



RESEARCH ARTICLE

Impact of Job Demand, Social Support and Perfectionism on Presenteeism among Employees in Construction Industry: The Indirect Effect of Job Burnout

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Presenteeism has been the subject of substantial research in a variety of sectors. However, the implications of presenteeism in the construction industry have been comparatively ignored. This study aims to examine the impact of job demand, social support, and perfectionism on presenteeism among employees in construction industry. In addition to this, the study also aims to investigate the indirect effect of job burnout on these relationships. The population of this study is employees in the construction sector of Pahang, Malaysia, who work for registered contracting companies. Non-probability sampling was used in this investigation whereby the survey was distributed through known channels. A total of 373 self-reported questionnaires were returned back. Structural Equation Modeling was conducted using SmartPLS to analyse the data. The findings revealed that significant predictors of job burnout were perfectionism, job instability, and workload. However, social support was not a significant predictor of job burnout. Furthermore, the primary factors influencing presenteeism were found to be job instability, perfectionism, and workload.

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INTRODUCTION

Presenteeism is a phenomenon in which workers are physically present at work but are not completely engaged in their job (Johns, 2010; Miraglia & Johns, 2016). This problem has garnered considerable attention in the fields of occupational health and organisational behaviour. However, the implications of presenteeism in the construction industry have been comparatively ignored. Because of the contextual distinctions of the construction industry, research on presenteeism within this setting is necessary in order to identify the factors that influence presenteeism so as to understand potential impact on the health and productivity of employees and organisations.

According to Chong et al. (2017), the construction business is known for its difficult working conditions, high job expectations, and complex project dynamics. Due to variables such as project uncertainties and market changes, construction projects often include tight timetables, hefty workloads, and job insecurity (Cheung & Wong, 2019; Leka & Jain, 2010). Because of the demands of their jobs, people may feel forced to remain physically present at work, even if they are suffering diminish productivity and well-being as a result of these obligations.

In addition, social support that workers have is a very important factor in the construction sector (Cheung et al., 2020). Workers in this profession regularly find themselves in difficult and stressful circumstances. However, there has only been a moderate amount of study done that focuses on the connection between social support and presenteeism in this particular field. Studies conducted in other fields have shown that social support may reduce the detrimental impacts of work demands on employee well-being and performance (Demerouti et al., 2014). Therefore, it is vital to examine the effect of social support on presenteeism in the construction sector.

Furthermore, perfectionism, which is characterised by the establishment of excessively high standards and the experience of self-imposed demands to meet them, has been connect with poor work outcomes such as burnout and decreased job performance (Shafran et al., 2016; Stoeber & Otto, 2006). However, there has only been a little amount of study done to explore the connection between perfectionism and presenteeism, notably in the field of building construction. In addition, the possible role that work burnout might have in regulating the relationship between presenteeism and perfectionism is rarely investigated within this sector of the economy. One recent study by Zhang et al. (2024) gave a comprehensive bibliometric analysis of the literature on psychological capital within higher education institutions.

In the existing body of research on presenteeism in the construction industry, there is a deficiency of understanding of the indirect effect of burnout on the relationship between perfectionism and presenteeism. This constitutes a knowledge gap (Harjanti & Todani, 2019). There exist studies that have investigated separate influences that job demand, social support, and perfectionism have on presenteeism. However, there is a dearth of research that investigates the combined influence of these factors as well as their indirect effects through job burnout among employees it the construction industry (Lucinda, 2019).

Hence, this study aims to determine the direct effects of job demands, social support, and perfectionism on presenteeism among construction workers in Pahang, Malaysia. Further, the study also seeks to investigate the potential indirect effects of burnout on the relationship between the above variables. Accordingly, the specific objectives are as follows.

1. To study the impact of job demands (workload and job instability), social support and perfectionism on job burnout.
2. To investigate the impact of job demand (workload and job instability), social support, perfectionism, and job burnout on presenteeism.
3. To study the indirect effect of job burnout on the relationship between job demands (workload and job instability), social support, perfectionism and presenteeism.

