Impact of Covid-19 Challenges towards Mental Health and Organization Performance

of Hotel Industry in Kuala Lumpur, Malaysia

By

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DECLARATION

I hereby declare that the project work entitled "*Impact of Covid-19 challenges towards Mental Health and Organizational Performance of Hotel Industry in Malaysia*" is a record of original work done by me under the guidance of my supervisor Asst Prof. Farhana Tahmida Newaz and this project paper is submitted in partial fulfilment of the requirements for the Master of Strategic Human Resource Management in Universiti Tun Abdul Razak has never been submitted in part or in whole for any degree before.

Signature   :

Name   :

Date   :

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Impact of Covid-19 Challenges towards Mental Health and Organization Performance of Hotel Industry in Malaysia

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Covid-19 pandemic and lockdown has brought a sense of fear and anxiety in the whole world. This affects many sectors including the hospitality industry which have brought a great impact on the mental health and the job performance of the employees in the hotel industry. There are many challenges identified in this case study. Therefore, several safety steps need to be taken to identify those challenges and ways to tackle these issues are included in this case study. This study focused on 3 independent variables, namely, job insecurity, lack of job satisfaction and poor service delivery that contributes to mental health and organizational performance. Research was conducted with sample size of 250 respondents and used convenience sampling as primary sampling technique. Thisresearcher conducted the study by using a questionnaire to collect the data and the data wasanalysed by using SMART PLS4 and SPSS. As based on the findings of the study can conclude that there is a significant and positive relationship between job insecurity and lack of job satisfaction towards mental health and organizational performance except poor service delivery.

Keywords: Covid-19, fear and anxiety, Job Insecurity, Lack of job satisfaction, Mental Health, Organizational performance, Poor Service Delivery

CHAPTER 1: INTRODUCTION

1.1   Background of Study

In December 2019, there were pneumonia cases in Wuhan, China. This case was reported caused by visiting or working in a seafood or live animal market in Wuhan. There were several investigations were done and found that this is a new coronavirus and was named COVID 19. COVID-19 spread around China and the rest of the world. In January 2020, World Health Organization (WHO) declared the outbreak a Public Health Emergency. There are different types of coronaviruses causing illness in animals and humans. In humans, this coronavirus can cause respiratory infections from the common cold to severe diseases. This highly transmissible disease spread through contact with other infected individuals, which has symptoms such as fever, cough, and breathing problems. It also spreads through droplets from the infected person through coughing, talking, sneezing, or when infected droplets land on objects such as a table, switch, and so on. When another person touches them, and they touch their eyes nose, or mouth, they are exposed to this virus. The development of this symptom is on average five to six days but can range from 1 to 14 days. The symptom can be from very mild to severe. Some may not have symptoms but tested positive. Common symptoms are fever, tiredness, fatigue, running nose, dry cough and some may have difficulty in breathing and so on.

Critical global responses to control the spreading of the COVID-19 pandemic have included partial and complete border closures, lockdowns, travel restrictions, social distancing orders, school closures, and business disruptions. This sudden lockdown had drastic impacts on workers especially the hospitality industry such as hotel industry in Malaysia. In 2019, almost 4.83 thousand hotels were operating in Malaysia and it indicates a massive increase in the number as compared to 2009. However, amidst the current pandemic Covid-19, almost 15% of hotel operators had been forced to shut down their business as they were unable to

maintain business operations. In 2020, the Malaysian Government faced a downfall of almost RM 3.37 billion (Waisul Karim, 2020). All the tour packages were terminated by the government, which left the hotels, tourism and airlines with a considerable impact. The GDP was affected almost from 0.8 to 1.2%, approximately RM 10.8 billion to RM 17.3 billion (Waisul Karim, 2020).

1.2   Problem Statement

Hospitality industry specifically hotel industry is considered one of the fastest developing sectors all over the world and the most affected sector regarding this issue. As a result of the COVID-19 pandemic, the hospitality work environment has dramatically changed. After the healthcare practitioners, the next high-risk occupation was a variety of job positions in the tourism and hospitality sector, marked as particularly vulnerable to the risk of contracting the disease. This unprecedented disruption threatens the mental health of the hospitality workers especially the hotel industry by increasing their worries on their health job prospects. Based on the recent survey by the Malaysian Association of Hotels (MAH), about 15 percent of the hotels in the country will likely close their business activities due to the COVID-19 outbreak. The hospitality and tourism industry sector in Malaysia has already experienced losses of RM3.37 billion within the first 2 months of Movement Control Order (MCO) period (Dzulkifly, 2020). Hotel industry are struggling to survive to the extend they had close to cease their operation temporarily. Malaysian Association of Hotels has estimated that there will be 60% loss of tourism businesses, and 15% of the hotel operators will not be able to survive and will completely close their operation by 2020 (Dw, 2020). This study explores what kind of challenges faced by the hotel employees which lead towards mental health and how it affects their job performance in this industry.

There are many challenges faced by the employees during this pandemic which leads to a negative mental health such as job insecurity, lack of job satisfaction, fear of economic crisis and poor service delivery. All these factors will lead into poor organizational performance which will affect the hotel industry as a whole.

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1.3 Research Objective

The objective of this research is to identify the challenges faced by the employees in the hotel industry during this pandemic. It is important to understand how health crises and disaster affects hotel employees' attitude and behaviours which leads and affect their job performance and organizational performance. The specific objectives are identified based on five independent variables as below:

- To investigate the relationship of job insecurity and mental health towards organizational performance in hotel industry in Malaysia.

- To investigate the relationship of lack of job satisfaction and mental health towards organizational performance in hotel industry in Malaysia.

- To investigate the relationship of poor service delivery and mental health towards organizational performance in hotel industry in Malaysia.

1.4 Research Questions

Based on the five identified variables that significantly affects the mental health and organizational performance, the research question of this study is as follows:

- Is there any relationship between job insecurity and mental health towards organization performance in hotel industry in Malaysia?

- Is there any relationship between lack of job satisfaction and mental health towards organization performance in hotel industry in Malaysia?

- Is there any relationship between poor service delivery and mental health towards organization performance in hotel industry in Malaysia?

1.5   Significant of the Study

Mental Health refers to cognitive behavioral, and emotional well-being. It's all about how people think, behave, feel and react to a situation. Mental health can affect daily living, relationship and physical health. Given the uncertainty of COVID 19 this study is to investigate the potential effect of the crisis on the mental health of employees in the hotel industry. This study will investigate the relationship how perceived job insecurity mediates the relationship between fear of economic crisis and mental health. By examining all the relationship involved, we can have a better understanding of factors causing mental health problems among employees in this pandemic.

Furthermore, this study also is beneficial to top management level on how to tackle and handle this situation wisely. This study also takes opportunity to know more about physiological factors impacting the employees during the pandemic.

1.6   The Organization of the Study

This paper is arranged into five (5) chapters. Below is the brief description of each chapter.

1.6.1   Chapter 1

Chapter 1 provides the background of the study of impact and challenges faced by the hotel employees during this Covid 19 pandemic, problem statement, research objectives, research questions and the significant of the study.

1.6.2   Chapter 2

Chapter 2 consist of Literature review to gain understanding of the previous study on the factors influencing and impact of the pandemic to the employees in hotel industry which leads to mental health and also poor job satisfaction and as well organizational performance. Challenges such as job insecurity, lack of job satisfaction, staff layoff, fear of economic crisis and poor service delivery has a connection to poor mental health towards employees in that

industry. Based on the literature review, the conceptual model is developed and the relationship between those challenges is hypothesized.

1.6.3 Chapter 3

Chapter 3 represent the study's research design which includes study population, sampling procedure, data collections method, dependent and independent variable and data analysis techniques.

1.6.4 Chapter 4

Chapter 4 represent Data analysis, box plot analysis, outlier identification, Herma's single-factor test, normality andmulticollinearity analysis were cover under this chapter. Furthermore, the descriptive statistics, measurement model analysis and assessment of the structural model were listed andexplained.

1.6.5 Chapter 5

Chapter 5 represent limitationsin this study, practical implications, recommendations for future research and conclusion for this study.

1.7 Summary of Chapter 1

In this chapter the researcher discussed on how important is the employee performance in an organization especially in hotel and tourism sector. Then followed by the research aims, research questions and significance of the study.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

The chapter begins with a theoretical overview and concludes with the identification of variables and the development of hypothesis.

2.1 Theoretical Foundation

Figure 2. 1 Theoretical concept of Impact of Covid 19 towards organizational performance
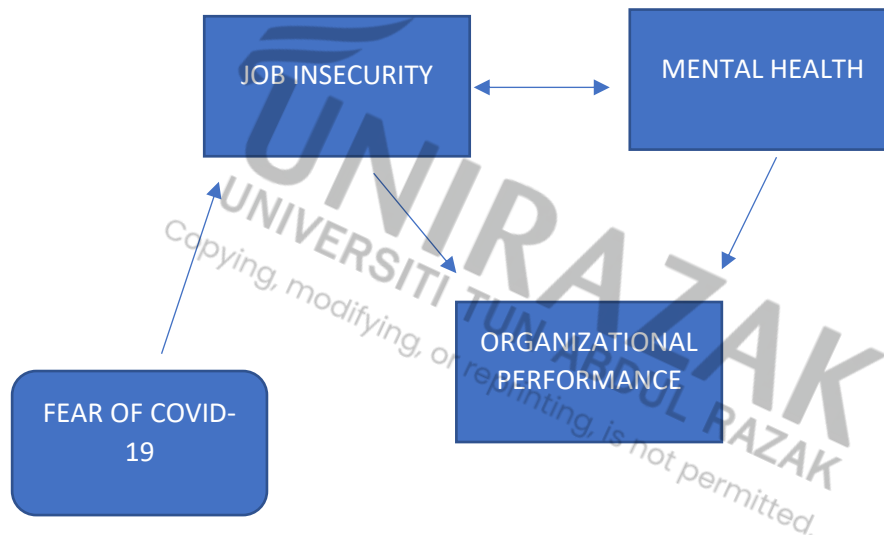
Job insecurity is considered to be one of the most common job stressors (Ashford et al. 1989, Probst, 2002, Sverke, 2002) associated with negative and physical health (Grandall and Perrewe, 1995).

The job demand-resources (JD-R) model theory is a work stress model, which proposes strain such as anxiety and depression. This is a result of a lack balance job demand and job resources. In the hotel industry the job demand are high, especially during the pandemic the workload is very much higher, high work pressure, unsafe working environment and so on. Employees are exposed to various kinds of thread including this COVID-19 virus. Safety at

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workplace is very important as it may affect the entire organization not only to employees but to their families as well. Although we have safety measures like wearing mask, social distancing, sanitize and so on, yet the problem is not from there. It's starts as soon as employees steps out from their house to work. Most of them uses public transport such as trains, grab taxies, bus or even walk from their home to workplace. They are exposed with crowds before they enter office. Some employees take things for granted such as not following rules and regulation imposed by the top management.

