

RESEARCH ARTICLE

Psychosocial Safety Climate and Job Performance Among Penang Island Hoteliers: The Mediating Roles of Challenge Demands and Hindrance Demands

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Abstract: Due to the COVID-19 pandemic, Penang Island hoteliers cannot perform their job to meet the customers' expectations due to their high job demands. Hence, this paper intends to examine the predictors of job performance among Penang Island hoteliers. Furthermore, the paper intends to investigate the potential role of challenge demands and hindrance demands as mediating variables. A total of 107 hoteliers from Penang Island hotels participated in the study. The study results showed that psychosocial safety climate and challenge demands possess a significant positive relationship with job performance, whereas psychosocial safety climate has a significant negative relationship with hindrance demands. Moreover, hindrance demands were found to serve as a significant mediator on the relationship between psychosocial safety climate and job performance. The study's findings are to help practitioners who wish to increase job performance among hoteliers in Malaysia.

Keywords: psychosocial safety climate, challenge demands, hindrance demands, job performance, hoteliers

COVID-19, the viral disease, is a global pandemic. The Malaysian Government takes the COVID-19 pandemic seriously to minimize its spread and help flatten the country's COVID-19 pandemic curve. The Government announced the Restriction of Movement Control Order (MCO) started on March 16, 2020, until May 12, 2020 (Flanders Trade, 2020). To prevent the rise of the second wave of new infections, the

Government announced that Malaysia moved into the Conditional Movement Control Order (CMCO) from May 13, 2020, until June 9, 2020. After the CMCO, the Government announced that Malaysia is moving into the Recovery Movement Control Order (RMCO) from June 10, 2020, until December 31, 2020.

COVID-19 has affected Malaysia's economy, especially the hospitality industry. During the MCO

period, most hotels faced many booking cancellations and experienced an estimated loss of RM3.3 billion (Malaysian Association of Hotels, 2020). The hospitality industry plays a significant role in boosting economic growth, which contributes approximately 50% of Malaysia's real gross domestic product (GDP) (Awang et al., 2008). The importance of the hospitality industry is even obvious when it complements tourism by providing accommodation to tourists and travelers. Indirectly, this had helped tourism to contribute MYR61 billion (USD18.65 billion) to GDP in 2014, and it is predicted to increase by 4.1% per annum from 2015 to 2025, where a contribution of MYR95.9 billion (USD29.30 billion) to GDP in 2025 is expected (World Travel and Tourism Council, 2015).

However, some hotels in Penang Island were unable to sustain themselves due to the pandemic and were forced to shut down (MyPF, 2020). The affected hotels included Jazz Hotel, Penaga Hotel and Jerejak Island Resort, Mercure Penang Beach, The Gurney Resort Hotel and Residences, and Holiday Inn Resort Penang. The CEO of the Malaysian Association of Hotels (MAH), Yap Lip Seng, reported that 30% of Malaysian hotels are forecasted to close down either temporarily or permanently (Nortajuddin, 2020). Due to the pandemic, employees who work in the hospitality industry in Penang Island had to face being laid off (84 people), receive reduced salaries (240 people), and being forced to take unpaid leave (430 people; MAH, 2020). Hence, the job demands among the remaining employees in this industry are increasing and becoming more challenging. When employees face overload and their responsibility increases, it tends to affect employees' job performance (Darvishmotevali & Ali, 2020) and sustain them in their organization. Luxury hotels in Malaysia suffered from service failure due to inexperienced, misbehaved, and unprofessional staff even before the COVID-19 pandemic (Ekiz et al., 2012). It was further added by Choo and Tan (2017) that the frontline hoteliers lack the expertise in handling the service process. Hence, the mechanisms to improve hoteliers' job performance are urgently needed during or after the COVID-19 pandemic.

There is a total of five parts in the present study. The background of the study and problem statements are presented in the first part. Meanwhile, the second part of the present study exposes the reader to the literature relating to the study variables as well as the hypotheses involved in this study. On the other

hand, the third part of the present study demonstrates the methods employed, which consist of research design and research setting, survey data, and research instruments. The fourth part exhibits the results of the study. Lastly, the fifth part of the present study concludes the findings, managerial implications, originality, limitations, and future directions of the study.

