

Internal Migrant versus Non-Migrant Female Worker: The Effect of Family Responsibility on Job Performance in Guangzhou, China

Xiaoyan Yang  ¹

Kandappan Balasubramanian  ²

Joaquim Dias Soeiro  ³

1. School of Hospitality, Tourism and Events, Taylor's University, Subang Jaya, Malaysia

2. School of Hospitality, Tourism and Events, Taylor's University, Subang Jaya, Malaysia

3. School of Hospitality and Tourism Management, Sunway University, Subang Jaya, Malaysia

ABSTRACT

This study explores and compares the impact of family responsibility on job performance among internal migrant and non-migrant female workers. A total of 155 questionnaires were collected from female housekeeping attendants working in hotels in Guangzhou, China. The analysis used partial least squares structural equation modeling (PLS-SEM) and multiple-group analysis. The findings reveal a significant difference in the influence of family responsibility on job performance between the migrant and non-migrant female worker groups. Specifically, the direct effect of family responsibilities on job performance is more pronounced for non-migrant female workers compared to their migrant counterparts. This study underscores the importance of cultivating employees' awareness of family responsibilities. It contributes substantially to theoretical research by extending our understanding of the relationship between family responsibilities and job performance within the job demands-resources model (JD-R).

KEYWORDS

Migrant Worker, Family Responsibility, Job Demands-Resources Theory, Job Performance, Multiple-Group Analysis.

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1. Introduction

In China's urbanization process, internal migration has filled the labor shortage and contributed to the rapid growth of industry and services. An internal migrant worker is a person who refers to those who migrate within a country, often from rural to urban areas, in search of better economic opportunities. International migrant workers are a different population. In 2023, there were 297.53 million internal migrant workers (hereafter "migrant workers") in China, most of them moving from the middle and western regions of China to the eastern areas. Migrants generally have a low level of education: 52.1% have a junior high school education, 13.8% have a primary school education, 17.5% have a high school education, 15.8% have post-secondary education, and 0.8% have no formal schooling. The average age of migrants is 43, and 81.4% are married. The gender distribution is 62.7% male and 37.3% female, with the proportion of female migrants increasing by 0.7% in 2023 compared to 2022. In 2023, 53.8% of migrants were employed in the service sector, 45.5% in manufacturing, and 0.7% in agriculture. Notably, the employment rate of migrant workers increased compared to 2022, with the accommodation sector seeing a 0.6% rise in employment. Furthermore, the accommodation sector experienced the fastest wage growth, with average wages rising by 4.6% in 2023, outperforming other sectors (National Bureau of Statistics of China, 2024). However, the average turnover rate of housekeeping attendants increases (China Hotel Human Resources Survey Report, 2023), and job satisfaction is lower than average, comparable to 27 countries (Andrade et al., 2021). The data indicates that while the average wages of employees in the accommodation sector have increased, issues such as low job satisfaction among housekeeping attendants and rising employee turnover rates persist. These problems could lead to decreased employee job performance and increased labor costs in the accommodation sector. For instance, China's hotel industry's average labor cost increased by 16% in 2023 compared to 2022 (China Hotel Human Resources Survey Report, 2023). This vicious cycle may severely hinder the development of accommodation industry.

The hotel's main objective is to provide clean rooms to customers. The quality of room hygiene is related to guests' health and customer satisfaction and loyalty. The room average revenue accounts for 48% of the total hotel revenue (China Hospitality Association, 2023). Therefore, the role of housekeeping attendants is more critical. According to the China Human Resource Report (2023), female migrant workers account for 84% of housekeeping attendants in the hotel housekeeping department. The housekeeping attendant's job is defined as feminine, dirty, low-skilled, and low-paid work (China Hotel Human Resources Survey Report, 2023). Job performance is critical to the organization's growth, and family plays an essential role in the career development of employees (Siu & Unger, 2020). Family-work conflict impacts job performance (Susanto et al., 2022). Workers with family responsibilities are the ones who are more likely to experience family-work conflict (Medina-Garrido et al., 2021). Due to the different family backgrounds of migrant and non-migrant workers, they may also have different perceptions of jobs and family. The wages of migrant workers are needed to cover the expenses of their rural families and, at the same time, to support their living expenses in the city. Existing research has paid insufficient attention to this group, with some studies suggesting that migrant workers are at greater risk of developing psychological problems than non-migrant workers (Yang et al., 2020; Zainal & Barlas, 2022). The main reasons for the adverse psychological issues of migrant workers include economic pressure, family pressure, working environment, identity, cultural conflict, and occupational stigma (Organista et al., 2019). For example, Hasan (2021) collected 44,365 migrant workers' responses in 17 countries, and 38.99% of migrant workers had mental illnesses such as depression, which were caused by occupational (poor working conditions, poor benefits, abuse), personal (poor coping, poor living conditions, family genetics, other health problems); environmental (limited access to healthcare); and social (occupational stigma) factors (Hasan et al., 2021). Most existing studies have focused on the impact of economic factors and the urbanization process on migrant workers. Nonetheless, there is a paucity of study on the effect of family on migrants' work. Migrants are spatially distant from their families, which differs from non-migrant workers. Therefore, the impact of family responsibilities on job performance should be different for migrant and non-migrant employees. Little attention has been paid to differences in the effects of family responsibilities on job performance across groups. In particular, fewer studies exist on female housekeeping attendants in a specific industry. Therefore, this paper employed the job demand resource model to explore the mechanism of influence

of family responsibilities on employees' job performance and tries to find the differences between migrant workers and non-farm workers through a comparative study of the two groups.