According to Elitharp, 2005 stress has both negative and positive consequences, with strain being one of the negative results of stress. Some authors (Cartwright and Cooper, 2009) define strain as serious physiological and psychological harmful reactions to the stressors, which can lead to chronic problems and reduce physical wellbeing. Consistent with the JD-R theory, certain changes to workplace conditions (such as those caused by the COVID-19 health disaster) may create additional stressors, thereby reducing employees' physical and mental resources and increasing their probability of psychological strains (PS).

There is a strong relationship between job insecurity and mental health. Employees are confronted with excessive job demands and they can't manage the conflict between work and family roles. Most of them end up in depression and in some cases, they commit suicide. This is because they cannot take any stress from the workplace which can lead to other health issues such as anxiety and depression. When they are facing this kind of issue, they won't be able to work. This will lead into poor service delivery and this will indirectly will influence the organizational performance.

Besides stress, many employees are retrenched in this hotel industry. Employees will work in fear and feel insecure. When they see their colleagues or co-worker terminated the rest employees will feel demotivated and this will lead to poor service delivery as well. Employees don't feel happy to work and they will work in silo which could even lead into mental stress and depressions. Employees who experience high levels of job strain, communicate poorly,

make mistakes, and create conflicts, which add up to the already high job demands (Bakker and Costa (2014).

2.2 Empirical Research

The Empirical Research will be discussed three main variables such as below:

- Job Insecurity

- Lack of Job Satisfaction

- Poor Service Delivery

2.2.1 Dependent Variable: Organizational Performance

The term "performance" in the context of performance management refers to consistently accomplishing desired results in the most effective and efficient manner feasible (JAWABREH et al., 2020). Organizational performance is the ability of the organization to reach its goals and optimize results. The hotel industry in Malaysia suffers from declining performance due to the Covid-19 pandemic. Based on the recent survey by the Malaysian Association of Hotels (MAH), about 15 percent of the hotels in the country will likely close their business activities due to the COVID-19 outbreak. Employee performance plays a vital role in the organization especially the hotel industry. Employee performance refers to how well a person performs in their job, completes essential tasks, and behaves in the workplace. Work quality, quantity, and efficiency all are important elements in determining performance (JAWABREH et al., 2020).

2.2.2 Mediator: Mental Health

According to World Health Organization (WHO) mental health refers to as a *"state of well being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively or fruitfully, and is able to make a contribution to his or her community"* . Fear of COVID-19 is the biggest factor that contributes to psychological factors such as stress, anxiety and depression among hotel employees.This is because they are at the risk of being infected themselves first and transmitting the infection to their friends and family members. Besides that, hotel employees are prone to enormous workloads which leads to anxiety and depression. Role stress are common in hotel industry. Role stress refers to the stress experienced by the person because of their job in the organization. If organization fail to tackle this issue to control employees stress, it will have a negative impact on their job satisfaction and even trigger burnout, anxiety and turnover. An increase of staff turnover could lead into serious consequences for an organization which refers to the hotel industry. Depressed hotel employees have greater intention to leave their jobs. They don't feel secure as they are working in fear all the time. This could lead to turnover which effects the hotel name and prestige. Organization plays an important role to identify the level or their employees mental health so that precaution can be taken accordingly.

2.2.3 Independent Variables: Job Insecurity

Job insecurity can be defined as an employee's fear of losing their job and being unemployed. Many authors have defined job insecurity as the employee's expectations that they will continue in their job (Van Vuuren and Klander mans, 1990; Heaney et al., 1994; Davy et al., 1997; De Witte, 1999; and Sverke et al., 2002) while other authors define job insecurity as employees' perceptions regarding the probability of losing their job in times of crisis (Mohr, 2000). This is an important factor as it affects their phycological health of the employee. This job insecurity will likely to have reduced engagement and to make less effort to achieve the organizational goal because they spend less time and energy on their jobs. This could lead to turnover in the organization. The economic crisis may be considered one of the most

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triggering factors that creates fear of job insecurity. Due to the economic instability and fear of job loss, employees have also developed a state of mind where they believe that long-term relationships with organizations are no longer considered loyal. Job insecurity is one of the significant factors that cause restlessness among the employees, hence impacting the mental health of the employees directly.

Hotel industry faced an employment shock in term of significantly reduced numbers of employees and a very high rise in the numbers of employees being on temporary leave. Many hotels are shut down due to financial crisis due to this pandemic issue. They couldn't cope up with their business as no travellers stay at the hotel due to the restriction of the government. Many staff are retrenched and they face many health issues such as depression and some of them even end up commit suicide due to the retrenchment. Top management fails to identify and cope with the issues. Many of them are financially commitment to loans such as cars, house, medical cards, insurance and so on. When they are retrenched, they are unable to pay monthly as they have been paying. This makes their life complicated and that's the reason why many of them commit suicide to involved in other illegal works. Employees who perceive that they are likely to lose some or all of their jobs feel helpless if they do not know how to cope with these threats to their jobs, which causes them to experience stress while performing their jobs. Psychological tensions, such as anxiety, nervousness, low morale, and anger, increase. Therefore, job insecurity creates a higher level of anxiety and a higher level of depression among hotel employees during the pandemic and this will directly influences the organization performance.

2.2.4 Independent Variables: Lack of Job Satisfaction

Motivation had become a rather slow pace factor in the hotel industry especially during this pandemic. Communication between departments and high position individual tends to be deficient and minimal. For example, not all top bosses communicate with their employees. This makes employees feel demotivated and not appreciated and as well decrease their job satisfaction. Now days employees or co-worker's scared to confront of their bosses because

they don't communicate each other. Many problems like disciplinary or job-related issues arise when   there is communication breakdown. Employees don't feel happy to work and they will work in silo which could even lead into mental stress and depressions. Employees who experience high levels of job strain, communicate poorly, make mistakes, and create conflicts, which add up to the already high job demands (Bakker and Costa (2014).

2.2.5 Independent Variables: Poor Service Delivery

Employees in the hotel industry fail to perform during this pandemic. As many employees being retrenched due to this situation, there will be lack of staff in the hotel. Since there are lack of staff, the employed one are burden with jobs to cover the empty post in the hotel. Some of the employees are quarantined and the remaining one have to cover. Due to this situation, employees couldn't absorb the over burden job and this will cause demotivation among employees and this will lead to poor service delivery. As we know now, most of the hotels are converted to quarantine hotels for travellers or workers who are confirmed positive or those who travelled abroad for work purpose. When a hotel transforms into the quarantine hotel, employees must decide whether to continue to earn a living while risking their lives or to walk away. It is a very difficult choice for quarantine hotel employees. This make the employees who works in the hotels feel overburden with the task given to fulfil all the customers to stay in the hotel. They tend to work overtime to finish their job because of the lack of staff in the hotel. They will be scared of the risk of getting the virus as well and this will lead to mental health and as well affects the performance in the organization as well.

2.3 Proposed Conceptual Framework

Figure 2. 2 Conceptual model of Impact of Covid 19 towards organizational performance
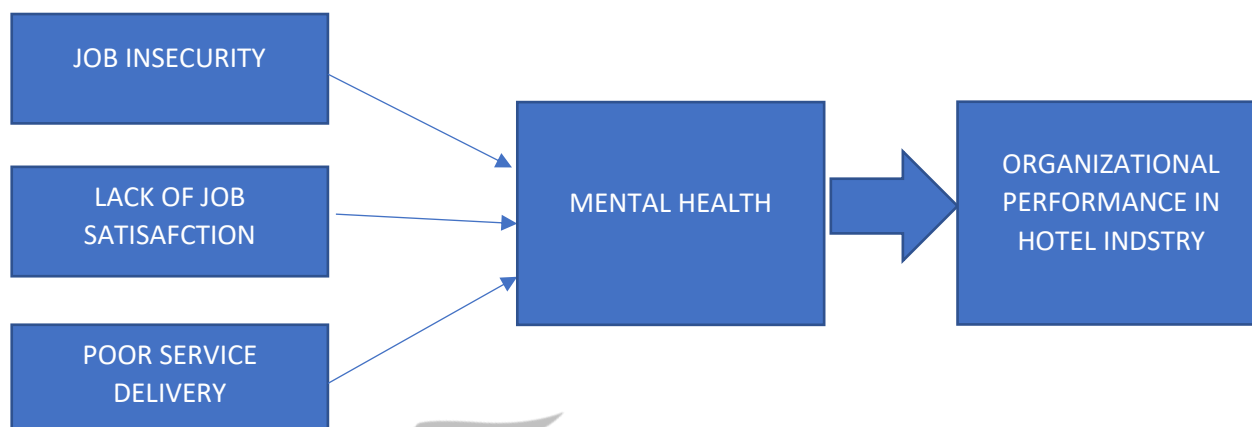
Figure 2.2 Theoretical framework of The Study

2.4 Hypothesis Development

There are four (4) hypothesis formulated based on the conceptual model on factors influencing to mental health and organizational performance:

H1: There is a significant relationship between job insecurity towards mental health.

H2: There is a significant relationship between lack of job satisfaction towards mental health.

H3: There is a significant relationship between poor service delivery towards mental health.

H4: There is a significant relationship between mental health towards organizational performance.

2.5 Summary of Chapter 2

Job insecurity, lack of job satisfaction and poor service delivery are factors which effect mental health and have a greater impact towards organizational performance. In the next chapter, methodology will be discussed.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the approach and methods of collecting data used to validate the conceptual model given in Chapter 2. The chapter opens with an examination of the research design. Additionally, the techniques for sample selection and data collecting are outlined. Additionally, the study specifies the operationalisation and measurement used to establish the research's independent and dependent variables. Finally, this part explains the analytical procedures that were utilised to test the hypotheses and respond to the research questions.

3.1 Research Design

Research Design is the framework used to collect data and analyse the components of the data that related to the study. There are six important components in research design which are as following:

- Purpose of the study

- Type of investigation

- Research interference

- Study setting

- Time horizon

- Unit of analysis

As this research intended to show the features of a population or phenomena, an applied, descriptive study was used. Descriptive research is a type of research that is used to describe the characteristics of a population. Given the study's focus on Kuala Lumpur, Malaysia's hotel and tourism business, a non-contrived research setting was adopted. The reason why researcher choose specific location of Kuala Lumpur because it's the capital of Malaysia and

widely recognized for numerous landmarks such as Petronas Twin Towers, Petaling Street, Batu Caves and many other tourist spots. Hotels in Kuala Lumpur is mostly fully booked all the time especially public and school holidays. This shows employees in hotel industry in this place are most affected compared to other states. They tend to be more emotionally unstable which contributes towards mental health and organizational performance due to this pandemic.