Literature Review

Employees' performance is key to delivering service quality to the customer (Ariffin & Che Ha, 2014). Hospitality employees with high performance are significant resources for the organization because they provide service to the customers through direct verbal and physical interaction, and they are the representative of the hotel. The employees' attitudes and behaviors will affect how customers view the hotel's service quality (Ariza-Montes et al., 2018). In the hospitality industry, employees' job performance was included in applying their knowledge and skills to carry out their daily routines following the standard service procedures of accommodation related to the organization's goals (Phuong & Tran, 2020).

The hospitality industry provides intangible services. The hotel management should actively help their employees develop an adequate psychosocial safety climate (PSC) at work. PSC is a policy to protect employees' well-being from psychosocial threats (Teoh & Kee, 2018, 2019, 2020). If employees feel that they work in a healthy environment, they can perform better and reduce their turnover rate (Almutairi et al., 2013). The poor working environment may have an adverse impact on employees' performance, which eventually may lead to burnout (Zani et al., 2018; Schaufeli, 2017). Schaufeli (2017) argued that a poor working environment might eventually lead to poor performance and vice versa. Employees' poor performance is negatively associated with productivity (Zani et al., 2018; Halbesleben, 2006). A good working environment could prevent burnout from job demands (Zani et al., 2018; Halbesleben, 2006). Hence, a good working environment is essential for employees to improve their job performance and productivity. The management needs to develop a policy that can allow employees to stay and grow with the organization.

According to Ariza-Montes et al. (2018), hospitality employees usually have higher job demands, including work overload and handling unexpected tasks. The hospitality employees feel stressed on 40% to 62% of workdays, higher than the average employee across industries, who report feeling pressure on 25% to 44% of workdays (Hotel Tech Report, 2020). During the pandemic, despite job insecurity and risk of exposure to COVID-19, the hospitality employees also experienced higher stress at work due to increased workload and extra time required to complete disinfection.

Cheng et al. (2016) reported that even though job demands can improve job performance, a high level of job demands will have an adverse impact on job performance. According to prior studies, job demands can be conceptualized into challenges demands and hindrance demands (Juliana et al., 2021; Ahmad et al., 2020; Kim & Beehr, 2018). The challenge demands provided room for employees to explore their personal growth and bring positive outcomes (O'Brien & Beehr, 2019; Cavanaugh et al., 2000). In addition, Du et al. (2014) added in their study that job demands could act as a motivational role, which can enhance employees' performance in the workplace. However, hindrance demands can affect employees' willingness to engage with their job (Bakker & Demerouti, 2017) and bring adverse outcomes (Ooi & Teoh, 2021; O'Brien & Beehr, 2019; Cavanaugh et al., 2000). The highest level of challenge demands can cause hindrance demands when employees cannot handle the overwhelming tasks. Besides, hindrance demands do not have significant gains that offset the resources, and it is considered an impeccable source of stress (O'Brien & Beehr, 2019).

We applied the Conservation of Resources (COR) theory to form our research model. COR theory (Hobfoll, 2001) suggests that the pressure and guides the stress to be positive or negative outcomes (O'Brien & Beehr, 2019) and relies on the stressor, including the net gain loss of resources. In other words, employees are forced to maintain their current resources and overcome their high job demands. Nonetheless, job demands may lead to gain net resources (challenge demands), where employees can perform better, but they are being perceived as hindrance demands and decreasing employees' performance when there are insufficient resources to be provided to employees. Hence, the resources represented in the study are PSC. As a result, this study investigates the impact of PSC on job performance among employees working in the hotel industry through the mediating roles of challenge demands and hindrance demands, as shown in Figure 1.

Based on the discussion above, we propose the following hypotheses:

- H1: Psychosocial safety climate (PSC) has a positive relationship with job performance.
- H2: Challenge demands has a positive relationship with job performance.
- H3: Hindrance demands has a negative relationship with job performance.
- H4: Psychosocial safety climate (PSC) has a positive relationship with challenge demands.