By achieving these objectives, the study intends to contribute to the existing body of knowledge by examining the relationships among job demands, social support, perfectionism, burnout, and presenteeism in the construction industry from the theoretical perspectives of Job Demands-Resources Model and the Conservation Resources Theory. On a practical perspective, the results of this study will provide managers with some strategies for ensuring that the level of burnout experienced by workers may be lowered.

2. THEORETICAL PERSPECTIVE

The current study is backed up by a combination of two theoretical models; (i) the Job Demands-Resources (JD-R) Model, and (ii) Conservation of Resources (COR) Theory. JD-R model is composed of both the demands of the job (such as the amount of work to be done and the amount of time pressure) and the resources of the job (such as social support and autonomy) and their impact on organisational outcomes via employee strain and motivation. According to Bakker and Demerouti's (2007) theory, excessive work expectations that are not met with enough resources may result in burnout as well as a reduction in productivity.

On the other hand, the COR proposes that people are driven to safeguard and conserve their resources because the potential for the loss of those resources or the prospect of their loss might lead to psychological discomfort and strain (Ten et al., 2012). It also suggests that the reduction of resources has a bigger effect on well-being compared to the increase of the same resources. Individuals engage in behaviours known as resource investment in order to increase the quantity and quality of the resources they have access to, and they are more inclined to invest in resources that are scarce or in danger (Halbesleben & Bowler, 2007).

All in all, the theories collectively argue that there is a multitude of resources which could affect people’s psychological status associated with performing a given responsibility.

2.1 Conceptual framework and hypothesis development

Underpinned by the theoretical perspective of the study, Figure 1 shows the conceptual framework of the current study depicting the hypothesised connections between the independent and dependent variables through a mediator known as job burnout. It is anticipated that job demands, which include workload and job insecurity, along with social support, and perfectionism would have some effect on job burnout, which will, in turn, lead to presenteeism of personnel working in the construction industry.