Research results can help companies optimize the allocation of hotel resources, develop a scientific and practical management system, improve housekeeping attendant job performance, reduce labor costs, increase employee satisfaction, and thus reduce staff turnover. Analysing the differences between migrants and non-migrants from the point of view of group differences can help the local government and enterprise management to formulate a corresponding management system, which can better coordinate and safeguard the needs of different groups and promote the harmonious development of enterprises and society.

2. Literature Review and Hypothesis Development

2.1 Family Responsibilities of Migrant and Non-Migrant Female Workers

Family responsibility refers to an individual's consideration of the needs and wants of family members when making decisions, as well as their sense of duty and obligation to them. A person's sense of family responsibility is a measure of the extent to which they have the responsibility to take care of their immediate family, such as raising children, elders, caring for a spouse, and the individual's need to consume time, energy, and cost of living expenses. Family responsibilities significantly affect employees' career mobility (Bose & Pal, 2020). China has a strong family culture, and family responsibilities substantially impact employees' career development (Chen, 2019). Middle-aged individuals, particularly women, often bear the bulk of family responsibilities, such as caring for elderly family members, raising children, and handling household chores. It has been proven that women employees usually have more family responsibilities than men (Thriveni Kumari, 2021). Female migrant workers are required to leave their home locations, and as a result, they are unable to fulfil the responsibilities and duties of their family roles. According to the work-family conflict theory, it is believed that work-family conflict arises when an employee's work interferes with family activities. Family-work conflict negatively affects job performance (Warokka & Febrilia, 2014). Theoretically, migrant workers experience more family-work conflicts than non-migrant workers.

Different family-work conflicts can lead to different results. Some studies classify family-work conflict as time, role, and psychological stress conflicts. Time conflict is when job demands take up time that employees should use to perform their family responsibilities, for example, if an employee works eight hours a day (the working hours stipulated by the Chinese labour law), the employee can be with the children as well as take care of the household chores after work, but due to the employee's overtime work, they are unable to be with the children and take care of the household chores, thus leading to a family-work conflict. Role conflict occurs when employees apply their thinking patterns and methods of dealing with problems from their work role model to their family role. That is one of the leading causes of family conflict, and role change also requires specific resources; therefore, when the employees' resources are insufficient, role conflict will be more severe. In addition, psychological stress conflict usually refers to the fact that when an employee experiences a lot of family stress, it can significantly affect job performance in the workplace. It is worth emphasizing that the spatial distance between migrant workers and their families allows them to allocate their time more flexibly. For example, when non-migrant workers finish daily work, they must go home to take care of household chores and spend time with their families. However, migrant workers do not possess such advantages. In other words, migrant workers have more free time than non-migrant workers. As a result, migrant workers can devote more time and energy to their work.

Additionally, non-migrant female workers have greater access to family support due to the proximity of the home to the workplace and the ability of other members of the family to share family responsibilities, such as emotional support (Hasan et al., 2021). In contrast, female migrant workers are separated from their families for long periods, and the lack of emotional communication and support causes them to be more vulnerable and prone to anxiety (Warokka & Febrilia, 2014). Combined with economic pressures, this double burden often leads to more significant work-family conflict for migrant female workers.

2.2 The Impact of Family Responsibilities on Job Performance

Existing studies have used work-family conflict theory and role theory to explore the relationship between family responsibilities and job performance. This study used resource conservation theory and job demand-resource theory to explore the relationship between family responsibilities and job performance from a resource and demand perspective. According to resource conservation theory, to acquire and conserve resources, people will mobilize resources in different domains to avoid continuous resource depletion. Employees may mobilize resources in the work domain to help them cope when the family domain is depleting resources. According to Halbesleben et al. (2014), Karatepe et al. (2018), and Xanthopoulou et al. (2009), when family responsibilities deplete resources, employees may adopt self-regulation strategies.

Wu et al. (2018) suggested that family responsibilities may directly or indirectly affect job performance (Wu et al., 2018). Job performance is “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” (Arasli et al., 2018). Bao et al. (2022) revealed that job resources are vital in mitigating stress caused by family responsibilities. Supervisory support, flexible working arrangements, and high work autonomy can significantly help employees balance work and family responsibilities and reduce work stress caused by family responsibilities (Bakker & Demerouti, 2007; Grover et al., 2017). For example, flexible working time arrangements can enable employees with family responsibilities to effectively organize their work and family affairs and reduce the stress caused by time conflicts. There is an interactive relationship between job demands and family responsibilities. High job demands may consume employees’ time and energy to deal with family matters, leading to increased stress from family responsibilities; in turn, increased family responsibilities may cause employees to feel more severe stress and demands at work (Carlson & Frone, 2003; Van Der Heijden et al., 2019). This two-way influence exacerbates the conflict between work and family.

According to the job demands-resources model (person \times situation approach), this model integrates individual and environmental factors into one model. It divides the path of influence on job performance into two processes: motivational and health impairment processes (Barbier et al., 2013; Bakker & Demerouti, 2017). Family responsibilities are demands in the family domain that also require the consumption of resources to satisfy them (Waqas et al., 2019; Chen & Fellenz, 2020). Demands in the family domain affect resources and demands in the work domain (Chen & Fellenz, 2020). Some studies suggest that those with substantial family responsibility are most likely to experience family-work conflicts (Premeaux et al., 2007; Karatepe, 2013; Medina-Garrido et al., 2021). In the same work environment, employees with high family responsibilities should have a different impact on job performance than those with low family responsibilities.