3.2 Study Population and Sampling Procedures

According to (Bartolucci et al., 2012), the target population refers to the group of people with whom it will conduct research and develop findings. The population of the study refers to employees in all position levels of the hotel industry in Malaysia. According to the data from The World Tourism Organization (UNWTO) there were approximately 196.4 thousand people employed in the hotel industry in Malaysia in 2021. According to Hair et al., 2017, mentioned that 1 question should have 10 number of respondents. Therefore, in this study there were total of 19 items, 190 respondents needed.

3.3 Data Collection Method

Questionnaires have a long history of application in management research and social science research in general (Sarantakos, 1998). The distribution of questionnaires was used as a research tool to collect data from the targeted respondents in an accurate and timely manner. A self-completion questionnaire with closed-ended questions is formulated for this study.

Researcher starts the data collection process early January 2023. Researcher able to collect data in timely manner as the questionnaires was a straight forward question and easy to understand by all levels of employees. The questionnaires were distributed using the online platform such as Facebook and Instagram advertising. Researcher also contacted hotels in Kuala Lumpur and talked to their human resource department to get respondent from all their employees. Goggle Form was also emailed and the link was also sent via WhatsApp to all respondent in order to save time. Vital questions such as respondent current working sector

was included to ensure it reaches the targeted group. The questionnaire method is a quantitative methodology that has been chosen for its ease of use in gathering data from respondents.

3.3.1 Primary Data

Primary data refers to the first had data gathered from the original sources to assist the researcher to get additional information and answering the study questions (Oluwatosin Ajayi, 2017). A quantitative technique is the questionnaire survey form. This is the easiest way to collect data from the targeted respondents.

3.3.2 Secondary Data

Secondary Data is the already existing data such as from journals, websites, articles and so on. This data is readily available for research to get more information and provides an accurate fact-based. In addition, the researcher obtains the secondary data from the Goggle Scholar in order to get wider range of article related to this tittle.

3.4 Operationalization and Measurement

A Likert-scale is a psychometric scale is a scale most widely used approach to scaling responses in survey research. Researcher used Likert Scale in this study to operationalised the variables. The questionnaire was divided into 6 parts: Part A, Part B, Part C, Part D, Part E and Part F. In Part A, questions involved respondent demographics, specifically gender, age, nationality, educational level, employment status and level of employment. Questions in part B are related to organizational performance. In addition, Part C, D, E and F respectively will measure mental health, job insecurity, lack of job satisfaction and poor service delivery. Table 3.2 show the 5- point Likert scale used in this study.
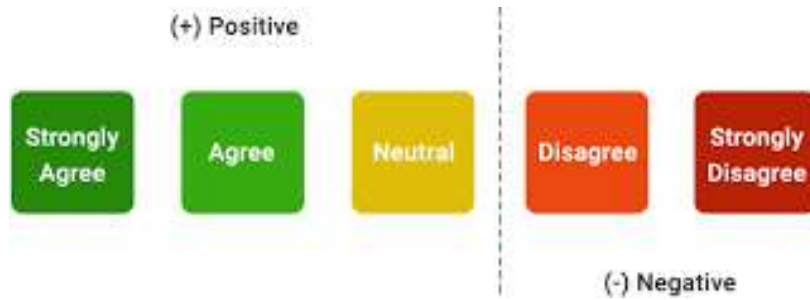
Figure 3.2 The 5-point Likert Scale

3.5 Specifications of the Variables

The Researcher developed variables by doing some modification and adoption from the prior studies. This is because previous studies developed a strong theoretical and conceptual framework to support their study.

Variable	Source
Organziational Performance	(Hui Chei et al., 2014) (SC. Cheng, 2022)
Mental Healh	(Bernie Wong, Nina Tamaro Feb, 202), (Luke Stritt July 2021)
Job Insecurity	(B. Obrenovic, 2021)
Lack of Job Performance	(SC. Cheng, 2022),(Jean et al., 2017)
Poor Service Delivery	(Azis, L.A. & Che Ahmat, N.H. (2022),(Jean et al., 2017),(Ameeq & Hanif, 2013)

Table 3.0 The Constructed Variables and Source

3.5.1 The Variable Items

3.5.1.1 Organizational Performance

Those items related to organizational performance were adopted from (Hui Chei et al., 2014)

(SC. Cheng, 2022) according to the relevant references for item measurement in the study.

Organizational performance items are displayed in Table 3.1 below:

NO	Adapted Item	Original Item
1	My supervisor discussed important values, beliefs and mission about my work unit.	My supervisor discussed important values, beliefs and mission about my work unit.
2	Able to carry out instruction and fulfil job responsibility accurately and efficiently.	Extend to which employee can be counted on to carry out instruction and fulfil job responsibility accurately and efficiently.
3	Punctuality to work. Report to work as scheduled and follows established procedures for breaks.	Punctuality of workers. Report to work as scheduled and follows established procedures for breaks.
4	Ability to be self-directed, efficient, creative, and resourceful. Assumes extra work on own initiative, adapts quickly to new responsibilities.	Ability to be self-directed, efficient, creative, and resourceful. Assumes extra work on own initiative, adapts quickly to new responsibilities.
5	Adapts strategically and operationally to new environmental conditions.	Adapts strategically and operationally to new environmental conditions.

Table 3.1 Measurement Items of Organizational Performance (Source: (Hui Chei et al., 2014) (SC. Cheng, 2022)

3.5.1.2 Mental Health

Those items related to mental health were adopted from (Bernie Wong, Nina Tamaro Feb, 202), (Luke Stritt July 2021) according to the relevant references for item measurement in the study. Mental Health items are displayed in Table 3.2 below:

NO	Adapted Item	Original Item
1	I feel comfortable talking about my mental health in the company.	I feel comfortable talking about my mental health in the company.
2	I feel like my company prioritizes mental health at work.	I feel like my company prioritizes mental health at work.
3	Steps taken by the organization to support mental health have improved my mental health.	Steps taken by the organization to support mental health have improved my mental health.
4	My immediate manager creates an environment where mental health can be discussed.	My immediate manager creates an environment where mental health can be discussed.

Table 3.2 Measurement Items of Mental Health (Source: (Bernie Wong, Nina Tamaro Feb, 202), (Luke Stritt July 2021))

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3.5.1.3 Job Insecurity

Those items related to job insecurity were adopted from (B. Obrenovic, 2021) according to the relevant references for item measurement in the study. Job insecurity items are displayed in Table 3.3 below:

NO	Adapted Item	Original Item
1	I feel insecure about the future of my job.	I feel insecure about the future of my job.
2	Being a part of my current organization is important to me.	Being a part of my current organization is important to me.
3	I feel a strong sense of belonging to my current organization.	I feel a strong sense of belonging to my current organization.
4	My boss communicates a clear and positive vision of the future during the times of Covid-19.	My boss communicates a clear and positive vision of the future during the times of Covid-19.

Table 3.3 Measurement Items of Job Insecurity (Source: (B. Obrenovic, 2021))

3.5.1.4 Lack of Job Satisfaction

Those items related to lack of job satisfaction were adopted from (SC. Cheng, 2022),(Jean et al., 2017) according to the relevant references for item measurement in the study. Lack of job satisfaction items are displayed in Table 3.4 below:

NO	Adapted Item	Original Item
1	I am stressed around other people because I worry, I'll catch the Covid-19 virus.	I am stressed around other people because I worry I'll catch the coronavirus.
2	I feel I fairly satisfied with my job.	I feel I fairly satisfied with my job.
3	Most days I am enthusiastic about my work.	Most days I am enthusiastic about my work.
4	Higher levels of pay have always resulted to greater satisfaction among employees.	Higher levels of pay have always resulted to greater satisfaction among employees.

Table 3.4 Measurement Items of Lack of Job Satisafaction (Source: from (SC. Cheng, 2022),(Jean et al., 2017))

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3.5.1.5 Poor Service Delivery

Those items related to lack of poor service delivery were adopted from: (Azis, L.A. & Che Ahmat, N.H. (2022),(Jean et al., 2017),(Ameeq & Hanif, 2013) according to the relevant references for item measurement in the study. Poor service delivery items are displayed in Table 3.5 below:

NO	Adapted Item	Original Item
1	The attitude of the employees shows me that they understand my needs.	The attitude of the employees shows me that they understand my needs.
2	Employees are salaried according to position not performance.	Employees are salaried according to position not performance.
3	Training always makes employees show the positive attitude towards work.	Does training always make employees show the positive attitude towards work?
4	Increment in monthly salary has changed employee attitude.	Increment in monthly salary has changed employee attitude.

Table 3.5 Measurement Items of Poor Service Delivery (Source: from (Azis, L.A. & Che Ahmat, N.H. (2022),(Jean et al., 2017),(Ameeq & Hanif, 2013))

3.6 Data Analysis Technique

Analysis is the process of using logic to gain a better understanding of a subject. Identifying a logical pattern and summarizing the essential information given by the study could be part of the data analysis technique. After the data collection process, the data was analyzed through SPSS and SMART PLS4. SPSS was used for descriptive analysis while SMART PLS4 was used for testing the hypothesis. The techniques of the data analysis are listed below in table 3.7.