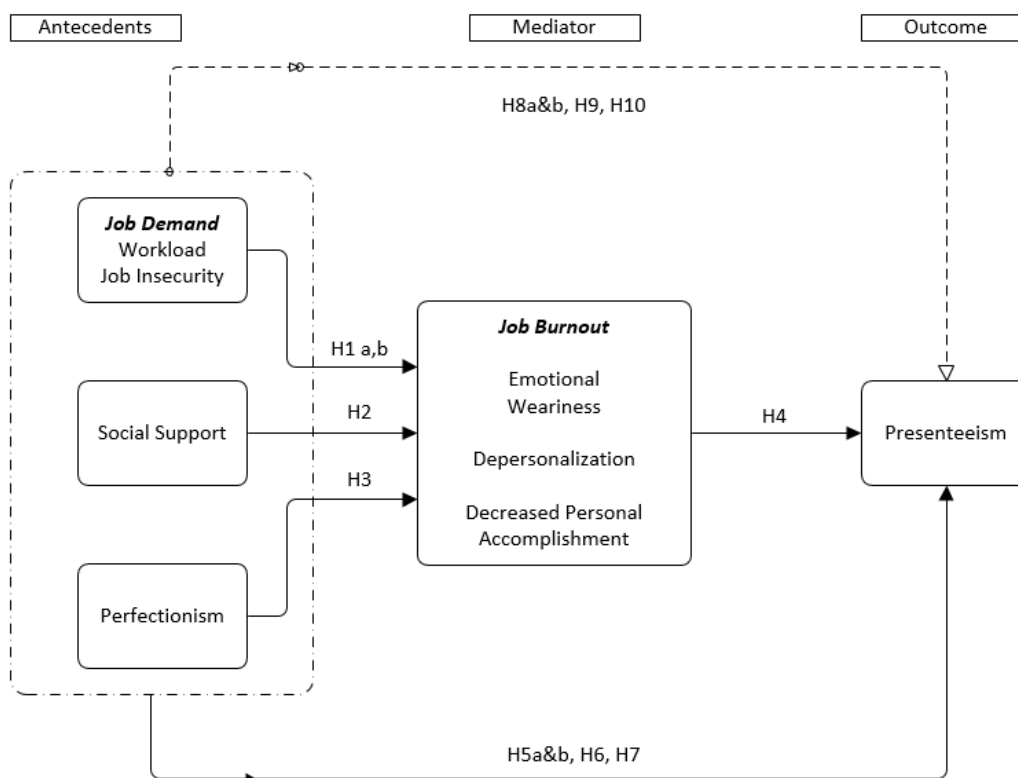


Figure 1: Conceptual framework of the study

NOTE:
 —————> Direct influence between IV and DV
 —————> Mediating Effect

2.1.1 Impact of workload on job burnout

Workload is the amount of work that has to be finished within a particular period of time. Workload will affect the productivity of employees as well as the comfort they experience while working. (Soelton & Atnani, 2018). Evidence from the past suggests that the construction sector is subject to a

continuous stream of stimuli, demands, and pressures as a result of the changing settings and increased complexity. Workload, and particularly mental workload, has a significant influence on feelings of burnout (Tijani et al., 2020). In addition, previous studies have shown that the prevalence of job demand might lead to feelings of burnout in the workplace (Wu, et al., 2019). Subsequent to the above, hypothesis 1a is constructed.

H1a: Workload has a significant impact on job burnout.

2.1.2 Impact of job instability on job burnout

The sensation that one's work is in danger, as well as the impression or dread of involuntary job loss, is what is known as job insecurity (Caroli & Godard, 2014). Insecurity in the workplace is conceptualised as a psychological working state that influences job insecurity. These psychosocial working circumstances have the potential to have a detrimental impact on cognition, emotion, behaviour, and ultimately a person's physical or mental health. According to Bazzoli and Probst (2023), job instability may raise the likelihood of developing serious depressive disorder. Subsequent to the above, hypothesis 1b is constructed.

H1b: Job instability has a significant impact on job burnout.

2.1.3 Impact of social support on job burnout

According to House (1981), social support is a sort of relational content that can be gained via a person's social network. This type of relational content includes both emotional and instrumental components of assistance. Emotional support consists of validation and listening, whereas instrumental support refers to more tangible resources and rapid assistance. According to Gottlieb and Bergen (2010), having social support at work might help alleviate the emotional strain that comes with the job. Consequently, hypothesis 2 is constructed.

H2: Social support has a significant impact on job burnout.

2.1.4 Impact of perfectionism on job burnout

Perfectionism is a personality trait that is marked by the inclination to establish performance standards that are unreasonably high, the desire to assess one's own actions severely, and the fear of being judged adversely by others (Frost et al., 1990). In their study, Ozbilir et al. (2014) claimed that some personality qualities play an essential role in the growth of emotional tiredness and a sense of control. According to Tziner and Tanami (2013), maladaptive perfectionists, who are people who have high standards but a large dissonance between their objectives and whether or not they are met, will feel higher degrees of tension and burnout while also having low levels of engagement. Fu et al. (2022) stressed the emotional distress can have inverse relationship with emotional stability. As a result, hypothesis 3 is constructed.

H3: Perfectionism has a significant impact on job burnout.

2.1.5 Impact of job burnout on presenteeism

According to Dodanwala and Shrestha (2021), burnout is a psychological condition that is tied to work and results from extended exposure to chronic workplace stresses. Moreover, presenteeism is a term that is used to define the phenomena of individuals, despite complaints and bad health that should encourage rest and absence from work, showing up at their employment (Dew et al., 2005).

Burnout has a direct influence on the health of a worker (Wu, Hu, and Zheng, 2019), which can lead to presenteeism and turnover (Liu et al., 2020). As a result of this direct impact, the costs of burnout for organisations are quite significant. According to the findings of Liu et al. (2020), which were derived from the JD-R models, job burnout is responsible for a spike in presenteeism. In conclusion, presenteeism and burnout are directly connected to one another. Subsequently, hypothesis 4 is constructed.

H4: Job burnout has a significant impact on presenteeism.

2.1.6 Impact of job demand (workload and job instability) on presenteeism

According to Norcross and Ganiats (2005), the rate of presenteeism was more likely to be reduced when workers had some access to particular resources, such as support from the supervisors. Moreover, in their study, Ishimaru et al. (2020) found that an increase in job control at low or moderate levels was associated with lower presenteeism; however, very high levels of job instability were associated with higher presenteeism. Consequently, hypotheses 5a and 5b are constructed.