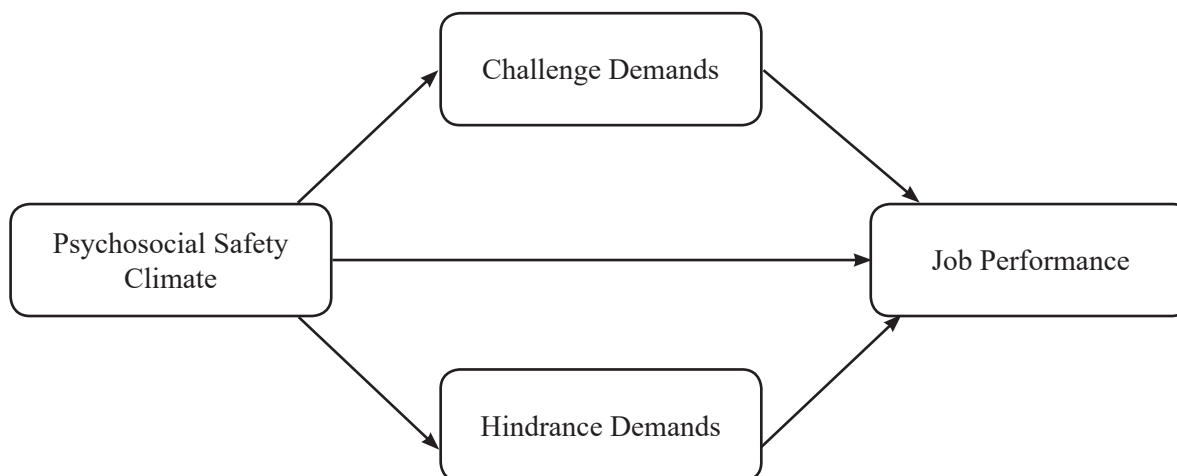


Figure 1. Research Framework

- H5: Psychosocial safety climate (PSC) has a negative relationship with hindrance demands.
- H6: Challenge demands mediates the relationship between psychosocial safety climate (PSC) and job performance.
- H7: Hindrance demands mediates the relationship between psychosocial safety climate (PSC) and job performance.

Methods

Research Design and Research Setting

A quantitative approach is used in this study. All data were collected from the 3-star, 4-star, and 5-star rated hotels located in Penang Island, Malaysia. The study employed a purposive sampling method. The sample was drawn with three conditions. First, the respondents were employees who have worked in their current organization for at least a year. Second, respondents must be full-time employees. Finally, the respondents must work in the 3-star, 4-star, and 5-star rated hotels located in Penang Island, Malaysia. We considered employees with a one-year cutoff time for employment because employment duration is essential in obtaining a more accurate and fair evaluation. We also considered full-time employees because they are more committed to the organization compared to part-time employees. It is supported by Conway and Briner (2002) that work status and the psychological contract may influence attitudinal differences between full-time and part-time employees.

Survey Data

A survey of the hotel employees in Penang Island has been conducted to collect quantitative data. We approached the hotel managers and informed them of the study's purpose. After obtaining permission from the hotel's managers, the questionnaires were put in an envelope, and the hotel managers helped distribute the questionnaire to their staff who met the criteria. Of the 300 questionnaires distributed, 107 returned with completed questionnaires, representing a response rate of 35.7%. Over half of the respondents were female (50.5%). Over four-fifths of them were between the

age of 21 to 40 years old (86.8%); 68% had worked for the organization for not more than five years. Table 1 presents a summary of the respondents' profiles.

Research Instrument

Psychosocial Safety Climate

A 12-item scale adapted from Dollard and Bakker (2010) was employed to assess psychosocial safety climate. An example of the item includes, "In my workplace, the management acts quickly to correct problems/issues that affect employees' psychological health." A 5-point Likert scale ranging from 1 - "strongly disagree" to 5 - "strongly agree" is used.

Challenge Demands and Hindrance Demands

A 5-item scale for each challenge demands and hindrance demands was adopted from Cavanaugh et al. (2000) and LePine et al. (2004). Participants responded using a 5-point Likert scale ranging from 1 - "not at all" to 5 - "to a very great extent." An example item for challenge demands is "Time pressure I experience." An example of hindrance demands includes, "The degree to which office politics rather than performance affects organizational decisions."

Job Performance

Participants were asked to assess the 7-item scale for job performance, which was adopted from Williams and Anderson (1991). A 5-point Likert scale ranging from 1- "strongly disagree" to 5- "strongly agree" is employed. The item includes, "I adequately complete assigned duties."

Results

Partial least square (PLS) modeling using the SmartPLS 3.2.8 version was used (Ringle et al., 2015) as the statistical tool to investigate the measurement and structural model because it does not need normality assumption and survey research is usually not normally distributed (Chin, Marcolin & Newsted, 2003). Firstly, the issue of common method variance bias was addressed by testing the full collinearity because data were collected using a single source (Kock, 2015; Kock & Lynn, 2012). In this method, all the variables will be regressed against a common variable, and there is no bias from the single source data if the VIF \leq 3.3.

Table 1*Profiles of Respondents*

Demographic Variable	Category	Frequency	Percentage
Sex	Male	53	49.5
	Female	54	50.5
Age	21-25	24	22.4
	26-30	33	30.8
	31-35	23	21.5
	36-40	13	12.1
	41-45	6	5.6
	46-50	4	3.7
	51-55	1	0.9
	56-60	3	2.8
Ethnicity	Malay	39	36.4
	Chinese	48	44.9
	Indian	20	18.7
Marital Status	Single	65	60.7
	Married	35	32.7
	Divorced	5	4.7
	Widowed	1	0.9
	Separated	1	0.9
Tenure with the Organization	1-5 years	68	63.6
	6-10 years	20	18.7
	11-15 years	11	10.3
	16-20 years	1	0.9
	21 years and above	7	6.5

Based on Table 4, the VIF values are lower than 3.3. Hence the single source bias is not a serious issue with the data collected.

Measurement Model

By following Anderson and Gerbing's (1988) recommendations, a 2-step approach was used to test the model developed. It was first tested against the measurement model to investigate the validity and reliability of the instruments used by following the guidelines of Hair et al. (2019) and Ramayah et al. (2018), and subsequently, the structural model was run to test the hypotheses developed.

We assessed the loadings, average variance extracted (AVE), and the composite reliability (CR) for the measurement model. The loadings' values should be ≥ 0.5 , the AVE should be ≥ 0.5 , and the CR

should be ≥ 0.7 . As exhibited in Table 2, the AVEs are all greater than 0.5, and the CRs are all greater than 0.7. The loadings were also acceptable, with only two loadings of job performance lower than 0.708 (Hair et al., 2019).

Next, the discriminant validity using the HTMT criterion suggested by Henseler, Ringle, and Sarstedt (2015) and updated by Franke and Sarstedt (2019) was evaluated. The HTMT values should be ≤ 0.85 for the stricter criterion, although it should be ≤ 0.90 for the more lenient criterion. As shown in Table 3, the HTMT values were lesser than the stricter criterion of ≤ 0.85 . Thus, we can conclude that the respondents understood that the four constructs were different. These validity tests showed that the measurement models are both valid and reliable.

Table 2*Measurement Model*

Constructs	Items	Loadings	AVE	CR
Psychosocial Safety Climate	PSC1	0.886	0.714	0.968
	PSC2	0.864		
	PSC3	0.824		
	PSC4	0.872		
	PSC5	0.904		
	PSC6	0.864		
	PSC7	0.855		
	PSC8	0.743		
	PSC9	0.815		
	PSC10	0.863		
	PSC11	0.833		
	PSC12	0.807		
Challenge Demands	CD1	0.841	0.771	0.944
	CD2	0.860		
	CD3	0.850		
	CD4	0.923		
	CD5	0.915		
Hindrance Demands	HD1	0.834	0.717	0.927
	HD2	0.855		
	HD3	0.875		
	HD4	0.822		
	HD5	0.848		
Job Performance	JP1	0.875	0.776	0.945
	JP2	0.892		
	JP3	0.923		
	JP4	0.891		
	JP5	0.820		