Test	Purposes	Name of analysis/ analysis test	Criteria/rule of thumb	References
SPSS				
Decode	To convert alphabetics into numerical form	-	-	-
Data cleaning	This process occurs to detect errors in data entry and screening, whether any wrong input and missing data.	Descriptive statistic > frequency analysis > min and max	The values are according to the 5-point Likert Scale range.	(Kwak & Kim, 2017)

Missing data	To scan the missing value and make sure omit the missing value by evaluating it. This should be done if the missing value is in the range of minimal and occurs randomly.	Missing Complete at Random (MCAR) > Expectation-Maximization (EM)	$P > .05$.	Talib (2018)
Outlier (multivariate)	This process occurs to detect the outliers and make sure remove it.	Box plotanalysis	Observe the box plot and delete the data that lies upper side and lower side of the fence lines.	(Kwak &Kim, 2017)
Normality	Calculating the data normality score consciously in order to decide whether or not the parametric test should be applied.	Skewness andkurtosis	+1 and -1 is the value should score.	Hair etal. (2017)
Multicollin earity - collinearity	To observe and measure how inflated the variances of the f parameter estimate are. When two or more explanatory variables in multiple regression are strongly linearly connected, multicollinearity arises. High intercorrelations between independent variables distort the data in this situation.	Variance Inflation Factor (VIF)	VIF < 10.	Denis (2019)
Descriptive statistic	To evaluate the instrument items and demographic data of respondents.	Frequency, mean, percentage, and standard deviation.	-	Denis (2019) and Talib (2018)
SMART PLS 4 - Evaluation of measurement model				
Internal consistency	To verify the measured construct's internal consistency (reliability).	Composite reliability (CR)	Value > .70.	Awang et al. (2018) and Hair et al.(2017)
Convergent validity	When all of the construct components are statistically significant, the measurement of a construct that should be conceptually related has been accomplished.	Average variance extracted (AVE): Percentage of variances extracted by the items to measurethe construct.	AVE > .50.	Awang et al. (2018) and Hair et al.(2017)
Discriminant validity	To validate that the model's measurement constructs have no redundancy.	Heterotrait- Monotrait Ratio(HTMT) of the correlations.	HTMT < .85.	Hair etal. (2017)
SMART PLS4 Evaluation of the structural model				
Path coefficient	To evaluate the relevance of the structural pathway between exogenous and endogenous variables hypothesis. The path coefficient strength, which connects the variables, shows if the constructions may legitimately tap into the interest being researched.	Path coefficient + bootstrappingat a 95% confidence interval.	$t\text{-}value > 1.96$ (2 tailed).	Hair etal. (2017)
Coefficient Determination (R^2)	Calculate the predictive power of the model and each construct coefficient. Additionally, it shows the proportion of variables that the model can account for.	R^2	.26 (substantial). .13 (moderate). .03 (weak).	Cohen (1988) and Hair et al. (2017)
Effect size(f^2)	To determine whether the endogenous construct is	f^2	.35 (large effect). .15 (mediumeffect).	Cohen (1988) and Hair et al. (2017)

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	impacted by the missing component.		.02 (small effect).	
Blindfolding and predictive relevance(Q^2)	To evaluate path Q2 and the accuracy with which the path model forecasts the initially observed value.	*Stone-Geisser'sQ^2 value.*	Q^2 value > 0 for reflective endogenous variable indicates the path model Q^2 for the construct (exogenous variable implies Q^2 Over endogenous counterpart).	Hair et al., (2017) and Kamarudin et al. (2021)
Predictive power (Q^2)	To determine how the exogenous construct affects the endogenous latent variable (a Q2 impact on the endogenous construct Q2 is implied by either exogenous construct)	Comparison between PLS-SEM and LM scores of relevant items.	Predictive power if PLS-SEM < LM is based on number of indicators: None = No; Minority = Low; Majority = Medium; All = High.	Hair (2021) and Shmueli et al.(2019)

Table 3.6 The Data Analysis Procedure

The Researcher goes through a pilot study before proceeding the real data collection to ensure the questionaries is valid and understandable by the targeted group. In order to proceed the pilot study, researcher collected 30 samples and run the test and result attached below:

Variables	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Organizational performance	0.751	0.837	0.513
Mental Health	0.711	0.806	0.512
Job Insecurity	0.682	0.823	0.608
Lack of Job Satisfaction	0.841	0.895	0.740
Poor Service Delivery	0.765	0.848	0.588

Table 3.7 Variable Reliability and Validity

Internal consistency, or how closely connected a group of things are to one another, is measured by Cronbach's alpha. A score of 0.5 or above is considered good. If the score is below than 0.5 the questions need to be revised. According to theresult above, the survey questionnaire does score more than 0.50. Similar to Cronbach's alpha,composite reliability is a metric for scale items' internal consistency. The value that need to achieved is higher than 0.60 (Ab Hamid et al., 2017). Based on the result above the survey questionnaire does achieve the value. Last but not least, average variance extracted (AVE) isreferring to one of the items under SMART PLS4 analysis which is under measurement model. The value must be higher than 0.50. Therefore, this questionnaire does meet the respective requirement. Overall, the survey questionnaire considered pass and easily understandable by targeted respondents.

3.7 Summary of Chapter 3

This chapter discussed the researcher's methodology used for accessing dependent and independent variables. in this research. The most typical way of data collection is by using the survey questionnaires.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter discusses the details of the study such as data preparation,box plot analysis (outlier), normality, multicollinearity collinearity, descriptive validity, internal consistency, convergent validity, discriminant validity, path coefficient, coefficient determination, effect size, blindfolding and predictive relevance and predictive power.

4.1 Data Preparation

During midst of November 2022, data collection process was started by researcher where total respondents collected was 300. However only 250 respondents are valid for analysis after data cleaning was conducted. Data cleaning is done to help to detect errors in data entry and screening. Descriptive statistics also were conducted to identify no data error was present by the respondents through maximum and minimum frequency analyses. The survey questionnaire was prepared answer according to 5 Point Likert Scale where respondents can choose within the range from strongly agree to strongly disagree. Before proceeding to further process, the data was thoroughly cleansed and filtered which was not valid. SPSS and SMART PLS 4 were the main and only tool were used to analyze the data.

4.2 Box Plot Analysis and Outlier

In descriptive statistics, a box plot, a type of chart is often used in explanatory analysis. Box plot visually shows the distribution of numerical data and skewness through displaying the data quartiles and averages. Box Plot also show the summary of a set of data including minimum score, first (lower) quartile, median, third (upper) quartile, and maximum score. An observation that differs abnormally from other values in a population-based random sample is

referred to as an outlier. In this study, this box plot analysis is being used to identify those outliers. Outliers need to give special attention to this process because outliers may stress negative effect on the result of the analysis. In order to avoid this, those significant outliers must be removed and ensure the box plot is clear with zero outliers.
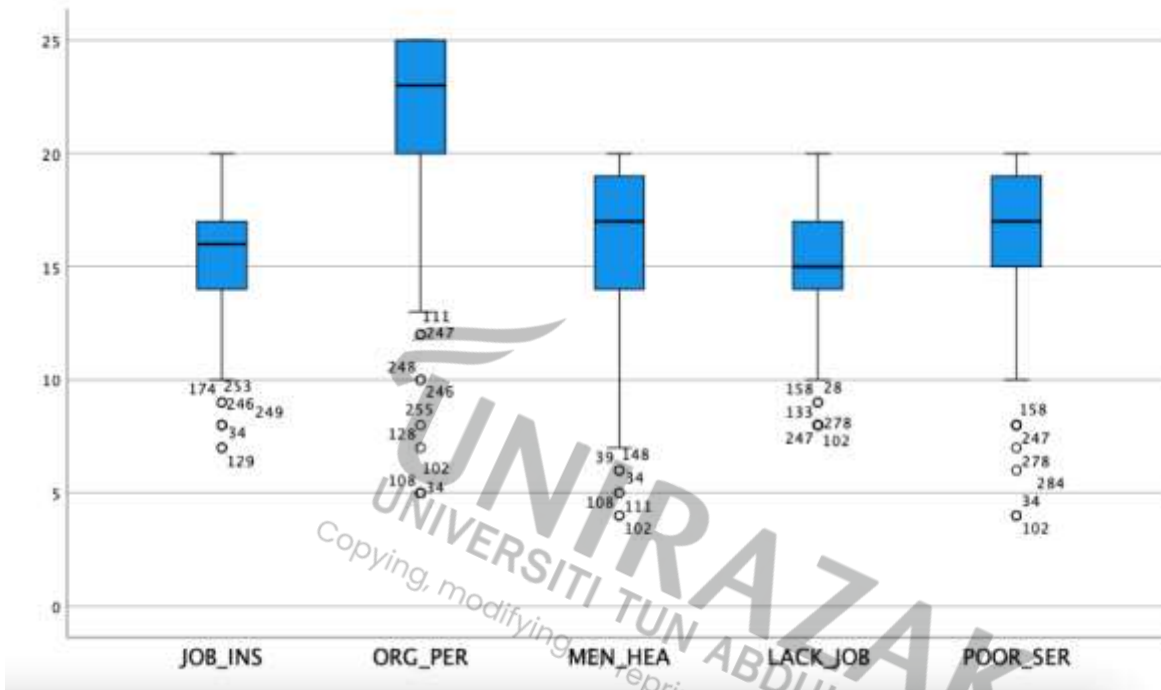
Figure 4.0 The First Outliers Result in Box Plot Analysis
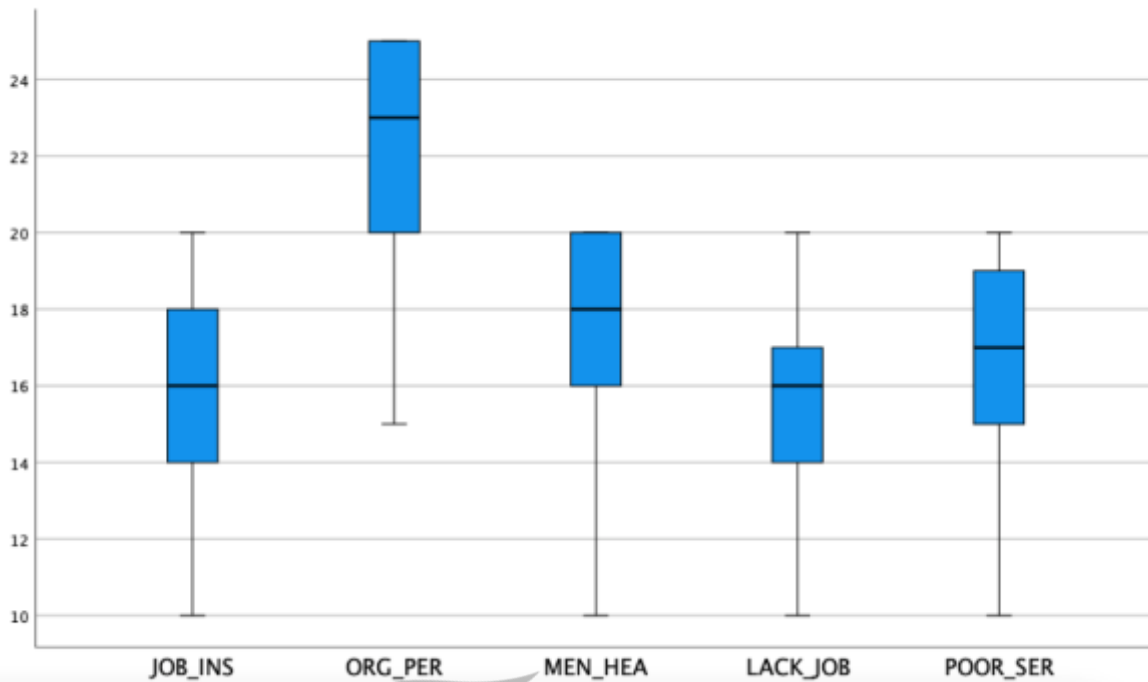
Figure 4.1 The Final Outliers Result in Box Plot Analysis with Zero Outliers

4.3 Normality Analysis

The normality test is used to determine whether sample data has been drawn from a normally distributed population. In this study, skewness and kurtosis were used as a measurement to evaluate the normality of the data. Skewness is a measure of symmetry, or more precisely, the lack of symmetry. If a distribution or data set appears the same to the left andright of the centre point, it is said to be symmetrical. Kurtosis is a measure of whether the data are heavy-tailed or light-tailed relative to a normal distribution. It indicates how heavy-tailed or light-tailed the data are in comparison to a normal distribution (Aishah Ahad et al., 2011). Table 4.0 below shows that all the values for each variable lies within the range of 1 and +1. If the symmetry and kurtosis values lie between -1 and +1, it is considered acceptable which leads to normal univariate distribution who said by (Hair, 2017). The normality result of the data is representing as normal distribution.