H5a: Workload has a significant impact on presenteeism.

H5b: Job instability has a significant impact on presenteeism.

2.1.7 Impact of social support on presenteeism

The presence of social support is often associated with good impact on presenteeism. In a similar vein, the study conducted by Dew et al. (2005) demonstrated the influence that social support from superiors has on the degree to which one's fundamental psychological needs are met. Also, the positive impact of providing assistance on behalf of coworkers were discovered (Johns, 2010). According to the author, the perception of one's peers providing assistance enhances one's sense of control over their own activities (autonomy), their sense of willingness to take on obligation (competence), and the opportunity to create working relations, which enhances one's sense of belonging to the group. As a result, hypothesis 6 is constructed.

H6: Social support has a significant impact on presenteeism.

2.1.8 Impact of perfectionism on presenteeism

Despite the fact that perfectionists may be more driven, engaged, and attentive (Stoeber and Otto, 2006), research suggests that they are also at a greater risk for a variety of work-related stressors, burnout, and mental health issues. Because of this, workers may experience problems with presenteeism in the future. On the other hand, perfectionism has the capacity to have an effect on both well-being and job attitudes (Maslach & Jackson, 1981). As a result, hypothesis 7 is constructed.

H7: Perfectionism has a significant impact on presenteeism.

2.1.9 The indirect effect of job burnout

A high workload, which is characterised by excessive job expectations and work pressure, may contribute to higher levels of job burnout (Maslach et al., 2001). Further, job burnout is a process that functions as a mediator between the detrimental effects that workload has on employees' well-being and performance, including their propensity to presenteeism (Shimazu et al., 2012). According to Lee et al. (2017), job burnout moderated the relationship between job insecurity and unfavourable work outcomes such as presenteeism. As a consequence, hypotheses 8a and 8b are constructed.

H8a: Workload and presenteeism are indirectly related via job burnout.

H8b: Job insecurity and presenteeism are indirectly related via job burnout.

According to research conducted by Halbesleben et al. (2014), higher degrees of social support are connected with decreased levels of burnout, which in turn leads to a reduction in presenteeism on the part of employees. According to Lu et al. (2014), burnout on the job acts as a mediator between social support and presenteeism, which indicates that the link between social support and presenteeism may be partially explained by the existence of burnout. As a consequence, hypothesis 9 is constructed.

H9: Social support and presenteeism are indirectly related via job burnout.

Research has repeatedly revealed positive connections between perfectionism and job burnout, with perfectionistic persons reporting higher levels of burnout (Stoeber & Otto, 2006; Flett et al., 2018). According to Neto et al. (2017) and Wei et al. (2019), burnout on the job plays a mediating function between perfectionism and presenteeism, which means that the link between perfectionism and presenteeism may be partially explained by the presence of burnout. People who have perfectionistic inclinations are more likely to engage in excessive work efforts, disregard the need of self-care, and suffer high levels of stress, all of which can contribute to burnout and increased rates of presenteeism (Flett et al., 2018). As a consequence, hypothesis 10 is constructed.

H10: Perfectionism and presenteeism are indirectly related via job burnout.

3. MATERIALS AND METHODS

3.1 Population and sampling

The population of construction contractors in Pahang, Malaysia, from whom samples were collected is now registered with the Construction Industry Development Board (CIDB), is the population from which samples were drawn. As there was no accessible sample frame, a non-probability sampling method known as the snowball sampling approach was utilised to collect data from contractors in the state of Pahang who were registered with the CIDB (Creswell, 2014). Following the guidelines by Verma and Verma (2020), the sample size for the study was determined to be 367 respondents, with a confidence level of 95% and a margin of error of 5%.

3.2 Instrumentation

The current study employed a survey instrument consisted of six sub-scales all of which contained statements that were supposed to be answered using a Likert-type scale. The statements were adapted from multiple, previously validated sources as indicated in Table 1. In addition to these, the tool also contained a section to collect demographics information of the participants.

Table 1: Number and sources of questionnaire items.

