and its Effect towards Academic Burnout and Life Satisfaction: A Study in a Public University of Malaysia. *International Academic Research Journal of Business and Technology* 2(2) 2016 Page 85-90.

Ospina, M. B., Dennett, L., Wayne, A., Jacobs, P., & Thompson, A. H. (2015). A systematic review of measurement properties of instruments assessing presenteeism. *Am J Manag Care*, 21(2), e171-e185.

Palo, S., & Pati, S. (2013). The Determinants of Sickness Presenteeism, 49(2).

Panari, C., & Simbula, S. (2013). Presenteeism “on the desk” The relationships with work responsibilities, work-to-family conflict and emotional exhaustion among Italian schoolteachers.

Prentice, C. (2013). Emotional labour and its consequences: The moderating effect of emotional intelligence. In *Individual Sources, Dynamics, and Expressions of Emotion* (pp. 187-201). Emerald Group Publishing Limited.

Pulak, M. (2012), “Beat that stress”, Express Hospitality. pp. A-1. Retrieved from: <http://hospitality.financialexpress.com/20120615/life01.shtml>

Rathi, N. (2013). Please Smile While You Serve: Do Employees Pay a Hidden Cost for “Serving with a Smile?”. *NMIMS Management Reviews*, 23, 33-44.

Robbins, S., and Judge, T. (2013). Organizational Behavior (15th Edition). Pearson Education, Inc., Publishing as Prentice Hall. pp.472.

Ross, G. (2005), "Work stress and personality measures among hospitality industry employees", *International Journal of Contemporary Hospitality Management*. pp. 9–14.

Salkind, N.J. (2016). *Statistics for people who think they hate statistics*. Sage publications. Pp.156.

Schultz, A. and Edington, D. (2007). Employee Health and Presenteeism: A Systematic Review. *Journal of Occupational Rehabilitation*. 17: 547-579.

Surana, S., & Singh, A. K. (2009). Development and validation of job burnout scale in the Indian context. *International Journal of Society Systems Science*, 1(4), 351–374.

Trougakos, J. P., Beal, D. J., Green, S. G., & Weiss, H. M. (2008). Making the break count: An episodic examination of recovery activities, emotional experiences, and positive affective displays. *Academy of Management Journal*, 51(1), 131-146.

Uygun, A., Cankül, I., & Cankül, Ö. Ü. D.(2018). Comparing The Presenteeism Levels Of The Workers In Hotel Businesses: The Case Of Izmir. *Akademik Sosyal Araştırmalar Dergisi, Yıl: 6, Sayı: 72, Haziran 2018, s. 23-46*

Varca, P. (2009), "Work stress and customer service delivery", *The Journal of Services Marketing*. pp. 229–239.

Vieira, S. (2018). *Emotions, burnout and presenteeism in the workplace* (Doctoral dissertation).

Wagner, D.T.; Barnes, C.M.; Scott, B.A. (2014) Driving it home: How workplace emotional labor harms employee home life, *Personnel Psychology*, 67, 487-516.

Willingham, J. G. (2008). Managing presenteeism and disability to improve productivity. *Benefits & Compensation Digest*, 45(12), 1.

Yesilkaya, M. (2015). *Analysing the Effects of Emotional Labour towards Employees on Empathic Tendency: A Survey on Senior Executives in Turkey*.

Zapf, D. (2002). Emotion work and psychological wellbeing: A review of the literature and some conceptual considerations. *Human Resource Management Review*, 12, 237-268.

حضورية موظفي الفنادق: تأثيرات التفاعل مع الضغط الوظيفي و العمل العاطفي

حازم أحمد خيرى^١

^١كلية السياحة والفنادق، جامعة مدينة السادات

الملخص العربي

تهدف هذه الدراسة إلى استكشاف كيفية تأثير حضورية موظفي الفنادق "حضور الموظف الى العمل رغم كونه مريضاً" بالضغط الوظيفي والعمل العاطفي. تم تجميع البيانات لهذه الدراسة من عدد ٢٠ فندق فئة الخمس نجوم في منطقة القاهرة الكبرى في مصر. وتم تجميع عدد ٣٣٥ استمارة استبيان صالحة للتحليل النهائي. كشفت نتائج الدراسة وجود مستويات معتدلة لدى موظفي الفنادق من الضغط الوظيفي والعمل العاطفي وكذلك حضورهم الى العمل رغم مرضهم. اضافة إلى ذلك، كشفت الدراسة عن وجود ارتباط إيجابي معنوي بين الضغط الوظيفي و العمل العاطفي مع حضورية موظفي الفنادق. علاوة على ذلك، أكدت نتائج الدراسة على وجود علاقة إيجابية معنوية بين الضغط الوظيفي والعمل العاطفي. قد تعمق هذه الدراسة فهم مفهوم حضورية الموظفين في سياق صناعة الفنادق، وكذلك قد تساعد في تقليل السلوكيات الضارة في أماكن العمل.

الكلمات الدالة: حضورية الموظفين، الضغط الوظيفي، العمل العاطفي، الفنادق.