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NO	Variables	N	Skewness	Kurtosis
1	Organizational Performance	250	- 0.924	-0.038
2	Mental Health	250	-0.774	-0.353
3	Job Insecurity	250	0.039	-0.878
4	Lack of Job Satisfaction	250	-0.023	-0.502
5	Poor Service Delivery	250	-0.547	-0.502

Table 4.0 The Value of Skewness and Kurtosis

4.4 Multicollinearity Collinearity Analysis

Multicollinearity is a statistical concept where several independent variables in a model are correlated. Two variables are considered to be perfectly collinear if their correlation coefficient is +/- 1.0. Multicollinearity among independent variables will result in less reliable statistical inferences. The variables are independent, however there is some evidence of correlation between them. It is regarded as a data disturbance, and if it is discovered within the model, it may indicate that both the model as a whole and its results are not reliable (Yoo & Mayberry, n.d.). A multicollinearity study was carried out in this study where the data set's variance inflation factor (VIF) was retrieved. VIF value should be below 10 which can be concluded as no common elements were present. The result of VIF for this study was presented in table 4.1.

NO	Variables	VIF
1	Mental Health	1.858
2	Job Insecurity	1.688
3	Lack of Job Satisfaction	2.000
4	Poor Service Delivery	1.722

Table 4.1 Multicollinearity Collinearity Analysis

4.5 Descriptive Analysis

Descriptive analysis was conducted based on respondent's demographic and variables of theresearch study.

4.5.1 Demographic Profile of Respondents

Variables		n	Percent %
Gender	Male	161	56.5
	Female	124	43.5
Age of group	17 years old and above	3	1.1
	18 – 20 years old	13	4.6
	21 – 30 years old	41	14.4
	31 – 40 years old	117	41.1
	41 – 50 years old	91	31.0
	51 years old and above	20	7.0
Nationality	Malaysian citizen	283	99.3
	Others	2	0.7
Length of Service	Below 2 years	29	10.2
	3 – 5 years	80	28.1
	6 – 10 years	90	31.6
	11 – 20 years	59	20.7
	More than 20 years	27	9.5
Education Level	High certificate	41	14.4
	Diploma and equivalent	70	24.6
	Bachelor's degree and equivalent	124	43.5
	Master's degree and equivalent	43	15.1
	Others	7	2.5
Employment Status	Permanent	246	86.3
	Contractual	31	10.9
	Part time	8	2.8
Level of Employment	Executive	103	36.1
	Manager	85	29.8
	Worker	97	34.0
Monthly Gross Salary Income	Less than RM1,250	26	9.1
	RM1,251 – RM3,000	61	21.4
	RM3,001 – RM5,000	94	33.0
	RM5,001 – RM8,000	84	29.5
	More than RM8,001	20	7.0
Current Working Sector	Administration	180	63.2
	Guess Services	49	17.2
	Support Staff	21	7.4
	Not related to all	35	12.3

Table 4.2 Descriptive Statistics of Respondents' Demographic Profile

Thepurpose of analysing respondents' demographic profile is to understand the respondent's background. The summary of the respondent's demographic profile is listed in Table 4.2. According to the summary listed, 56.5% (n=161) respondents were male while 43.5% (n=124) are females. This shows that male employees are more than female employees in

the study. Next is the age group. Age group 31 – 40 years old records the highest which was 41.1 % (n=117) compared to other age category while the least age respondent was 17 years old and 51 years and above records 7.0%. Respondents who are 18-20 years old represents 4.6%, 21-30 years old 14.4%, 31-40 years old 41.4% and 41-50 years old 31.9%. Most of the respondents are Malaysians (99.3%) and the rest of it are non-Malaysians.

Next, the education level of respondents. 43.5 % respondents are Bachelor's degree and equivalent, 24.6% are Diploma holder and equivalent, 15.1% are Master's degree and equivalent, 14.4% High certificate and 2.5% are Others. Furthermore, 86.3% were permanent respondents and followedby contractual workers and part time workers which were 10.9% and 2.8% respectively.

In terms of monthly salary income, most of the respondents are earning betweenRM3,001 – RM5,000 (33.0%), followed by RM5,001 – RM8,000 (29.5%), RM1,251 – RM3,000 (21.4%) and below than RM1,250 (9.1%). Final category is related to respondent's length of service. Most of the respondents are working 6-10 years (31.6%) in the hotel industry while 28.1% are from 3-5 years, 20.7% are from 11-20 years, 10.2% are below than 2 years and lastly 9.5% are working more than 20 years in the hotel industry.

4.5.2 Descriptive Analysis of Instrument Items

Label	Organizational performance items	Mean (M)
OP1	My supervisor discussed important values, beliefs and mission about my work unit.	4.52
OP2	Able to carry out instruction and fulfiljob responsibility accurately and efficiently.	4.60
OP3	Punctuality to work. Report to work asscheduled and follows established procedures for breaks.	4.49
OP4	Ability to be self-directed, efficient, creative, and resourceful. Assumes extra work on own initiative, adapts quickly to new responsibilities.	4.48
OP5	Adapts strategically and operationally to new environmental conditions.	4.47
	Total	**4.51**

Table 4.3 Descriptive Statistics for Organizational Performance Items

According to Table 4.3, the maximum mean score of organizational performance was label No.2 "Able to carryout instruction and fulfil job responsibility accurately and efficiently' (M = 4.60) and followed bylabel No.1 "My supervisor discussed important values, beliefs and mission about my work unit" (M=4.52). Remaining 3 items scored mean 4.49, 4.48 and 4.47. The total mean score for organizational performance is 4.51.

Label	Mental Health items	Mean (M)
MH1	I feel comfortable talking about my mental health in the company.	4.29
MH2	I feel like my company prioritizes mental health at work.	4.24
MH3	Steps taken by the organization to support mental health have improved my mental health.	4.21
MH4	My immediate manager creates an environment where mental health can be discussed.	4.22
	Total	4.24

Table 4.4 Descriptive Statistics for Mental Health Items

According to Table 4.4, the maximum mean score of mental health was label No.1 "I feel comfortable talking about my mental health in the company" (M=4.29) and followed by label No.2 "I feel like my company prioritize mental health at work" (M=4.24).Label 3 " Steps taken by the organization to support mental health have improved my mental health" had scored the least mean (M=4.21).The total mean score for mental health is 4.24.

Label	Job Insecurity items	Mean (M)
JIN1	I feel insecure about the future of my job	2.98
JIN2	Being a part of my current organization is important to me.	4.32
JIN3	I feel a strong sense of belonging to my current organization..	4.28
JIN4	My boss communicates a clear and positive vision of the future during the times of Covid-19.	4.21
	Total	3.94

Table 4.5 Descriptive Statistics for Job Insecurity Items

According to Table 4.5, the maximum mean score of job insecurity was label No.2 "Being a part of my current organization is important to me" (M=4.32) and followed by label No.3 "I feel a strong sense of belonging to my current organization" (M=4.28). The least mean value achieved by the label no 1 "I feel insecure about the future of my job" (M=2.98). The total mean score for job insecurity is 3.94.

Label	Lack of Job Satisfaction items	Mean (M)
LJS1	I am stressed around other people because I worry, I'll catch the Covid-19 virus.	2.86
LJS2	I feel I fairly satisfied with my job.	4.23
LJS3	Most days I am enthusiastic about my work.	4.27
LJS4	Higher levels of pay have always resulted to greater satisfaction among employees.	4.26
	Total	**3.90**

Table 4.6 Descriptive Statistics for Lack of Job Satisfaction Items

According to Table 4.6, the maximum mean score of lack of job satisfaction was label No.3 "Most days I am enthusiastic about my work" (M-4.27) and followed by label 4 "Higher levels of pay have always resulted to greater satisfaction among employees" (M= 4.26) .Label 1 " I am stressed around other people because I worry, I'll catch the Covid-19 virus is the least mean value achieved. The total mean score for lack of job satisfaction is 3.90.

Label	Poor Service Delivery items	Mean (M)
PSD1	The attitude of the employees shows me that they understand my needs.	4.24
PSD2	Employees are salaried according to position not performance.	4.03
PSD3	Training always makes employees show the positive attitude towards work.	4.35
PSD4	Increment in monthly salary has changed employee attitude.	4.32
	Total	**4.23**

Table 4.7 Descriptive Statistics for Poor Service Delivery Items

According to Table 4.7, the maximum mean score of mental health was label No.3 " Training always makes employees show the positive attitude towards work" (M=4.35) and followed by label 4 " Increment in monthly salary has changed employee attitude" (M=4.32). The least mean value achieved by label 2 " Employees are salaried according to position not performance" (M= 4.03). The total mean score for mental health is 4.23.

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4.6   Measurement Model Analysis

4.6.1   Reliability Analysis and Convergent Validity

According to (Hair et al., 2017), factor loading value should achieve more than 0.70 for every established item which indicates a good standing. Based on Table 4.8, item JIN1 and LJS 1 have been removed because those items failed to achieved reliability and the validity test. The result in Table 4.9 is the validity test after removing JIN 1 and LJS 1. After removing those items, the composite reliability of the variables scored more than 0.60 and average variance extracted (AVE) scored more than 0.50. Overall, the results can be concluded that the reliability and convergent validity are achieved.