Item	Number of Question	Sources	Scale
Job Burnout -Emotional Weariness -Depersonalization -Decreased Personal Accomplishment	21	Cao et al (2020) & Dodanwala and Shresth (2021) & Liu et al (2020) & Wu, Hu and Zheng (2019)	Interval "5-point Likert Scale "1=Strongly Disagree." to "5=Strongly Agree"
Workload	5	Kim et al (2021)	Interval "5-point Likert Scale "1=Rarely." to "5=Very Often"
Job Instability	4	De Witte, Pienaar and De Cuyper (2016) & Keim et al. (2014)	Interval "5-point Likert Scale "1=Strongly Disagree." to "5=Strongly Agree"
Social Support	7	Lee, Xu and Yang (2021) & Oberländer and Bipp (2022)	Interval "5-point Likert Scale "1=Strongly Disagree." to "5=Strongly Agree"
Perfectionism	15	Birkbeck (2022) & Kanten and Yesiltas (2015)	Interval "5-point Likert Scale "1=Strongly Disagree." to "5=Strongly Agree"
Presenteeism	7	Ishimaru, Mine and Fujino (2020) & Johns (2009)	Interval "5-point Likert Scale "1=None of the time." to "5=All of the time"

3.3 Data collection

In the current study, both printed as well as online surveys were used for data collection. Table 2 shows the number of responses received on each medium and the rate of usable responses. As indicated in the table, out of the 450 surveys that were distributed 403 were returned back. Nevertheless, only 376 were usable after eliminating 27 questionnaires that were found to be incomplete. Hence, the overall percentage of usable responses is 83.55.

Table 2: Number of responses received

Description	No. of surveys distributed	No. of usable responses returned	Response rate
Printed survey	100	53	53%
Online survey	350	323	92.28%
Total	450	376	83.55%

3.4 Data analysis

In the current study, data was analysed using SmartPLS, employing variance based methods of Structural Equation Modeling (VB-SEM). The analysis was comprised of two main phases; that is, assessment of the measurement model followed by evaluation of the structural model. The first phase is essentially an assessment of the measurement instrument which was examined using indicator reliability (factor loading), average variance extracted (AVE), and composite reliability (CR) as means of ensuring convergent validity. Discriminant validity using Fornell-Lacker criterion was assessed subsequently. In addition to these, full collinearity assessment was carried out employing variance inflation factor (VIF) to address issues of common method bias.

Table 3 shows results of assessment of measurement model. According to the results in the table, the indicators achieved indicator reliability as all factor loading are above the minimum cut-off of 0.40 (Hair et al., 2019). Moreover, the constructs achieved acceptable level of CR as the scores are all above the minimum threshold of .7 (Hair et al., 2017). Additionally, the constructs also achieved acceptable level of AVE as all values are higher than the minimum acceptable threshold of .5 (Hair et al., 2017).

Table 3: Convergent validity

Construct	Item	Factor loading	CR	AVE
Workload	D3	0.884	0.824	0.701
	D4	0.787		
Job instability	E1	0.865	0.791	0.655
	E4	0.749		
Social support	F1	0.583	0.726	0.581
	F4	0.907		
Emotional weariness (JB)	A2	0.602	0.811	0.521
	A4	0.689		
	A5	0.827		
	A9	0.748		
Depersonalisation (JB)	B10	0.835	0.804	0.673
	B12	0.805		
Decreased personal accomplishment	C17	0.964	0.727	0.594
	C18	0.508		
Perfectionism	G3	0.843	0.778	0.542
	G9	0.647		
	G10	0.706		
Presenteeism	H3	0.686	0.832	0.554
	H4	0.838		
	H5	0.757		
	H6	0.686		

Note: JB = job burnout

Table 4 shows the results of the Fornell-Lacker criterion test which was used to determine the discriminant validity of the instrument. According to the table, all constructs have appropriate discriminant validity as the square root of AVE (values in bold) are higher than the correlations accept in two occasions. These two cases were ignored as they occurred between a construct and its sub-constructs.

Table 4: Discriminant validity

		1	2	3	4	5	6	7	8	9
1	Decreased personal accomplishment	0.771								
2	Depersonalisation	0.232	0.820							
3	Emotional weariness	0.179	0.586	0.722						
4	Job burnout	0.264	0.889	0.858	0.734					
5	Job instability	0.102	0.544	0.519	0.607	0.809				
6	Workload	0.382	0.248	0.131	0.219	0.120	0.837			
7	Perfectionism	0.281	0.444	0.371	0.455	0.452	0.350	0.736		
8	Presenteeism	0.196	0.413	0.346	0.422	0.491	0.334	0.519	0.744	
9	Social support	0.229	0.088	0.110	0.099	0.104	0.335	0.203	0.177	0.762

4. RESULTS

Testing of the research hypotheses was carried in the second phase of analysis in which the structural model was evaluated by path analysis and significance of the associations as indicated the path coefficient (Beta values, β). Figure 2 shows the path diagram generated from SmartPLS. The Beta coefficients are shown on the paths along with the significance values in parenthesis. Moreover, Table 5 shows the same information in a more comprehensible manner along with the VIF values. The VIF values indicate that there are no significant collinearity issues as the values are well below 5 (Hair et al., 2019), and thus, the results are trustworthy from a statistical point of view. Additionally, Table 5 also indicated the results of each tested hypothesis.

According to Table 5, workload ($\beta = 0.098, p = 0.009$) and job instability ($\beta = 0.510, p = 0.000$) had significant impact with job burnout. Additionally, social support did not have significant impact on job burnout ($\beta = -0.027, p = 0.290$) while perfectionism show a significant impact on job burnout ($\beta = 0.195, p = 0.000$). On the other hand, Table 5 shows that job burnout ($\beta = 0.073, p = 0.082$) and social support ($\beta = 0.022, p = 0.384$) did not have a significant impact on presenteeism. Workload ($\beta = 0.175, p = 0.001$), job instability ($\beta = 0.294, p = 0.000$) and perfectionism ($\beta = 0.287, p = 0.001$) have a significant impact on presenteeism. These results provide support for the hypotheses H1a, H1b, H3, H5a, H5b and H7 while they could not support hypotheses H2, H4 and H6.

Table 5: Path coefficients and hypothesis testing

H	Relationship	Beta	SE	p-value	Outcome	R ²	VIF
H1a	workload → job burnout	0.098	0.041	0.009	significant	0.219	1.246

H1b	job instability → job burnout	0.510	0.050	0.000	significant	0.607	1.261
H2	social support → job burnout	-0.027	0.050	0.290	not significant	0.099	1.138
H3	perfectionism → job burnout	0.195	0.042	0.000	significant	0.455	1.423
H4	job burnout → presenteeism	0.073	0.056	0.082	not significant	0.422	1.716
H5a	workload → presenteeism	0.175	0.053	0.000	significant	0.334	1.263
H5b	job instability → presenteeism	0.294	0.062	0.000	significant	0.491	1.707
H6	social support → presenteeism	0.022	0.047	0.384	not significant	0.177	1.140
H7	perfectionism → presenteeism	0.287	0.055	0.000	significant	0.519	1.489
H8a	workload → job burnout → presenteeism	0.007	0.007	0.147	not significant		
H8b	job instability → job burnout → presenteeism	0.037	0.028	0.092	not significant		
H9	social support → job burnout → presenteeism	-0.002	0.005	0.339	not significant		
H10	perfectionism → job burnout → presenteeism	0.014	0.010	0.080	not significant		

Furthermore, as show in Table 5, none of the beta values for the indirect relationships was significant. Hence, there was no statistical support for the hypotheses H8a, H8b, H9, and H10. Accordingly, workload did not have a significant indirect impact on presenteeism via job burnout ($\beta = 0.007$, $p = 0.147$). Similarly, job instability did not have a significant indirect impact on presenteeism via job burnout ($\beta = 0.037$, $p = 0.092$). Likewise, social support did not have a significant indirect impact on presenteeism via job burnout ($\beta = -0.002$, $p = 0.339$). In the same manner, perfectionism did not have a significant indirect impact on presenteeism via job burnout ($\beta = 0.014$, $p = 0.080$).