Therefore, we propose the following hypotheses:

- H1.** There is a significant difference between the effect of family responsibility on job resources in migrant and non-migrant workers.
- H2.** There is a significant difference between the effect of family responsibility on job demands in migrant and non-migrant workers.
- H3.** There is a significant difference between the effect of family responsibility on job performance in migrant and non-migrant workers.

The job demands resources model is a widely recognized theoretical model that explains how job demands and resources interact to influence employee job performance through health impairment and motivational processes (Bakker & Demerouti, 2007; Grover et al., 2017). The JD-R model classifies work-related components as either job resources or job demands. Job resources refer to aspects of work that contribute to the achievement of goals, reduce (or buffer) the demands (and associated costs) of work, or stimulate growth (Xanthopoulou et al., 2007). In contrast, job demands refer to aspects of work that consume physical or mental effort or skill. Excessive job demands can deplete employees’ resources, leading to burnout and deteriorating health (Rudolph et al., 2017; Demerouti & Bakker, 2011; Lazazzara et al., 2020). Demerouti (2001) was the first to propose the job demand resource model, which suggests that job demand and burnout are related to exhaustion, while lack of job resources is linked to lower-level work engagement (Demerouti et al., 2001). After more than a decade of development, the job demand resource model has continued to be refined and expanded, and Bakker (2014) identified job crafting as

representing a missing piece in the reverse causal path from burnout and work engagement to future job resources and job demands (Bakker et al., 2014). Bakker (2018) revealed that job crafting and engagement are important for employees to acquire rich job resources. Employees motivated by their jobs are likelier to adopt job-crafting behaviors that promote work engagement (Bakker & Oerlemans, 2019). Li (2023) believed that job complexity indirectly affects work engagement and highlighting the need to consider the individual employee's cognitive appraisal and job characteristics (Li et al., 2023). Concurrently, Bakker (2023) proposed that personal characteristics are stable while the work environment is changing daily, thus proposing a new job demands resources model that encompasses daily job resources, daily job demands, daily work engagement, daily job crafting, daily burnout, and daily self-undermining (Bakker et al., 2023). In addition, Kooij et al. (2017) and Tim et al. (2015) proposed that job crafting has a significant impact on job performance (Tims et al., 2015; Kooij et al., 2017). Some studies revealed that self-undermining has a significant impact on job performance (Bakker & Wang, 2020; Roczniewska & Bakker, 2021). Lee and Eissenstat (2018) explored the JD-R model by gender (Lee & Eissenstat, 2018), various occupational groups (Lesener et al., 2019), and countries. Urien (2017) studied the relationship between resources, demands, and outcomes in the JD-R model in two countries, resulting in significant relationship differences (Urien et al., 2017). This relationship may vary depending on the context.

Differences between migrant and non-migrant workers include differences in status and hukou status between internal migrant workers and local migrant workers in China, such as compulsory schooling for children, and restrictions on processing residence documents. Differences are usually related to ethnicity and culture. Differences in economic status: internal migrant workers come from areas with poorer economic conditions, and their demands for employment salaries and job choices are significantly different from those of non-migrant workers. They typically possess low education and job skills, resulting in disparities in their ability to compete in the labor market. Noteworthy, a big challenge for migrant workers is to leave their hometowns to work and live in unfamiliar urban places. Most housekeeping attendants, who are middle-aged women, may also have to bear the problem of being separated from their children and the stress of their roles due to being unable to provide for their children (Qin et al., 2014; Sambajee & Scholarios, 2023). In this context, due to the low wages and long working hours of migrant workers, their chances of returning to visit their families are greatly restricted, leaving them in a permanent state of lack of emotional support (Qin et al., 2014; Liem et al., 2020). Moreover, migrant workers may face problems adapting to urban life (including air pollution and substandard housing) and various environmental differences between regions (cultural and dialectal differences), which increase the challenge of self-adjustment for migrant workers (Qin et al., 2014; Sambajee & Scholarios, 2023). Due to regional cultural differences and the Chinese immigrant hukou system, there may be differences in how Chinese internal migrants perceive the work environment and how they cope with acculturation challenges.

Therefore, we propose the following hypotheses:

- H4.** There is a significant difference between the effect of job resources on work engagement in migrant and non-migrant workers.
- H5.** There is a significant difference between the effect of work engagement on job crafting in migrant and non-migrant workers.
- H6.** There is a significant difference between the effect of job crafting on job performance in migrant and non-migrant workers.
- H7.** There is a significant difference between the effect of job demands on burnout in migrant and non-migrant workers.
- H8.** There is a significant difference between the effect of burnout on self-undermining in migrant and non-migrant workers.
- H9.** There is a significant difference between the effect of self-undermining on job performance in migrant and non-migrant workers.
- H10.** There is a significant difference between the effect of work engagement on job performance in migrant and non-migrant workers.
- H11.** There is a significant difference between the effect of burnout on job performance in migrant and non-migrant workers.

3. Method

3.1 Study Area

Establishing the scope of the study in alignment with its objectives, according to the Guangzhou Government Work Report (2023), Guangzhou plans to deepen the integration of culture, commerce, tourism, sports, and services, promoting the establishment of a national demonstration zone for the integrated development of cultural and tourism industries. This initiative aims to create unique tourism products and services by integrating diverse resources, enhancing the city's appeal and competitiveness. Guangzhou, the capital city of Guangdong Province in southeast China, boasts a history of 2,200 years and has been designated by the State Council of China as an international metropolis and a comprehensive national gateway city. In 2023, Guangzhou welcomed 234 million tourists, a 51.8% year-on-year increase, securing its position as one of China's top 10 most popular destinations (Ministry of Culture and Tourism of the People's Republic of China, 2023).

In addition, due to the limited number of housekeeping attendants in each hotel—typically ranging from 5 to 15 attendants in medium-sized hotels and 15 to 25 attendants in large-sized hotels—priority was given to selecting large-sized hotels to ensure the collection of a greater number of questionnaires and meet the minimum required sample size. Firstly, large hotels with a sufficient number of housekeeping attendants were selected. Most large hotels are high-end hotels. Official statistics indicate that Guangzhou has 26 five-star hotels, ranking first among cities in Guangdong Province. Secondly, choosing a hotel management group's chain hotels ensures that the hotel's management system is consistent, which can effectively avoid the disturbing influence on job performance because of the difference in the hotel management system. After investigation, only M Hotel Group can meet the above two conditions.

3.2 Data Collection Procedure

The questionnaire used in this quantitative study, measured family responsibility (4 items) (Bose & Pal, 2020), job resources (6 items), and job demands (4 items) (Lequeurre et al., 2013; Chen & Wu, 2022), work engagement (7 items) (Schaufeli, 2003), job crafting (9 items) (Bakker et al., 2012; Toyama et al., 2022), burnout (5 items) (Demerouti et al., 2001), self-undermining (3 items) (Bakker & Wang, 2020), and job performance (4 items) (Bakker et al., 2012; Bakker & Demerouti, 2016; Arasli et al., 2018), was adapted from previous studies. Responses were rated on a 5-point Likert scale, where 1 indicated strongly disagree, and five indicated strongly agree. The questionnaire was administered in Guangzhou, China. Select eight five-star hotels under the M Hotel International Group. In this study, we used purposive sampling to conduct questionnaires in the staff aisle of eight hotels. Considering the relatively large differences in the education levels of housekeeping attendants, this study employed face-to-face completion of the questionnaire to ensure the accuracy and validity of the data. Participants first underwent a pre-screening process based on gender and work department, with only female housekeeping attendants from the housekeeping department being invited to participate in the survey. During the data collection, participants used their cell phones to fill out the online questionnaire by scanning a QR code. This approach allowed them to receive immediate assistance and clarification if they encountered any issues or areas of confusion while completing the questionnaire. A total of 155 questionnaires were returned after we requested the housekeeping attendants to participate in the survey.

3.3 Data Analysis Process

This study estimated the model and performed multigroup analysis (MGA) using the PLS-SEM approach (statistical software 4.0). The ten times rule is a general PLS-SEM sampling rule (Kock & Hadaya, 2018). When targeting any construct in both the outer, a minimum sample size of ten times the maximum number of paths should be used. Therefore, for the two groups this study looks at, sample sizes of 76 non-migrants and 79 migrants are appropriate.

4. Results and Findings

This sample included 155 participants (migrant and non-migrant workers) working in the M hotel house-keeping department in Guangzhou, China. In Table 1, A vast majority (64.5%) of the participants of this study worked 8 to 12 hours daily, and 1.9% worked over 12 hours daily. 36.1% of working years in a hotel are below one year, 27.7% between 2 and 3 years; concerning age, 38.1% were 37 to 47 years old, and 30.3% were 26 to 36 years old. In addition, the level of income is 29% below RMB 3500 (USD 1 = RMB 7.2; at the time of this writing), RMB 4501 to RMB 5500 (18%), and RMB 5501 to RMB 6500 (20%).

Table 1. Profile of Respondents

Characteristics	Frequency	Percentage (%)
Age		
18 and below	2	1.3
18-25	18	11.6
26-36	47	30.3
37-47	59	38.1
48-58	27	17.4
59 and above	2	1.3
Type of Employee		
Non-Migrant Worker	76	49
Internal Migrant Worker	79	51
Working Years in Hotels		
1 and below	56	36.1
2-3	43	27.7
4-6	13	8.4
7-9	19	12.3
10-12	13	8.4
Above 12	11	7.1
Working hours daily		
Below 8 hours	52	33.5
8-12 hours	100	64.5
Above 12 hours	3	1.9
Level of income		
RMB 3500 and below (USD 486 and below)	45	29
RMB3501-4500 (USD 487-USD 625)	22	14.2
RMB4501-5500 (USD 626-USD 763)	29	18.7
RMB5501-6500 (USD 764-USD 902)	32	20.6
RMB6501-7500 (USD 903-USD 1041)	13	8.4
RMB7501-8500 (USD 1042-USD 1180)	1	0.6
RMB8501-9500 (USD 1181-USD 1319)	6	3.9
Above RMB 9501 (Above USD 1320)	7	4.5

Note: USD 1.0 = RMB 7.2 (at the time of this writing).

Source: Own Elaboration

4.1 Model Assessment using PLS-SEM

4.1.1 Assessment of measurement model and invariance measurement across two group

Examining the reflective measurement model's validity and reliability in relation to the latent variables (LVs) is part of the assessment process. That means assessing the relationship between the LVs and the entities to which they are connected. Composite reliability (CR) and average variance extracted (AVE) are crucial coefficients commonly used when assessing internal consistency reliability and convergence validity. The measurement model used in this study included four constructs: family responsibility (FR) toward job resources (JR), family responsibility toward job demands (JD), job resources toward work engagement (WE), job demands toward burnout (BO), work engagement toward job crafting (JC), burnout toward work engagement, burnout toward self-undermining (SU), job crafting towards job performance (JP), self-undermining towards job performance, and family responsibility towards job performance. The loading of each indication on the corresponding LV needs to be computed and compared to a threshold to evaluate a model's reliability. In general, indication reliability is deemed suitable when the loading is greater than 0.7. Table 2 showed that for the respondents in each group, most of the indicator loadings on the respective LVs were greater than 0.7. Several indicators showed loading values between 0.4 and 0.7, suggesting that, depending on the CR and AVE, they might alternatively be removed. The CR coefficient is also used to evaluate construct reliability; internal consistency must be higher than 0.7 (Hair et al., 2017).