Variables	Items	Organizational performance	Mental Health	Job Insecurity	Lack of Job Satisfaction	Poor Service Delivery
Organizational performance	OP1	0.791				
	OP2	0.861				
	OP3	0.716				
	OP4	0.767				
	OP5	0.831				
Mental Health	MH1		0.790			
	MH2		0.856			
	MH3		0.818			
	MH4		0.837			
Job Insecurity	JIN1			-0.006		
	JIN2			0.834		
	JIN3			0.839		
	JIN4			0.840		
Lack of Job Satisfaction	LJS1				-0.186	
	LJS2				0.824	
	LJS3				0.859	
	LJS4				0.746	
Poor Service Delivery	PSD1					0.850
	PSD2					0.676
	PSD3					0.790
	PSD4					0.736

Table 4.8 Outer Loading of Measurement Model

Variables	Composite Reliability	Average Variance Extracted
Organizational performance	0.869	0.632
Mental Health	0.844	0.682
Job Insecurity	0.791	0.702
Lack of Job Satisfaction	0.752	0.660
Poor Service Delivery	0.797	0.586

Table 4.9 Reliability and AVE Scores of The Measurement Model

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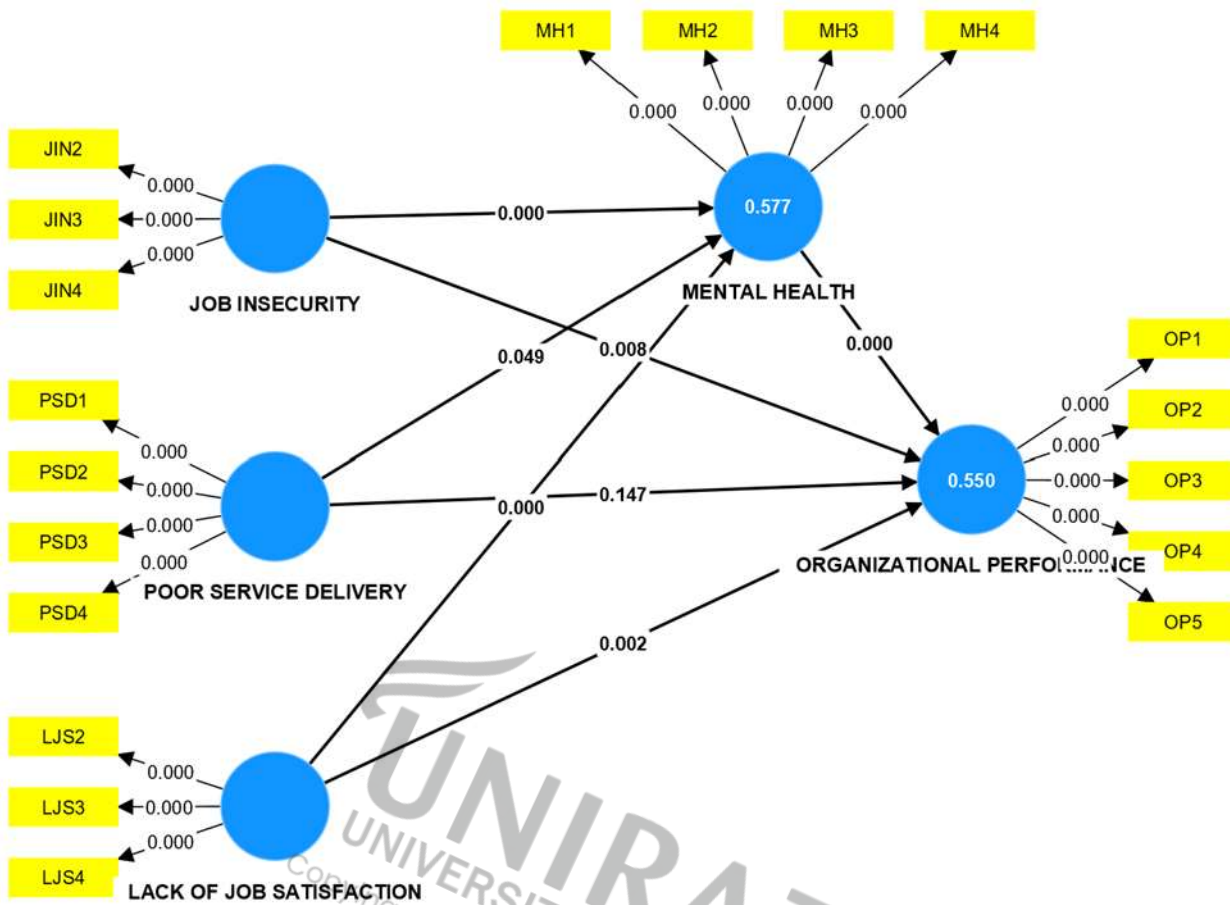
Figure 4.2 Measurement Model With outer loading After Removing The Items (LJS1 and JIN1)

4.6.2 Discriminant Validity

The aim of the discriminant validity evaluation is to confirm the strongest correlations between a reflective construct and its own indicators. The Fornell-Lacker criterion is one of the most popular techniques used to check the discriminant validity of measurements models. According to this criterion, the square root of the average variance extracted by a construct must be greater than the correlation between the construct and any other construct. By using this criterion, this analysis is considered valid as shown in Table 4.11 below.

Fornell- Larcker – DISCRIMINANTVALIDITY	JOB INSECURITY	LACK OF JOB SATISFACTION	MENTAL HEALTH	ORGANIZATIONAL PERFORMANCE	POOR SERVICE DELIVERY
JOB INSECURITY	0.838				
LACK OF JOB SATISFACTION	0.701	0.813			
MENTAL HEALTH	0.690	0.706	0.826		
ORGANIZATIONAL PERFORMANCE	0.639	0.666	0.684	0.795	
POOR SERVICE DELIVERY	0/653	0.711	0.626	0.592	0.766

Table 4.10 Fornell- Lacker Criterion for Discriminant Validity

4.7 Assessment of Structural Model

The assessment of structural model was conducted once measurement model achieved the required reliability and validity. Steps that were involved in this assessment through the SMART PLS4 are listed below:

1. Assessment of the hypothesis testing

2. Assessment of the level of R^2

3. Assessment of the effect size, f^2

4. Assessment of predictive relevance, Q^2.

4.7.1 Assessment of Hypothesis Testing

The PLSwas non-parametric analysis and did not assume a normally distributed data set. Thus, the bootstrapping process was carried out (Ramayah et al., 2018). The 5000 bootstraps subsample was conducted in the path analysis. A statistically significant relationship of the path will be appeared when achieved the significant level of 0.05. When when t-value achievedmore than 1.96 also referring to a statistically relationship (Hair et al., 2017).

Based on Table 4.11, job insecurity was found to have a positive relationship with mental health (β = 0.341, t = 4.726, p = 0.000). When job insecurity increased by 1 standard deviation, mental health increased by 0.341. Therefore, H1 was supported.

H2 was supported that there is a positive relationship between job insecurity and organizational performance (β = 0.179, t = 2.643, p = 0.008). When job insecurity increased by 1 standard deviation, organizational performance increased by 0.179.

H3 was supported that there is a positive relationship between lack of job satisfaction and mental health (β = 0.362, t = 5.394, p = 0.000). When lack of job satisfaction increased by 1 standard deviation, mental health increased by 0.362.

H4 was supported that there is a positive relationship between lack of job satisfaction and organizational performance (β = 0.236, t = 3.128, p = 0.002). When lack of job satisfaction increased by 1 standard deviation, organizational performance increased by 0.236.

H5 was supported that there is a positive relationship between mental health and organizational performance (β = 0.332, t = 4.364, p = 0.000). When mental health increased by 1 standard deviation, organizational performance increased by 0.332.

H6 was not supported. Therefore, there was no any significant relationship between poor service delivery and mental health because the t-value was less than 1.96 andp-value was 0.049 (β = 0.146, t = 1.966, p = 0.049).

H7 was not supported. Therefore, there was no any significant relationship between poor service delivery and organizational performance because the t-value was less than 1.96 and p-value was 0.147 (β = 0.100, t = 1.499, p = 0.147).

H	Path	Path Coefficient (β)	t-values	p-values
1	Job Insecurity - > Mental Health	0.341	4.726	0.000
2	Job Insecurity - > Organizational performance	0.179	2.643	0.008
3	Lack of Job Satisfaction - > Mental Health	0.362	5.394	0.000
4	Lack of Job Satisfaction - > Organizational performance	0.236	3.128	0.002
5	Mental Health - > Organizational performance	0.332	4.364	0.000
6	Poor Service Delivery - > Mental Health	0.146	1.966	0.049
7	Poor Service Delivery - > Organizational performance	0.100	1.449	0.147

Note: t-value >1.96 = significant (2-tailed)

Table 4.11 Summary of Direct Path Coefficient

4.7.2 Assessment of The Level of R²

R-Squared is a statistical measure that indicates on how much variation of a dependent variable is explained by the independent variables. It will give an estimated of the relationship between movements of a dependent variable based on an independent variable. A good R-Squared value is 0.5 and above. The number of variations the research model can explain was expressed as the coefficient of determination (R2) (Hair et al., 2017). Thus, for dependent variable of mental health, the model able to explain 57.7% of the variance. While the 55% of variance can be explained by the model for organizational performance. Other variance cannot be explained by the model because there are many other factors could influence the variable which not been tested in this study.

Variables	R – square adjusted
Mental Health	0.577
Organizational Performance	0.550

Note:0.003(weak); 0.13 (medium); 0.26 (substantial)

Table 4.12 Coefficient of Determination R²

4.7.3 Assessment of The Effect Size, f²

An effect size is referring to the value of measuring the strength of a relationship between two variables in a population. Based on Table 4.13, Job Insecurity and lack of job satisfaction has the small to medium effect size in producing R² for mental health. Meanwhile, poor service delivery has a small effect size in producing R² for mental health. On the other hand, mental health has the small to medium effect size in producing R² for organizational performance. Meanwhile, lack of job satisfaction and job insecurity have a small effect size in producing R²for organizational performance. Poor Service Delivery fail to even achieve a small effect size in producing R² for organizational performance.

Variables	Mental Health	Organizational performance
Job Insecurity	0.128	0.030
Lack of Job Satisfaction	0.125	0.044
Mental Health		0.104
Poor Service Delivery	0.023	0.010

Note: 0.02 (small); 0.15 (medium); 0.35 (high)

Table 4.13 Summary Score of f² of The Study

4.7.4 Assessment of Predictive Relevance, Q²

The test contrasted the original values and predicted values on purpose to determine whether the endogenous component was relevant to the mode (Hair et al., 2017; Kamarudin et al., 2021). In order to suggest a predictive model's relevancy, a value greater than zero should achieve (Kamarudin et al., 2021). According to Table 4.14, the Q² score of employee performance was 0.209 which it can categorized as having predictive relevance on the model.