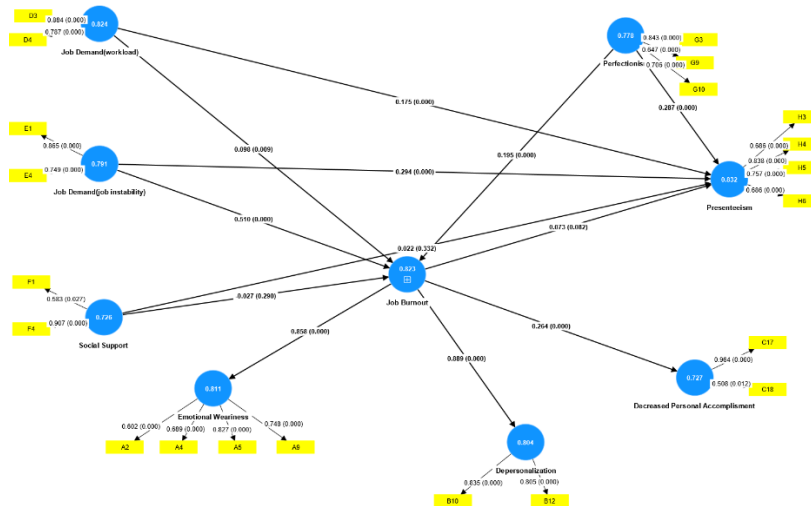


Figure.2: Structural Model

5. DISCUSSIONS AND IMPLICATIONS

The investigation that was carried out in this study revealed that job burnout is significantly predicted by job instability, workload, and perfectionism but not by social support. In addition, it was discovered that job instability, workload, and perfectionism were the primary factors that influenced presenteeism. On the other hand, social support and job burnout did not have any direct effect on presenteeism. In addition, the mediation analysis revealed that job burnout was not a significant mediator on the relationship between the independent variables (job instability, workload, social support, perfectionism) and presenteeism. These findings are discussed subsequently.

5.1 Factors affecting job burnout

Results of the present study shows that the factors of workload, job instability, and perfectionism all have a positive impact on burnout. This indicates high intensity of these factors could possibly increase the rate of job burn out among workers in the construction industry. A number of previous studies reported similar findings. For instance, Prasetyaningtyas et al., (2022) reported that a high workload, particularly a high mental burden, has a positive association with burnout. In addition, Soelton and Atnani (2018) found that the most significant cause of stress for construction workers, particularly managers and supervisors, is the volume of work they are expected to complete. Moreover, Johari et al. (2019) demonstrated that there is a significant connection between the amount of labour that one does and feelings of burnout on the job. This implies that higher levels of workload is bad for employees and thus could lead to burn out.

Previous studies also reported that employment instability leads to burnout. For example, according to Langerak et al. (2022), job insecurity is a leading source of emotional tiredness among construction workers in the workplace. As for perfectionism, Wang and Wu (2022) found that socially dictated perfectionism led to higher emotional exhaustion and cynicism, which in turn raised the probability of high job pressure. In contrary, self-oriented perfectionism does not result in excessive stress or burnout, and people with this type of perfectionism are less likely to engage in unhealthy coping mechanisms in order to deal with stress (Birkbeck, 2022). Hence, high levels of job instability are unhealthy and could lead to burn out while perfectionism could lead to similar kind of mental effect depending on the nature of perfectionism being exhibited.

5.2 Factors affecting presenteeism

Finding of the current study shows that the factors of workload, job instability, and perfectionism all have a positive impact on presenteeism. This indicates high intensity of these factors could possibly increase the rate of presenteeism among workers in the construction industry. Previous studied reported positive association between workload and presenteeism. For instance, Ishimaru et al. (2020) found that a rise in workload at low or moderate levels was related with lower levels of presenteeism, while an increase in workload at extremely high levels was connected with higher levels of presenteeism.

On a similar note, a study conducted by Arjona-Fuentes et al. (2019) revealed that job insecurity increased the rate of presenteeism among workers. Alternatively, there was a correlation between workers having occupations that were more stable and a decrease in the rates of presenteeism (Demerouti et al., 2009). As for perfectionism, previous studies reported that individuals who are more inclined towards perfectionism are expected to force themselves to work hard and attend work in order to do a large number of tasks (Lu & Cooper, 2022). Hence, high levels of job instability and perfectionism could both lead to high levels of presenteeism.

5.3 The Impact of job burn on presenteeism

The current study revealed that job burnout did not have a direct significant impact on presenteeism. Nor was job burnout found to be having an indirect impact on presenteeism. While Chong (2022) reported that emotional tiredness might result in presenteeism in the workplace, Liu et al. (2020) stated that a rise in job burnout will not lead to an increase in presenteeism in the construction business. In the case of the indirect effect, previous studies produced mixed results. For instance, while there found to be a positive association between perfectionism and presenteeism (Girardi et al., 2015), Chong (2022) found that perfectionism did not have an effect on burnout.

5.4 Theoretical implications

We employed the JD-R model that postulates that job demands leads to burnout which subsequently results in presenteeism among employees. According to the findings of this study by using JD-R model, job demands which are workload and job instability have not significantly impacted presenteeism through job burnout which correlate with the study result by Seth, Abas, and Rahmat (2021). On the other hand, by using COR theory (Hobfoll, 2001), the relationship between social support presenteeism was not mediated by job burnout. This enhances our understanding that in the context of construction industry, social support did not have significant relationship with presenteeism if mediated by job burnout. Next, in order to predict job burnout as well as presenteeism among construction personnel by using COR theory by Hobfoll (2001), the current study incorporated personality qualities (perfectionism) into the model. According to the findings of this study, it shows that job burnout did not mediate the relationship between workload, job instability, social support, perfectionism and presenteeism.

5.5 Practical implications

This study demonstrated that higher workload leads to greater job burnout and presenteeism among construction workers, including skilled professionals, non-management level individuals, and management level personnel. According to Prasetyaningtyas et al. (2022), one of the key difficulties is the harmful consequences that stress from work has on both physical and mental health, which leads to a growing number of people feeling burned out by their jobs leading to increase in presenteeism. If a project manager is experiencing feelings of stress or is unable to adjust to the demands of the job, they will have a negative image of their work environment. This negative image will, in turn, affect both their physical exhaustion and morale, which will lead to an increase in job burnout and presenteeism.

There are several ways to overcome the workload in construction industry stated by Brandt et al., (2018). First, prioritise tasks for each employee by identify the most important and urgent tasks. Use techniques like the Eisenhower Matrix to categorise tasks as urgent/important, important/not urgent, urgent/not important, or neither. Second, use time management skill by having task scheduling to allocate time for specific tasks of each employee. Thirds, provide psychological support for those seeking assistance by facilitating meeting with a counselor or therapist to manage stress and build resilience.

In addition, employees will experience job burnout and high presenteeism as a direct result of job instability. Employees in the construction business may experience job burnout or prolonged stress as a direct result of the industry-wide shift towards new norms, regulations, and processes. As a result, those working in the construction industry, including those in management positions, have an obligation to ensure their own well-being and welfare. The management should make an effort to listen to the comments and disagreements of their employees regarding their stress levels and any other associated problems that are experienced at work.

6. CONCLUSIONS AND LIMITATIONS

The key findings of the present study highlight several significant predictors of job burnout, including perfectionism, job instability, and workload. However, social support did not emerge as a significant predictor of job burnout. Furthermore, the primary factors influencing presenteeism were found to be job instability, perfectionism, and workload. Interestingly, social support and job burnout were not found to have a direct impact on presenteeism. Additionally, in the context of mediating analysis, it was observed that the four hypotheses involving the mediating variable of job burnout were not statistically significant in relation to presenteeism.

6.1. Limitation of the study

This present study has some limitations. Firstly, the design of this study was a cross-sectional one, which means that it was conducted at a single point in time. As a consequence of this, it is challenging to claim causation regarding the relationship that exists between the many variables. Second, the location from which respondents were chosen also has limitations. As data was gathered from a single locality, generalisability to other contexts is limited. Third, the use of self-reported questionnaire is faced with the potential problem of socially desirability bias. In spite of measure taken to reduce the impact this bias on the results, the extent to which this was successful cannot be guaranteed.

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