Note: JP6 and JP7 were deleted due to low loadings

Table 3*Discriminant Validity (HTMT)*

	1	2	3	4
1. Challenge Demands				
2. Hindrance Demands	0.486			
3. Job Performance	0.579	0.255		
4. Psychosocial Safety Climate	0.231	0.553	0.100	

Structural Model

As recommended by Hair et al. (2017) and Cain et al. (2017), the multivariate skewness and kurtosis were assessed. The results demonstrated that the data we had collected was not multivariate normal, Mardia's multivariate skewness ($\beta = 3.247$, $p < 0.01$), and Mardia's multivariate kurtosis ($\beta = 25.439$, $p > 0.05$). According to Hair et al. (2019), we then reported the path coefficients, the standard errors, t-values, and p-values for the structural model using a 5,000 sample re-sample bootstrapping procedure (Ramayah et al., 2018). Furthermore, Hahn and Ang (2017) criticized that p-values were not good criteria for testing the hypothesis's significance and recommended using an integration of criteria, such as p-values, confidence intervals, and effect sizes. Table 4 shows a summary of the criteria we have used to test the hypotheses developed.

First, we assessed the effect of the three predictors on job performance. The R^2 was 0.349 ($Q^2 = 0.253$), which shows that all three predictors explained 34.9% of the variance in job performance. PSC ($\beta = 0.213$, $p < 0.05$) and challenge demands ($\beta = 0.557$, $p < 0.01$) were both positively related to job

performance. Thus, H1 and H2 were supported. However, hindrance demands ($\beta = 0.110$, $p > 0.05$) were not significantly related to job performance, which led to H3 not being supported. Next, we tested the effect on challenge demands, with an R^2 of 0.039 ($Q^2 = 0.030$), which indicates that PSC explains 3.9% of the variance in challenge demands. Nonetheless, PSC ($\beta = -0.198$, $p \geq 0.05$) was not significantly related to challenge demands, and this implies that H4 was not supported. On the other hand, we assessed the effect on hindrance demands, with an R^2 of 0.289 ($Q^2 = 0.196$), which denotes that PSC explains 28.9% of the variance in hindrance demands. Similarly, H5 was supported because PSC ($\beta = -0.538$, $p < 0.01$) was negatively related to hindrance demands.

To evaluate the mediation hypotheses, we consider Preacher and Hayes' (2004, 2008) recommendations by bootstrapping the indirect effect. It is concluded that the mediation is significant when the confidence interval does not straddle a 0. As exhibited in Table 5, PSC \rightarrow CD \rightarrow JP ($\beta = -0.136$, $p > 0.05$) was not significant because its confidence interval bias-corrected 95% straddles a 0, which gives rise to H6 being not supported. On the other hand, PSC \rightarrow HD \rightarrow JP

Table 4

Hypothesis Testing Direct Effects

Hypothesis	Relationship	Std Beta	Std Error	t-values	p-values	BCI LL	BCI UL	f ²	VIF
H1	PSC \rightarrow JP	0.213	0.101	2.116	0.017	0.036	0.368	0.050	1.411
H2	CD \rightarrow JP	0.557	0.082	6.777	0.000	0.401	0.674	0.383	1.244
H3	HD \rightarrow JP	0.110	0.088	1.248	0.106	-0.048	0.245	0.011	1.681
H4	PSC \rightarrow CD	-0.198	0.121	1.641	0.050	-0.373	0.028	0.041	1.000
H5	PSC \rightarrow HD	-0.538	0.065	8.284	0.000	-0.628	-0.410	0.407	1.000

Note: We use 95% confidence interval with a bootstrapping of 5,000

Table 5

Hypothesis Testing Indirect Effects

Hypothesis	Relationship	Std Beta	Std Error	t-values	p-values	BCI LL	BCI UL
H6	PSC \rightarrow CD \rightarrow JP	-0.136	0.090	1.515	0.130	-0.251	0.137
H7	PSC \rightarrow HD \rightarrow JP	-0.217	0.062	3.497	0.000	-0.331	-0.090

Note: We use 95% confidence interval with a bootstrapping of 5,000

Table 6*PLS-Predict*

Item	PLS RMSE	LM RMSE	PLS-SEM	Q ² _predict
JP1	0.928	0.885	0.043	0.090
JP2	0.774	0.832	-0.058	0.202
JP3	0.803	0.798	0.005	0.213
JP4	0.775	0.819	-0.044	0.302
JP5	0.861	0.980	-0.119	0.263

($\beta = -0.217$, $p < 0.01$) was shown to be significant because its confidence interval bias-corrected 95% did not straddle a 0, and this indicates that H7 was supported.

Following the suggestions by Shmueli et al. (2019), who proposed PLSpredict, a holdout sample-based procedure generates case-level predictions on an item or a construct level using the PLS-Predict with a 10-fold procedure to check for predictive relevance. Shmueli et al. (2019) claimed that if all the item differences (PLS-LM) were lower than predictive relevance, then there is strong predictive power; if all are higher than predictive relevance, then the predictive power is not confirmed; if the majority is lower than predictive relevance, then there is moderate predictive power; if the minority is lower than predictive relevance, then there is low predictive power. Based on Table 6, most of the PLS model errors were lower than the LM model; thus, we can conclude that our model has moderate predictive power.

Discussion

This study aims to examine the effect of PSC, challenge demands, and hindrance demands on job performance. The study also aims to test the mediating roles of challenge demands and hindrance demands on the relationship between PSC and job performance. This study found that PSC has a significant positive relationship with job performance; thus, H1 was supported. The significant positive relationship between PSC and job performance shows that Penang Island hotels with high PSC levels can promote better job performance among their employees. This finding is consistent with the prior studies that PSC was

found to enhance job performance (Idris et al., 2015; Sun, Xu & Shang, 2014). Idris and Dollard (2011) explained that PSC leads employees to feel secure and to safeguard them from psychological dangers, which leads them to invest more efforts to obtain work goals and increase their job performance. For this reason, the management of Penang Island hotels is advised to apply PSC in their work policies, procedures, and practices as soon as possible because hoteliers tend to feel safe and protected from the pandemic in their workplace while facilitating positive organizational behaviors and job performance (Singh et al., 2013) during and after the COVID-19 pandemic.

The relationship between challenge demands and job performance was significant, and thus H2 was supported. This significant relationship indicates that the high levels of challenge demands can trigger better job performance levels among Penang Island hoteliers. This finding concurs with the previous study, where challenge demands, such as time constraints and complex responsibilities, were positively related to job performance (LePine et al., 2016). This phenomenon is understandable because challenge demands enable employees to be engaged in the performance of duties pertaining to their roles within the organization (Podsakoff et al., 2007). Hence, it is recommended that the management of Penang Island hotels sort out hoteliers' job demands into challenge demands and hindrance demands in this pandemic period immediately so that the elements of challenge demands can be promoted while the elements of hindrance demands can be reduced at all times to improve the job performance.

Meanwhile, the relationship between hindrance demands and job performance was insignificant in the study, which denotes that H3 was not supported. Hence,

it is implied that hindrance demands among Penang Island hoteliers do not have a significant relationship with their job performance. This finding is inconsistent with the previous research that hindrance demands is negatively related to job performance (LePine et al., 2005). Interestingly, 53.2% of Penang Island hoteliers are young adults aged between 21 to 30 years old. Kokkinos (2007) argued that young employees tend to set a higher goal and attain more, despite their demanding jobs. In other words, older workers are less interested in growth motives relating to work features and outcomes that are aimed at reaching higher levels of functioning (Kooij et al., 2010). Therefore, hindrance demands are not significantly related to the job performance of Penang Island hoteliers in the study.

In the study, H4 was also not supported, where the relationship between PSC and challenge demands is not significant. This finding suggests that PSC in the Penang Island hotels does not possess a significant relationship with challenge demands. This result projects no discrepancy with the prior study that PSC does not relate to challenge demands in any way (Yulita et al., 2014). It is then further explained that challenge demands are not perceived as challenge demands unless integrated with the levels of job control and resources accessible (Bakker & Demerouti, 2014; Yulita et al., 2014). Consequently, this supports the present finding that PSC does not show any relationship with challenge demands when insufficient job control and resources are available to turn the challenge demands to function positively. As a result, PSC settings in the Penang Island hotels could not promote a higher level of challenge demands. By considering this scenario, it is advised that Penang Island hotels' management should give a reasonable level of job control and resources to their employees, particularly during this difficult period of the COVID-19 pandemic, so that PSC can detect and promote rewarding job demands from now onwards.

On the other hand, PSC was found to be negatively related to hindrance demands in the study, where H5 was supported. This result indicates that a high PSC level in hotels can reduce the adverse effects of hindrance demands. This is in line with Yulita et al. (2014), who uttered that PSC could decrease the level of hindrance demands at the team level. Furthermore, it is signified that PSC is a demonstration of prioritizing the well-being of employees (Idris et al., 2015). Thus, organizations with higher PSC can induce their

managers to decrease any hindrance at work that may contribute to the stress level experienced by employees (Yulita et al., 2014). Considering this finding, it is recommended that Penang Island hotels' management apply PSC in their workplace promptly to identify and reduce the negative impacts of hindrance demands during and after the COVID-19 pandemic.

For the mediators in the study, the result demonstrated that challenge demands are not a significant mediator on the relationship between PSC and job performance, and thus H6 was not supported. Though this finding does not correspond to any previous research in the literature, it is explainable when the direct effect between PSC and challenge demands was not significant, as discussed. Hence, mediation could not take place in the study when its fundamental direct effect is not significant. Consequently, it is convincing that challenge demands in the present study do not mediate the relationship between PSC and job performance.

Nonetheless, the study's finding exhibited that the indirect relationship between PSC and job performance is significant via hindrance demands, which denotes the support of H7. This significant indirect relationship highlights that PSC in Penang Island hotels can reduce the unfavorable elements of hindrance demands, resulting in the rise of challenge demands in the ordinary job demands that can increase job performance among Penang Island hoteliers. Therefore, it is highly suggested to the management of Penang Island hotels to emphasize the application of PSC in the work settings instantly so that the negative elements of hindrance demands are decreased while leaving the positive elements of challenge demands to enhance the job performance even with and without the presence of the COVID-19 pandemic.

Originality

The COVID-19 pandemic severely hit the hotel industry in Penang island, and this had caused the majority of Penang island hoteliers to take unpaid leave, have reduced salaries, and even being laid off (Nortajuddin, 2020). Hence, Penang Island hoteliers' job performance levels were poorly observed due to increased job demands (Darvishmotevali & Ali, 2020). As a result, the present study employed PSC to reduce job demands' unfavorable features, which directly and indirectly increases hoteliers' job performance levels.

In this paper, we advance the management literature on psychosocial safety climate by examining how psychosocial safety climate impacts employee job performance in the Penang hotel industry. We also build on Yulita et al.'s (2014) research that job demands are separated into challenge demands and hindrance demands. In this study, it was found that PSC in the Penang island hotel industry can significantly reduce the features of hindrance demands in a given level while significantly promoting for a better level of job performance among hoteliers via challenge demands. Furthermore, this study is valuable to academics and practitioners who wish to improve hoteliers' job performance. Because PSC is new to the hotel industry, the present study has convinced its usefulness to improve hoteliers' job design and job performance.

Despite the empirical findings of this study contributing to the existing literature, this study's result cannot be generalized. Future studies should adopt the suggested research model among different hotels in Malaysia with bigger sample size. Finally, a longitudinal study on job performance among hoteliers should be developed to address the common method variance formed due to the cross-sectional design.

Declaration of ownership

This report is our original work.

Conflict of interest

None.

Ethical clearance

This study was approved by our institutions.

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