Variables	Q²
Mental Health	0.561
Organizational Performance	0.489

Table 4.14 Summary Result of Predictive Relevance, Q²

After the predictive relevance of Q² was tested, another test was conducted which is known as predictive power of Q². This assessment was conducted by comparing between PLS-SEM and LM scores of relevant items (Hair et al., 2017; Shmueli et al., 2019) as shown in Table 4.15 as below:

Items	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
MH1	0.693	0.477	0.718	0.484
MH2	0.679	0.471	0.696	0.480
MH3	0.668	0.474	0.690	0.489
MH4	0.653	0.449	0.670	0.454
OP1	0.545	0.373	0.549	0.389
OP2	0.496	0.334	0.511	0.344
OP3	0.671	0.470	0.685	0.495
OP4	0.568	0.431	0.589	0.454
OP5	0.520	0.411	0.522	0.412

Table 4.15 Analysis of Q² Predictive Power Value

The comparison between PLS-SEM and LM scores of relevant items indicated that the model has a medium predictive power because majority of the items scored higher on LM as compared to PLS-SEM.

4.8 Summary of Chapter 4

As a conclusion, there is a significance and positive relationship between job insecurity, lack of job satisfaction towards mental health and organizational performance except poor service delivery. There is no any significant relationship between poor service delivery towards mental health and organizational performance.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter will discuss further discussions, limitations, recommendations and conclusion of the study.

5.1 Discussion

Hypothesis of this study all were accepted which has a significant relationship between independent and dependent variables that were established exclude for working environment variables. The result of each hypothesis is listed in Table 5.0 below:

NO	Hypothesis	Coefficient	P – value	Remarks
1	There is a significant relationship between job insecurity towards mental health.	0.341	0.000	Accepted
2	There is a significant relationship between job insecurity towards organizational performance.	0.179	0.007	Accepted
3	There is a significant relationship between lack of job satisfaction towards mental health.	0.362	0.000	Accepted
4	There is a significant relationship between lack of job satisfaction towards organizational performance.	0.236	0.002	Accepted
5	There is a significant relationship between mental health towards organizational performance.	0.332	0.000	Accepted
6	There is a significant relationship between poor service delivery towards mental health.	0.146	0.054	Not accepted
7	There is a significant relationship between poor service delivery towards organizational performance.	0.100	0.105	Not accepted

Table 5.0 Conclusions of The Hypothesis

5.1.1 Job Insecurity

H1: There is a significant relationship between job insecurity towards mental health.

This study resulted a path coefficient of 0.341 for job insecurity at a significant p-value of 0.000 towards mental health employees in the hotel industry. Therefore, the same hypothesis of H1 was accepted in previous study by (B. Obrenovic, 2021). First and foremost, job insecurity is one of the factors which leads the employees in hotel industry to mental health and so on will affect the organizational performance in the industry as discussed earlier in

chapter 2. This happen because employees in the hotel industry fear and they have been exposed emotional destress due to the risk of job loss such as restaurant and hotels close. They are afraid they might lose their job dua to the pandemic and this will lead them into poverty.

H2: There is a significant relationship between job insecurity towards organizational performance.

This study resulted a path coefficient of 0.179 for job insecurity at a significant p-value of 0.007 towards organizational performance in the hotel industry. Therefore, the same hypothesis of H2 was accepted. Job insecurity is in indication of future job loss. Once employees feel threatened by job insecurity, they tend to lose trust in the organization. Unpredictable incidents such as Covid-19 pandemic are also a potential sign of job loss especially in tourism industry which includes the hotel industry. A previous study revealed that job insecurity diminished employees' trust in organization (Ashford, Lee, & Bobko, 1989). Top management plays an important role especially during this time of pandemic. Organization must have a clear vision and create a safe workplace such as by providing safety measure in order to protect their employees being demotivated and fear. By doing this employee will feel they are safe and will work in a happy and safe environment and this will increase the organizational performance as well.

5.1.2 Lack of Job Satisfaction

H3: There is a significant relationship between lack of job satisfaction towards mental health

This study resulted a path coefficient of 0.362 for lack of job satisfaction at a significant p-value of 0.000 towards mental health in the hotel industry. Therefore, the hypothesis of H3 was accepted. There is a relationship between lack of job satisfaction and mental health. The

positive component of mental health has a positive impact on the job satisfaction where else negative component of mental health brings a negative impact on the job satisfaction. Employees stress is a significant issue in the hospitality industry especially during the pandemic. One of the factors is overloaded work. As we know retrenchments happens in the hotel industry due to their financial issues. Employees are given multitasking in order to cover other workers such as overtime, extra shift works and so on. his will lead them Employees are feel stressed and burnout and this will affect their mental health and as well their job performance. Prior research regarding stress in the hotel industry has not empirically analyzed differences in stress among managers and non-managers, but due to their relatively high levels of responsibility and long working hours, hotel managers could be expected to experience greater degrees of stress than would hourly employees. They might relatively experience a greater level of stress of negative physical symptoms, such as headaches, muscle soreness, backache, and dizziness and therefore it will affect their emotions and as a result, have a great impact on their health as well.

H4: There is a significant relationship between lack of job satisfaction towards organizational performance.

This study resulted a path coefficient of 0.236 for lack of job satisfaction at a significant p-value of 0.002 towards organizational performance in the hotel industry. Therefore, the hypothesis of H4 was accepted. Archiving greater job satisfaction can have a lot of benefits including reducing cost by minimizing absence, few errors, turnovers, greater productivity and creates a better reputation. Employee's turnover intention and work-family conflict as a result of the hospitality environment which in this study refers to the hotel industry. Unsupportive working environment promotes negative job attitudes of people towards the organization, decreases employees' retention, and supports turnover intention (Poulston, 2009). As a result of COVID-19, the hotel industry's environment had dramatically changed. Hotel industry is the second high-rick occupation. Workload and pay dimensions had the

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greatest influence on employees' turnover intentions. Because of mobility restrictions and lockdowns during the COVID-19 pandemic, workplace interactions were limited or completely prevented (McCartney et al., 2022). In this kind of pandemic situation, employees will feel demotivated, stress and burnout. This is because they are exposed to the virus directly when dealing with customers from various background and country who come to their hotel. Top management plays an important role especially during this time of pandemic. Organization must have a clear vision and create a safe workplace such as by providing safety measure in order to protect their employees being demotivated and fear. By doing this employee will feel they are safe and will work in a happy and safe environment and this will increase the organizational performance as well. Pay also plays an important role in increasing employees job satisfaction. Reduction in employees' salaries makes their life more miserable as they are unable to pay their personal commitments and take care of their family. This creates inharmony not only in the organization but also in their family.

5.1.3 Mental Health

H5: There is a significant relationship between mental health towards organizational performance.

This study resulted a path coefficient of 0.332 for mental health at a significant p-value of 0.000 towards organizational performance in the hotel industry. Therefore, the hypothesis of H5 was accepted. Perceived health risk of COVID-19 has a positive effect on mental health which is the emotional exhaustion. Employers must build a good communication and try to understand their employee especially during this pandemic. By supporting employees with encouragement, communication, and interpersonal trust, companies can influence their employees' emotions and behavior (Kang, 2021). This is because they serve variety of customer and may experience extreme stress from the pandemic and this would affect their performance in the organization. Fear of losing job is also one of the factors which contribute

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to mental health. If employees perceive that other organization laying off their employee, then this employee will feel more sensitive n will be living in fear that they might lose their job too. Organization needs to be more considered since they are exposed to the treatment that they receive in the organization. This will indirectly affect their mental health psychologically.

5.1.4 Poor Service Delivery

H6: There is no any significant relationship between poor service delivery towards mental health.

This study resulted a path coefficient of 0.145 for poor service delivery at a significant p-valueof 0.054 toward mental health in the hotel industry. Since the p-value is failed to achieved below 0.05 achieved, H6 was not accepted. According to job-demand resource (JD-R) model, the presence of job demand can cause emotional exhaustion leading to negative employee outcomes such as lower task performance (Bakker and Demerrouti, 2007; Hakanen et al. ,2006).

Different studies support the theory that employee's emotional state and psychological health affect their task performance in different ways. But based on the analysis in this research, the hypothesis does not support the study. Organizations must first create a pleasant platform and welcoming workplace and also understand their employees emotionally. Special platform should be established to discuss their problems in order to tackle their tackle their emotions physically and mentally in order to create a harmonious workplace in the hotel industry.

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H7: There is no significant relationship between poor service delivery towards organizational performance.

This study resulted a path coefficient of 0.100 for poor service delivery at a significant p-value of 0.105 toward organizational performance. Since the p-value is failed to achieved below 0.05 achieved, H7 was not accepted. According to job-demand resource (JD-R) model, the presence of job demand can cause emotional exhaustion leading to negative employee outcomes such as lower task performance (Bakker and Demerrouti, 2007; Hakanen et al. ,2006). Different studies support the theory that employee's emotional state and psychological health affect their task performance in different ways. But based on the analysis in this research, the hypothesis does not support the study. Organizations must first create a pleasant platform and welcoming workplace and also understand their employees emotionally. Special platform should be established to discuss their problems in order to tackle their tackle their emotions physically and mentally in order to create a harmonious workplace in the hotel industry.

5.2 Limitation

1. Sampling Location

This research only emphasized on target population which was in Kuala Lumpur. Therefore, the collected data only focused on the perception of employees working in hotel industry in Kuala Lumpur. Thus, the result from this research could not cover the perception of hotel employees throughout Malaysia.

2. Restriction of Hotel Policies

The researcher had approached many hotels in Kuala Lumpur face to face to involve in this survey but unfortunately due to their policies some of the hotels are unable to allow their employees to participant in this survey.

3. Lack of Resources

Although there are many previous studies conducted regarding the particular independent variables, mental health and organizational performance yet the researcher had a difficult time to refer because due to time limitation and because most of the case studies was not in Malaysia. The researcher does not have enough time to go through all the research paper.

4. Study Duration

The researcher was only given 3 months' time for data collection, data analysis and gathering information regarding the dependant variable, mediator and independent variables such as organizational performance, mental health, job insecurity, lack of job satisfaction and poor service delivery.

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5.3 Recommendation

Researcher would like to recommend to add more independent variables to make it more interesting and would give a greater impact for the study. Independent variables are needed to provide strong evidence to show a significant relationship towards mental health and organizational performance in the hotel industry. There must be some other independent variables besides job insecurity, lack of job satisfaction and poor service delivery that leads to mental health and organizational performance. Since the duration was short, researcher only managed to cover few variables.