All reflecting LVs in the PLS path model had CR values exceeding 0.7 for each data category, as shown in Table 2. These findings suggest that the measurement model's dependability was acceptable. The AVE of the reflective LVs must be greater than 0.5 to establish convergent validity, and Table 2 demonstrates that the AVE of constructs was higher than 0.5 for each data set. Convergent validity and discriminant validity assessments enable the researcher to support the validity of results. Furthermore, we found that the CR and AVE were above the threshold, meaning that none of the indicators used in the models with loading ranging from 0.4 to 0.7 needed to be removed (Hair, 2021).

Table 2. Assessment Results of the Measurement Model

Construct/Associated Items	Loading		CR		AVE	
	Non Migrant Worker	Migrant Worker	Non Migrant Worker	Migrant Worker	Non Migrant Worker	Migrant Worker
Burn Out (BO)			0.926	0.924	0.767	0.765
BO1: I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me.	0.800	0.900				
BO2: Working with people the whole day is stressful for me.	0.903	0.834				
BO3: I feel as if I'm at my wits' end.	0.907	0.864				
BO4: I have become more callous to people since I started doing this job.	0.883	0.909				
BO5: I have the feeling that my colleagues blame me for some of their problems.	0.881	0.864				
Job Crafting (JC)			0.910	0.921	0.567	0.588
JC1: I try to develop myself professionally.	0.792	0.823				
JC2: I try to learn new things at work.	0.838	0.775				
JC3: I make sure that I use my capacities to the fullest.	0.809	0.825				
JC4: I manage my work so that I try to minimize contact with people whose problems affect me emotionally.	0.665	0.666				
JC5: I organize my work to minimize contact with people whose expectations are unrealistic.	0.696	0.598				
JC6: I ask my supervisor to coach me.	0.818	0.804				
JC7: I ask others for feedback on my job performance.	0.778	0.794				
JC8: When an interesting project comes along, I offer myself proactively as a project co-worker.	0.745	0.785				
JC9: I try to make my work more challenging by examining the underlying relationships between aspects of my job.	0.607	0.801				

Job Demands (JD)			0.850	0.791	0.680	0.615
JD1: My job requires me to invest a lot of physical effort.	0.803	0.808				
JD2: My job requires me to invest a lot of emotion.	0.799	0.739				
JD3: I have too much work to do .	0.835	0.796				
JD4: I have the the problem arising from the task change.	0.861	0.791				
Job Performance (JP)			0.865	0.836	0.713	0.652
JP1: I complete tasks as per the specifications and standards.	0.869	0.808				
JP2: I ensure that materials and tools meet the set criteria and standards.	0.893	0.723				
JP3: I conduct quality inspections before the delivery of goods or services.	0.776	0.819				
JP4: I ensure that products or services meet the expectations of customers.	0.834	0.872				
Job Resources (JR)			0.861	0.894	0.581	0.645
JR1: I get the direct performance feedback from my superior.	0.641	0.676				
JR2: I adequately kept up-to-date about important issues within the hotel.	0.805	0.898				
JR3: I can participate in decisions about what my job does or does not entail.	0.825	0.896				
JR4: I can personally decide how much time I need for a specific activity.	0.795	0.852				
JR5: I think that my company pays good salaries.	0.897	0.873				
JR6: I get on well with my superior.	0.554	0.563				
Family Responsibility (FR)			0.838	0.839	0.700	0.703
PD1: Making provision for day-to-day expenses of my family is entirely my responsibility.	0.839	0.918				
PD2: My work-related movements are restricted because of my childcare commitments.	0.796	0.836				
PD3: Many of my work absences are due to my responsibilities towards elders.	0.587	0.514				
PD4: I feel overburdened with family responsibilities.	0.723	0.646				
Self-undermining (SU)			0.925	0.923	0.656	0.667
SU1: I create confusion when I communicate with others at work.	0.908	0.912				
SU2: I create a backlog in my task.	0.921	0.911				
SU3: I run into a problem at work.	0.654	0.668				
Work Engagement (WE)			0.768	0.827	0.551	0.556
WE1: At my work, I feel bursting with energy.	0.855	0.869				
WE2: When I get up in the morning, I feel like going to work.	0.671	0.777				
WE3: At my job, I am very resilient, mentally.	0.799	0.833				
WE4: I find the work that I do full of meaning and purpose.	0.899	0.827				
WE5: I am proud of the work that I do.	0.870	0.735				
WE6: To me, my job is challenging.	0.697	0.789				
WE7: I feel happy when I am working intensely.	0.851	0.877				

Source: Own Elaboration

The degree of differentiation between each LV and the other constructs in the model is known as discriminant validity. Recently, it has been determined that the heterotrait-monotrait (HTMT) ratio is a better criterion for establishing discriminant validity than conventional assessment techniques like the Fornell-Larcker criterion (Hair, 2021). Prior research has proposed two distinct thresholds for the HTMT criterion to demonstrate discriminant validity: 0.85 and 0.9. This study evaluates discriminant validity using the 0.9 threshold. As shown in Table 3, all HTMT values are below the critical value of 0.9, indicating that discriminant validity has been established for each group-specific model estimation (Hair, 2021).

Table 3. Discriminant Validity (HTMT 0.9 Criterion)

Constructs	Non-Migrant Worker								Migrant worker							
	BO	JC	JD	JP	JR	SU	WE	FR	BO	JC	JD	JP	JR	SU	WE	FR
BO																
JC	0.430								0.285							
JD	0.899	0.511							0.892	0.239						
JP	0.367	0.567	0.271						0.465	0.743	0.396					
JR	0.463	0.572	0.406	0.577					0.572	0.716	0.533	0.796				
SU	0.895	0.359	0.832	0.411	0.488				0.867	0.195	0.870	0.359	0.416			
WE	0.475	0.839	0.500	0.566	0.441	0.288			0.372	0.878	0.337	0.814	0.797	0.369		
FR	0.283	0.201	0.470	0.456	0.351	0.329	0.238		0.247	0.155	0.230	0.168	0.222	0.282	0.167	

Note: BO: Burnout, JC: Job Crafting, JD: Job Demands, JR: Job Resources, FR: Family Responsibility, SU: Self-Undermining, WE: Work Engagement, JP: Job Performance.

Source: Own Elaboration

Measurement invariance and model fit should be confirmed before using MGA to compare path coefficients between non-migrant and migrant worker contexts. The measurement invariance of composites (MICOM) approach for PLS-SEM was proposed by Henseler et al. (2016). The measurement invariance of the current investigation is evaluated using the MICOM technique.

Table 4. Results of Invariance Measurement Testing using Permutation

Constructs	Configural invariance (Same algorithms for both groups)	Compositional invariance		Partial Measurement Invariance established	Equal mean value		Equal variance		Full measurement invariance established
		Original correlation	5%		Differences	Confidence Interval (CLs)	Differences	Confidence Interval (CLs)	
BO	Yes	1.000	0.999	Yes	0.100	[-0.266,0.259]	0.038	[-0.384,0.386]	Yes/Yes
JC	Yes	0.999	0.997	Yes	-0.268	[-0.267,0.269]	-0.253	[-0.323,0.330]	No/Yes
JD	Yes	0.999	0.994	Yes	0.187	[-0.266,0.269]	-0.093	[-0.402,0.409]	Yes/Yes
JP	Yes	0.998	0.995	Yes	-0.217	[-0.260,0.268]	-0.235	[-0.462,0.461]	Yes/Yes
JR	Yes	0.997	0.987	Yes	-0.087	[-0.264,0.265]	0.150	[-0.449,0.454]	Yes/Yes
SU	Yes	1.000	0.987	Yes	0.194	[-0.266,0.260]	-0.180	[-0.419,0.425]	Yes/Yes
WE	Yes	0.999	0.997	Yes	-0.376	[-0.271,0.265]	-0.312	[-0.370,0.380]	No/Yes
FR	Yes	0.946	0.587	Yes	-0.086	[-0.261,0.273]	0.250	[-0.475,0.487]	Yes/Yes

Note: BO: Burnout, JC: Job Crafting, JD: Job Demands, JR: Job Resources, FR: Family Responsibility, SU: Self-Undermining, WE: Work Engagement, JP: Job Performance.

Source: Own Elaboration

The MICOM procedure consists of three steps: (1) evaluating configural invariance, (2) establishing compositional invariance assessment, and (3) evaluating equal means and variances. We create partial measurement invariance of the two groups following the MICOM approach (Table 4), which is necessary to compare and evaluate the group-specific differences of PLS-SEM results of the MGA (Henseler et al., 2015).

4.1.2 Assessment of the structural model and multigroup analysis

The findings from the structural model evaluation and the MGA results derived from two distinct non-parametric approaches (Klesel et al., 2019) are summarized in Table 5. A multi-method approach and the permutation test represent the most conservative ways to evaluate differences in the route coefficients

between the two groups when applying PLS-SEM. Group-specific bootstrap estimates from each bootstrapping sample are directly compared through Henseler's MGA, which indicates significant differences in specific path coefficients between groups at the 5% level if the p-value of the differences is less than 0.05 or greater than 0.95 (Henseler et al., 2009). Furthermore, the permutation test provides a p-value, with significant differences at the 5% level determined when the p-value is below 0.05.

As shown in Table 5, family responsibility positively and significantly affects job resources within the non-migrant worker group. In contrast, the effect of family responsibility on job resources is significant and negative in the migrant workers group. Family responsibility positively and significantly affects the job demands of non-migrant workers, while it is non-significant in the migrant workers' group. Moreover, the results indicate a positive and significant effect of job resources on work engagement among non-migrant and migrant workers groups and include work engagement towards job crafting, job crafting towards job performance, job demands towards burnout, burnout towards self-undermining, and work engagement towards job performance.

In addition, self-undermining has a negative and significant effect on the job performance of non-migrant workers, while the effect was not supported in the migrant workers group. Burnout has a significant and negative impact on the job performance of the migrant workers group, while the effect was not supported in the non-migrant workers group. Family responsibility significantly and positively impacted the job performance of the non-migrant workers' group, while the effect was not supported in the migrant workers group.

The results of a multi-method MGA, using both Henseler's MGA and the permutation method, Henseler's MGA, and a permutation test with a p-value less than 0.05 demonstrate the significant differences in the data. They revealed significant differences between non-migrant and migrant workers concerning the effect of family responsibility on job performance (H3) and job resources on work engagement (H4). The findings do not support a significant difference between non-migrant and migrant workers groups regarding the effect of family responsibility on job resources (H1), family responsibility on job demands (H2), work engagement on job crafting (H5), job crafting on job performance (H6), job demands on burnout (H7), burnout on self-undermining (H8), self-undermining on job performance (H9), work engagement on job performance (H10), or burnout on job performance (H11). Both approaches similarly confirm the significance or non-significance of the differences in the results, offering a multi-method confirmation of our findings.

Table 5. Results of Hypothesis Testing

Hypothesis	Relationships	Path coefficient		CIs (Bias corrected)		Path coefficient differences	p-value		Supported
		Non-Migrant Worker	Migrant Worker	Non-Migrant Worker	Migrant Worker		Henseler's MGA	Permutation test	
H1	FR->JR	0.285	-0.231	[-0.400,0.562]	[-0.427,0.467]	-0.516	0.163	0.035	No/Yes
H2	FR->JD	0.324	0.164	[-0.152,0.577]	[-0.314,0.383]	-0.16	0.487	0.240	No/No
H3	FR->JP	0.399***	0.047	[0.183,0.629]	[-0.128,0.259]	-0.352	0.036	0.016	Yes/Yes
H4	JR->WE	0.406***	0.715***	[-0.050,0.554]	[0.576,0.792]	0.309	0.004	0.006	Yes/Yes
H5	WE->JC	0.775***	0.824***	[0.661,0.842]	[0.696,0.916]	0.049	0.495	0.269	No/No
H6	JC->JP	0.221	0.203	[-0.209,0.701]	[-0.140,0.485]	-0.018	0.973	0.496	No/No
H7	JD->BO	0.796***	0.764***	[0.662,0.877]	[0.600,0.848]	-0.032	0.681	0.347	No/No
H8	BO->SU	0.764***	0.744***	[0.623,0.848]	[0.590,0.843]	-0.019	0.817	0.412	No/No
H9	SU->JP	-0.251**	0.071	[-0.471,-0.016]	[-0.150,0.363]	0.322	0.064	0.036	No/Yes
H10	WE->JP	0.222	0.493***	[-0.149,0.606]	[0.188,0.824]	0.271	0.280	0.203	No/No
H11	BO->JP	-0.020	-0.253**	[-0.268,0.225]	[-0.519,-0.031]	-0.234	0.187	0.101	No/No

Note: * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$; BO: Burnout, JC: Job Crafting, JD: Job Demands, JR: Job Resources, FR: Family Responsibility, PR: Personal Resources, SU: Self-Undermining, WE: Work Engagement.

Source: Own Elaboration

5. Discussion

We have compared migrant and non-migrant female housekeeping attendants concerning the effects of family responsibility, job resources, and job demands on work engagement, burnout, job crafting, self-undermining, and job performance. The study results showed that family responsibility has a significant positive direct effect on job performance in the group of non-migrant female housekeeping attendants. In contrast, in the group of migrant female housekeeping attendants, the effect of family responsibility on job performance is not significant (H3). Therefore, we found that family responsibilities have different effects on job performance in different groups of the same gender. This is further supported by the results of the MGA cluster analysis. Previous studies have concluded that family responsibilities affect job performance differently across employees of different genders (male and female) (Baker, 2010). The findings of this study are more finely grained in explaining that the mechanism of the effects of family responsibilities on job performance is also different for the same gender (different groups). We speculate that the non-significant effect of family responsibilities on job performance among migrant female housekeeping attendants may stem from heterogeneity in their perceptions of family responsibilities. Not all attendants view these responsibilities as obligatory in the same context. Some may not fulfill these responsibilities despite having them, while others may believe that fulfilling family responsibilities does not necessarily require working hard. Alternative means of fulfilling these responsibilities and potential intervening variables may warrant further exploration. In contrast, for the non-migrant female housekeeping attendants group, family responsibilities positively impact job performance. This finding contrasts with previous studies, which argued that females bear more family responsibilities than males, leading to more pronounced family-work conflicts and a negative impact on their job performance (Geiger, 2024). The perspective of the wage and income level of room cleaners, most of the cleaners' income is in the middle level or lower than the average wage level of urban laborers. They may be more eager to work to improve their living situation in order to ensure the basic needs of their children or other family members. From the perspective of the living environment, non-migrant workers have been living in developed cities for a long time, and they have a higher demand for quality of life (Zhang et al., 2021), which may also lead to their family responsibilities that will contribute to the improvement of job performance to a certain extent.

Additionally, there was a significant difference in the effect of job resources on work engagement (H4) between migrant and non-migrant groups. Job resources significantly impacted work engagement among migrant female housekeeping attendants compared to non-migrant female housekeeping attendants. These findings underscore the critical role of job resources for migrant female workers. Previous studies have suggested that job resources positively influence engagement (Qin et al., 2014). However, the results of this study provide a more nuanced explanation by highlighting differences across groups. For example, each additional unit of job resources increased work engagement by 0.715 units for migrant workers, whereas for non-migrant workers, the increase was only 0.406. Therefore, in hotel management practices and strategies aimed at enhancing employee performance, greater emphasis should be placed on providing and enriching job resources specifically for the migrant worker group.

In addition, the effect of self-undermining on job performance (H9) also differs in migrant worker and non-migrant worker cohorts. In the non-migrant worker group, this effect was negative. Consistent with previous findings, self-undermining negatively affects job performance (Bakker et al., 2014; Rudolph et al., 2017). However, this effect is non-significant among migrant workers. The wages of housekeeping staff are typically calculated on a piece-rate basis, meaning they are paid per room cleaned according to the hotel's standards. Their income depends on the number of rooms cleaned, and if a room fails to meet the required standards, they are often required to redo the work. Consequently, even when they feel physically exhausted or emotionally fatigued, they continue to work due to a lack of alternatives. Migrant workers are acutely aware that their jobs are vital for maintaining their livelihoods in the city. Losing their jobs would mean losing both their income and their ability to remain in urban areas. This could partially explain the high prevalence of psychological issues among migrant workers.

The non-significant differences between the effect of work engagement on job crafting (H5), job demands on burnout (H7), and burnout on self-undermining (H8) in migrant and non-migrant worker groups are showcased in Table 5. This positive effect is powerful in both groups and is consistent with previous

studies (Barbier et al., 2013; Bakker & Demerouti, 2016; Barello et al., 2021). In addition, the direct impact of family responsibilities on job resources and job demands appears to be insignificant (H1, H2). We suspect that this relationship may be influenced by a mediating variable, such as personal resources. It is possible that abundant personal resources can mitigate the impact of family responsibilities on work (Liu & Cheung, 2015). Future research could further explore how personal resources mediate the relationship between family responsibilities, job resources, and job demands.

6. Conclusion

6.1 Theoretical Implications

In this study, we examined the differences in the impact of family responsibilities on job performance between female migrant and non-migrant female housekeeping attendants. Drawing on prior research, it has been suggested that family responsibilities may vary across different genders or groups, potentially leading to differing effects on job performance. Therefore, comparing the influence of family responsibilities on job performance between migrant and non-migrant female housekeeping attendants of the same gender represents a unique theoretical contribution of this study to the literature on work-family conflict. Furthermore, this study emphasizes on the intrinsic mechanisms through which family responsibilities affect job performance. Using the job demands-resources model as a framework, this study explore and attempt to expand the application of this model. By adopting a perspective integrating work and family, it delve deeper into the antecedent factors influencing job performance. This approach enriches the understanding of the job demands resources model and provides new insights into the dynamics of work-family interaction and their implications for enhancing job performance.

6.2 Practical Implications

The findings of this study demonstrate that the extent of job resources available to female housekeeping attendants has a significant impact on their work engagement. Additionally, family responsibilities influence job performance, with varying degrees of impact across different groups. Based on these findings, hotel management should emphasize on providing adequate job resources when designing strategies to enhance housekeeping attendant's work engagement. Moreover, incorporating support for employees in fulfilling their family responsibilities into performance improvement initiatives can further strengthen these efforts. Such initiatives foster a sense of belonging within the organization and enhance employees' performance levels. Emotional support from the family can play a pivotal role in reducing employees' psychological health issues, which boosts productivity. By prioritizing the provision of job resources and addressing family responsibilities, hotels can improve operational efficiency and create a supportive work environment. This dual focus enhances economic benefits for the enterprise and contributes to a healthier, more harmonious society.

6.3 Limitations

This limited focus can be considered a limitation of the present study, and future investigations should compare migrant worker and non-migrant worker groups and consider a more comprehensive range of community participation activities. Future research can be conducted on the degree of matching between family responsibilities and individual affordability to further the research on the impact of family responsibilities on job performance. In addition, this study only considers four dimensions of family responsibility. Future research may address more dimensions of measuring family responsibility, enriching the job demands resource model. Identifying unrecognized heterogeneity is a crucial issue that may be addressed in future studies. Additional heterogeneity may occur inside each data group, even though we formed two data groups using a priori information to explain the heterogeneity.

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ORCID

Xiaoyan Yang  <https://orcid.org/0009-0002-7911-8142>

Kandappan Balasubramanian  <https://orcid.org/0000-0001-7634-4676>

Joaquim Dias Soeiro  <https://orcid.org/0000-0003-4230-7767>

Notes on contributors

Xiaoyan Yang is a Ph.D. candidate at Taylor's University, where her research focused on the Job Demands-Resources (JD-R) theory, job crafting, and consumer behavior. Her work examines how employees adapt to workplace challenges and how these behaviors influence service industries. She has published her findings in the *International Journal of Hospitality Management*.

Kandappan Balasubramanian is an Associate Professor and the Head of the School of Hospitality, Tourism and Events at Taylor's University, Malaysia, ranked Top 20 globally in the QS World University Rankings by Subject. He has published extensively in Scopus-indexed journals on topics such as smart technology, sustainable tourism, hospitality leadership, and digital service innovation. Dr. Kandappan also leads the Sustainable Tourism Impact Lab and collaborates actively with industry partners to drive impactful research and student engagement, and has secured national research grants, including the FRGS focusing on organisational resilience in the hospitality industry. He is a regular speaker at international conferences and serves on advisory boards promoting tourism education and industry-academia partnerships across Asia and beyond.

Joaquim Dias Soeiro is an Associate Professor and a faculty member at the School of Hospitality and Tourism Management, Sunway University, Malaysia. He currently holds a position as Deputy Dean (Internationalisation) and, throughout his career, he has developed skills in case studies, interactive and experiential learning, and specialised in hospitality management, beverage studies, and wine studies. His research interests include talent development and capabilities attainment within hospitality and tourism education. He is also well-versed in curriculum mapping, programme development, outcome-based education (OBE), and experiential learning. Through his research, his contributions cover areas related to green hospitality and sustainability while exploring the realm of artificial intelligence.