Besides that, researcher feels that it will be better if could provide dual language questionnaires in future because it will be easy to convey the exact meaning of the questions provided. This is because researcher only provided English version questionnaires. Employees especially non managerial level does not really understand English and researcher had to explain in Bahasa Malaysia in order to answer correctly.

5.4 Conclusion

The aim of this study is to identify the relationship between three factors namely job insecurity, lack of job satisfaction and poor service delivery which leads to mental health and organizational performance in the hotel industry. The independent variable that are tested in this research are applicable in improving the challenges faced in the industry. Thus, the result of this research can be used as a guidance by the future researcher in order to figure out factors that might significantly influence the mental health and organizational performance for those working in the hotel industry.

The mental health and well-being of employees have become an increasing concern among employers, especially in response to the COVID-19 pandemic. Over a year after the virus was first discovered, employees continue to fear that they will be exposed to, or spread, the disease to family members, co-workers, friends, or strangers with whom they come in contact.

Additional pandemic-related stressors, including high ambiguity and uncertainty, social isolation due to physical distancing measures, changes in both work and domestic responsibilities, and concerns regarding financial and job security, have further affected employee mental health. According to a recent survey conducted during the COVID-19 pandemic, workers reported an increase in mental health symptoms, including heightened feelings of guilt (24%), insomnia (38%), irritability (50%), sadness (53%), and emotional exhaustion (54%). Promoting positive mental health in the workplace is a complex process that requires collaboration across several leadership levels. While work can play a positive role in contributing to worker well-being, it can also become harmful and toxic when there is a lack of social support and unhealthy organizational culture.

5.5 Summary

This chapter covered the discussion, limitation of the study, recommendation for the future researcher and followed by conclusion.
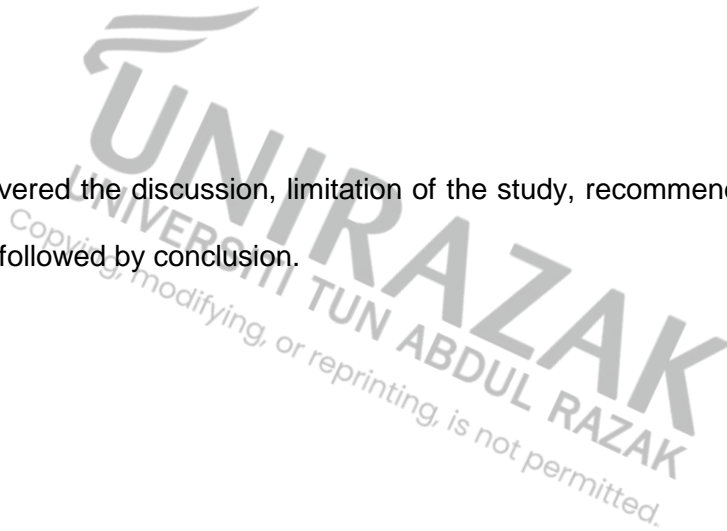
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The_Effects_of_Job_Insecurity_on_Job_Satisfaction_Organizational_Citizenship_Behavior_ Deviant_Behavior_and_Negative_Emotions_of_Employees

APPENDIX A: QUESTIONNAIRES

Graduate School Of Business
Master in Strategic Human Resource Management

TITTLE: IMPACT OF COVID 19 CHALLENGES TOWARDS MENTAL HEALTH

AND ORGANIZATION PERFORMANCE OF HOTEL INDUSTRY IN MALAYSIA

SECTION A: Demographics Characteristics
Please tick your answer

1.Email Address				
2.Gender	Male	[ ]	Female	[ ]
3.Age	17 Years Old & Below	[ ]	31 – 40 Years Old	[ ]
	18 – 20 Years Old	[ ]	41 – 50 Years Old	[ ]
	21 – 30 Years Old	[ ]	51 Years Old & Above	[ ]
4.Nationality	Malaysian Citizen	[ ]	Others	[ ]
5.Lenght of Service	Below 2 Years	[ ]	6 – 10 Years	[ ]
	3 – 5 Years	[ ]	11 – 20 Years	[ ]
	More than 20 Years	[ ]		
6.Education Level	High Certificate	[ ]	Master's Degree & Equivalent	[ ]
	Diploma & Equivalent	[ ]	Others	[ ]
	Bachelor's Degree & Equivalent	[ ]		
7.Employment Status	Permanent	[ ]	Contractual	[ ]
	Part Time	[ ]		
8.Level of Employment	Executive	[ ]	Managers	[ ]
	Workers	[ ]		
9.Monthly Gross Salary Income	Less than RM1,250	[ ]	RM3,001 – RM5,000	[ ]
	1,251 – RM3,000	[ ]	RM5,001 – RM8,000	[ ]
	More than RM8,001	[ ]		
10.Current Working Position	Administration (managers to secretaries)	[ ]	Guest Services(Maids, waitress, cooks)	[ ]

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Section B:Organizational Performance

Please tick your answer. You may choose only One (1) answer for each question

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Organizational Performance						
NO		1	2	3	4	5
1	My supervisor discussed important values, beliefs and mission about my work unit.					
2	Able to carry out instruction and fulfiljob responsibility accurately and efficiently.					
3	Punctuality to work. Report to work as scheduled and follows established procedures for breaks.					
4	Ability to be self-directed, efficient, creative, and resourceful. Assumes extra work on own initiative, adapts quickly to new responsibilities.					
5	Adapts strategically and operationally to new environmental conditions.					

Section C: Mental Health

Mental Health						
NO		1	2	3	4	5
1	I feel comfortable talking about my mental health in the company.					
2	I feel like my company prioritizes mental health at work.					
3	Steps taken by the organization to support mental health have improved my mental health.					
4	My immediate manager creates an environment where mental health can be discussed.					

Section D: Job Insecurity

Job Insecurity						
NO		1	2	3	4	5
1	I feel insecure about the future of my job.					
2	Being a part of my current organization is important to me.					
3	I feel a strong sense of belonging to my current organization.					
4	My boss communicates a clear and positive vision of the future during the times of Covid-19.					

Section E: Lack of Job Satisfaction

	Lack of Job Satisfaction	1	2	3	4	5
NO						
1	I am stressed around other people because I worry I'll catch the Covid-19 virus.					
2	I feel I fairly satisfied with my job.					
3	Most days I am enthusiastic about my work.					
4	Higher levels of pay have always resulted to greater satisfaction among employees.					

Section F: Poor Service Delivery

	Poor Service Delivery	1	2	3	4	5
NO						
1	The attitude of the employees shows me that they understand my needs.					
2	Employees are salaried according to position not performance.					
3	Training always makes employees show the positive attitude towards work.					
4	Increment in monthly salary has changed employee attitude.					

APPENDIX B: QUESTIONNAIRES REFERENCES

Table 1: Measurement items of Organizational

Performance

(Source: (Hui Chei et al., 2014) (SC. Cheng, 2022))

NO	Adapted Item	Original Item
1	My supervisor discussed important values, beliefs and mission about my work unit.	My supervisor discussed important values, beliefs and mission about my work unit.
2	Able to carry out instruction and fulfil job responsibility accurately and efficiently.	Extend to which employee can be counted on to carry out instruction and fulfil job responsibility accurately and efficiently.
3	Punctuality to work. Report to work as scheduled and follows established procedures for breaks.	Punctuality of workers. Report to work as scheduled and follows established procedures for breaks.
4	Ability to be self-directed, efficient, creative, and resourceful. Assumes extra work on own initiative, adapts quickly to new responsibilities.	Ability to be self-directed, efficient, creative, and resourceful. Assumes extra work on own initiative, adapts quickly to new responsibilities.
5	Adapts strategically and operationally to new environmental conditions.	Adapts strategically and operationally to new environmental conditions.

Table 2: Mental Health

(Source: (Bernie Wong, Nina Tamaro

Feb, 202), (Luke Stritt July 2021))

NO	Adapted Item	Original Item
1	I feel comfortable talking about my mental health in the company.	I feel comfortable talking about my mental health in the company.
2	I feel like my company prioritizes mental health at work.	I feel like my company prioritizes mental health at work.
3	Steps taken by the organization to support mental health have improved my mental health.	Steps taken by the organization to support mental health have improved my mental health.
4	My immediate manager creates an environment where mental health can be discussed.	My immediate manager creates an environment where mental health can be discussed.

Table 3: Job Insecurity

(Source: B. Obrenovic, 2021)

NO	Adapted Item	Original Item
1	I feel insecure about the future of my job.	I feel insecure about the future of my job.
2	Being a part of my current organization is important to me.	Being a part of my current organization is important to me.
3	I feel a strong sense of belonging to my current organization.	I feel a strong sense of belonging to my current organization.
4	My boss communicates a clear and positive vision of the future during the times of Covid-19.	My boss communicates a clear and positive vision of the future during the times of Covid-19.

Table 4: Lack of Job Satisfaction

(Source: SC. Cheng, 2022),(Jean et

al., 2017))

NO	Adapted Item	Original Item
1	I am stressed around other people because I worry, I'll catch the Covid-19 virus.	I am stressed around other people because I worry, I'll catch the coronavirus.
2	I feel I fairly satisfied with my job.	I feel I fairly satisfied with my job.
3	Most days I am enthusiastic about my work.	Most days I am enthusiastic about my work.
4	Higher levels of pay have always resulted to greater satisfaction among employees.	Higher levels of pay have always resulted to greater satisfaction among employees.

Table 5: Poor Service Delivery

(Source: Azis, L.A. & Che Ahmat, N.H.

(2022),(Jean et al., 2017),(Ameeq &

Hanif, 2013)).

NO	Adapted Item	Original Item
1	The attitude of the employees shows me that they understand my needs.	The attitude of the employees shows me that they understand my needs.
2	Employees are salaried according to position not performance.	Employees are salaried according to position not performance.
3	Training always makes employees show the positive attitude towards work.	Does training always make employees show the positive attitude towards work?
4	Increment in monthly salary has changed employee attitude.	Increment in monthly salary has changed employee attitude.

APPROVAL PAGE

TITLE OF PROJECT PAPER: **IMPACT OF COVID-19 CHALLENGES TOWARDS MENTAL HEALTH AND ORGANIZATION PERFORMANCE OF HOTEL INDUSTRY IN KUALA LUMPUR, MALAYSIA**

NAME OF AUTHOR :   **GAITHRI A/P CHANDRAN**

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master in Strategic Human Resource Management.

SUPERVISOR

Signature   :   _____

Name   :

Date   :

ENDORSED BY:

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Graduate School of Business

Date: