

The Role of Job Demands and Resources in Shaping Employee Wellbeing and Performance in the Hospitality Industry

by

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Thesis submitted to the University of Nottingham
for the degree of Doctor in Philosophy

October 2024

Abstract

The hospitality industry is a growing service sector within the global economy and a crucial job generator, employing 2.38 million people in the United Kingdom. Despite the impact of the Covid-19 pandemic, it is the third largest private sector employer, representing 6.9% of UK employment in 2020. However, the hospitality industry is beset by an adverse psychosocial work environment where employees for instance, work in unstable schedules, have high job demands, long working hours and experience high work-life conflict. Managing job demands and resources in this context is therefore critical, as a wide body of research has identified them as important antecedents of employee engagement, health and wellbeing, and organisational performance in a wide range of sectors worldwide. However, there is still limited research on the nature of the psychosocial work environment and the effects of job demands and resources within the hospitality industry.

Underpinned by the JD-R model, the overall aim of this doctoral research was to understand the role of job demands and resources in shaping employee wellbeing and organisational performance in the hospitality industry. Three objectives were outlined to achieve this aim: a) identify the link between job demands and job resources and their impact on organisational performance in the hospitality industry, b) evaluate the link between job demands (time constraints and task monotony) and job resources (autonomy, co-worker, supervisor, organisational support), as well as their effect on employee engagement, health and wellbeing, and organisational performance, and c) examine the experiences of employees within the sector through the lenses of their lived experiences and the meanings they construct from these experiences on the nature and impact of psychosocial factors on individual wellbeing, job performance, job satisfaction, commitment, and employee engagement. It also examines the key challenges related to psychosocial working conditions within the hospitality industry in the UK.

A mixed method design was adopted, and three studies sought to answer the research questions. The first study, a systematic literature review, used the PRISMA framework and critical appraisal skills programme (CASP) approach to assess the strengths and weaknesses of the selected articles (84 papers met the inclusion criteria). Based on a thorough analysis of the literature retrieved from the search results, this study not only identified the key psychosocial factors prevalent within the industry but also identified their relationships with employee health, wellbeing, and organisational performance, and provided the needed conceptual framework to support a systematic classification of findings deriving from papers identified through the systematic review process.

The second study analysed data from the 6th European Working Conditions Survey using responses from participants (n= 2393) working in the hospitality sector. SPSS 29.0 and AMOS 28.0 were used for statistical analysis comprising descriptive analysis, subgroup analysis, confirmatory factor analysis and path analysis. Confirmatory factor analysis was performed to address the gap between theory and observation and the fit of the data to a specific, theory-derived measurement model. The results of the path analysis confirmed that job demands were associated with a decline in the quality of employee health and wellbeing (H1). The results also confirmed that job resources were associated with an improvement in the quality of employee health and wellbeing (H2). Additionally, the results of the analysis of the mediating constructs in the path model confirmed that work-related stress mediates the relationship between job demands and health and wellbeing (H3a), but it did not mediate the relationship between job resources and health and wellbeing (H3b), and it also confirmed that engagement mediates the relationship between job demands and job resources and health and wellbeing (H4a and H4b).

In the third study, a phenomenological approach was adopted to examine the experiences of employees and managers working in the UK hospitality industry. A combination of purposive and convenience sampling was used in this study (due the disruption caused by the pandemic). A total of 30 (15 managers and 15 employees) semi-structured interviews were used to collect data. Thematic analysis was performed to discover, analyse, and report themes within the interview data utilising the 6-phase method suggested by Braun and Clarke (2006). Post analysis, four themes emerged: a) psychosocial factors (job demands and resources) prevalent within the hospitality industry, b) drivers for creating positive psychosocial work environments, c) barriers to creating positive psychosocial work environments, and d) measures to improve employee health and wellbeing and increase performance. Findings highlighted which job resources and demands affected employee engagement, health and wellbeing of hospitality workers and managers, and how it impacts overall performance. Almost all participants were highly engaged in their jobs and were willing to work 10-to-11-hour long shifts. However, poor pay, a lack of recognition, and a high workload were reported to be detrimental to their health and wellbeing and were also highlighted as factors that deterred prospective workers. The lack of a clearly defined professional development plan and absence of a fair appraisal system was also cited as some of the most critical issues within the sector.

Adverse employment and working conditions are a significant concern in the hospitality industry, and unless psychosocial risks at work are assessed and managed, it can prove costly for employers and employees alike due to reduced organisational performance and a negative impact on employee health and wellbeing. Based on the JD-R model, this

research contributes to the limited research on the psychosocial work environment in the hospitality sector, from the perspective of both employees and managers. Knowledge gained from this research will contribute to empowering organisations to better understand the impact of demands and resources on the health and wellbeing of employees and performance in the sector. It will allow organisations to take appropriate actions to manage work demands and enhance resources to promote optimal employee health and wellbeing and organisational performance.

Acknowledgments

I would like to acknowledge everyone who has played a role in helping me reach this stage and for giving me the strength to complete this PhD thesis, which has been the most challenging undertaking in my life.

I acknowledge the help and support of my colleagues within the hospitality industry who have always encouraged me, to my supervisors Dr Phil Leather and Prof Stavroula Leka who started me on this journey and Dr Angeli Santos and Dr Louise Thompson who have not only patiently guided me through the process of my thesis but keeping me on track to help me achieve this milestone. I will always be thankful because there are no adequate words to express my gratitude.

My dear wife, who has been an invaluable help to me, providing me with encouragement and emotional support along the way. Thank you for being there with me when I need you the most, and not giving up on me. Without you, this journey would not have been possible. My parents, who have been my role models and taught me my most cherished lessons, supported me, cheered me on, and who have always believed in me no matter what. My brother, I cannot thank you enough for always giving me advice when I most need it, and for always knowing how to guide me. Without you, I do not know where I would be today. I want to thank you for always being there for me and showing me how to achieve my best. I also want to express my gratitude to my friends and family for the support and encouragement they provided, especially during the moments when it seemed like nothing could go right.

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Preface

This doctoral research aims to better understand the role of job demands and resources in shaping employee wellbeing and performance in the hospitality industry. It therefore adds to the existing body of knowledge by examining the importance of improving work conditions, fostering employee health and wellbeing, and maximising organisational performance in the hospitality industry. r. This research has three overarching objectives:

Objective 1: To identify the link between psychosocial factors (job demands and job resources) and their impact on employee wellbeing and organisational performance in the hospitality sector. This objective was achieved in the first study of this research, through a systematic review of academic articles, journals, books, publications, and relevant reports on psychosocial hazards and organisational outcomes (Chapter 2).

Objective 2: To examine the relationship between job demands, job resources, work-related stress and engagement on employee health and wellbeing in the hospitality industry. To achieve this objective, the second study carried out a secondary analysis of the 6th European Working Conditions Survey to evaluate the impact of psychosocial factors (job demands and job resources) on employee health and wellbeing (outcomes) (Chapter 4).

Objective 3: To examine the perspectives of managers and employees to identify the drivers and barriers to creating positive psychosocial work environments, and identify which factors are considered important to improve health and wellbeing, and productivity of employees and organisational performance in the hospitality sector. This objective was accomplished by conducting a qualitative study (Study 3), in the final phase of this research, to get an in-depth understanding of the managers and employees views about the importance of managing psychosocial risks to achieve the desired organisational outcomes (Chapter 5).

Structure of the thesis

Chapter 1: This chapter introduces the research and sets its aims and objectives. It provides the rationale and background for the study, explains the research in the context of the hospitality industry, and discusses its relevance. It also provides the researcher's position in this research. The remainder of this thesis is organised into five chapters.

Chapter 2: Presents a systematic review of the research literature, offering an analysis of psychosocial hazards in relation to employee health and wellbeing, productivity and performance as key areas of exploration. The review examines the recognised relationship between job demands, job resources, and their influence on employee wellbeing and performance within the hospitality industry. Additionally, this chapter examines how this understanding affects organisational actions or inactions within the sector. The literature review forms the crucial foundation for the subsequent studies in the thesis by identifying key gaps and provided the needed conceptual framework to guide the quantitative and qualitative studies in this thesis.

Chapter 3: Presents the methodology and the rationale for the mixed-method approach. The chapter begins with a review of the research aims and then discusses the research philosophy, approach, strategy, and design. This was followed by an explanation and justification of the sampling strategy, data collection procedures, and data analysis for both quantitative and qualitative studies. The chapter ends with a discussion of the ethical considerations of this research.

Chapter 4: This chapter presents the quantitative findings of the study that analysed the relationship between job demands and job resources and their impact on employee health and wellbeing within the hospitality sector. The chapter tests a conceptual model that examines the simultaneous effect of job demands and job resources by using the organising framework of job demands-resources theory using hospitality sector data from the 6th European Working Conditions Survey (2015).

Chapter 5: Presents the qualitative findings of the study by examining participant narratives of their experiences in relation to their work environment. Drawing on the experiences of managers and employees, this study explores how participants perceive and interpret their health and wellbeing, as well as productivity of employees and organisational performance, with a focus on identifying the drivers and barriers to fostering positive psychosocial work environments. It also seeks to determine which factors are deemed crucial for enhancing health and wellbeing, and organisational performance, within the hospitality sector. The research approach and the justification for using qualitative methods is outlined. An explanation of the data analysis and ethical considerations of narrative enquiry are then presented. Finally, the of the study are discussed and its limitations are explored.

Chapter 6: This chapter discusses findings from three studies: a systematic literature review, quantitative analysis of secondary data from the 6th EWCS survey, and qualitative

insights from employee and manager interviews. This chapter underlines the significance of managing job demands and resources to enhance employee engagement and organisational performance. It then discusses the theoretical contributions of this research and provides practical implications for improving work environments in the hospitality sector. The thesis concludes by discussing its strengths and limitations and recommending directions for future research.

1. Introduction

1.1. Overview

A strong and successful organisation requires a productive workforce. Therefore, it is not surprising that research in this area has long been a source of fascination for social philosophers such as Rousseau as well as for business executives and organisational researchers. The most notable is evidenced by the human relations movement beginning with the Hawthorne experiments conducted during the 1920s, and research in the field of occupational health psychology which provides a very strong practical basis for this interest in productivity¹ and wellbeing at work (Sonnenfeld, 1985; Wright & Cropanzano, 2004; Leka & Houdmont, 2010). Over the past years, a growing body of evidence has demonstrated that maintaining the effective functioning of the workforce is not only linked to employee productivity but also to the broader concept of wellbeing (Warr & Nielsen, 2018). Wellbeing at work encompasses more than just one's state of health, it is also a reflection of one's satisfaction with work and life, and one of the key outcomes of employment and working conditions (Schulte & Vainio, 2010).

As highlighted by Chari et al., (2018), "worker wellbeing is an integrative concept that characterises quality of life with respect to an individual's health and work-related environmental, organisational, and psychosocial factors. It is the experience of positive perceptions and the presence of constructive conditions at work and in other areas of life that enables workers to thrive and achieve their full potential" (Chari et al., 2018, p. 590). Furthermore, wellbeing may be seen as a significant predictor of productivity at the personal, organisation, and societal levels (Vickerstaff et al., 2011; Kuoppala et al., 2008; Tompa, 2002; Warr & Nielsen, 2018), as illustrated in the heuristic model presented in figure 1.1.

Most individuals spend a large proportion of time at work. However, poor working conditions can be suboptimal for workers' productivity, satisfaction, health, and safety (ILO, 2016; Leka & Jain, 2010). Thus, careful consideration is required, by organisations, to improve working conditions

¹ It is important to note that the terms productivity and performance are closely related, and often used interchangeably in the literature. Productivity is a multidimensional term, the meaning of which can vary, depending on the context within which it is used, while performance is described as an umbrella term that considers the success of a company and its activities, and covers both overall economic and operational aspects whether it is related to cost, flexibility, speed, dependability or quality (Tangen, 2005). In this thesis, productivity is closely linked to job performance, a complex construct reflecting the efficiency and effectiveness of employees in their roles. Productivity, in a broader sense, encapsulates the output generated by employees in relation to the input or effort expended (Tang et al. 2018). This measure of efficiency is a critical indicator of organisational success (organisational performance), particularly in the hospitality sector, where quality and speed of service are paramount.

and promote worker health and wellbeing, and maximise performance (HSE, 2009). Such consideration is even more relevant in fast growing industrial sectors, such as the hospitality sector, which, compared to other sectors of the global economy is one of the fastest growing sectors, accounting for more than one-third of the total global services trade until the onset of the Covid-19 pandemic (ILO, 2001; UNWTO, 2009; WTO, 2020).

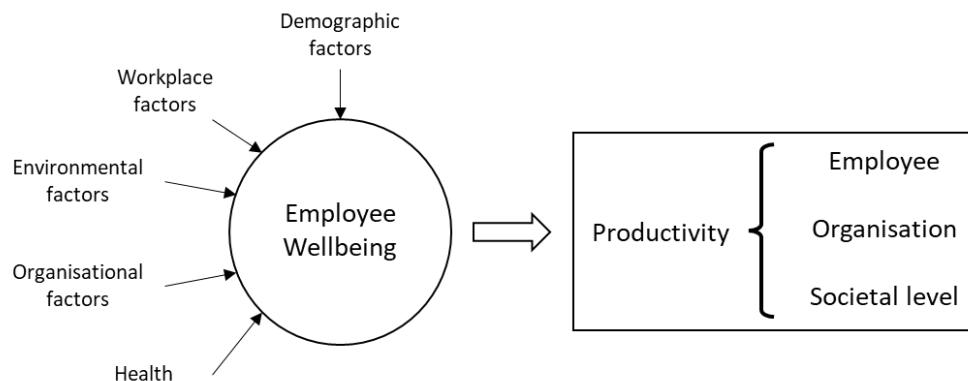


Figure 1.1: Relationship between employee wellbeing, productivity (employee, organisation, and societal levels): a heuristic model

Source: Adapted from Schulte & Vainio (2010)

The hospitality industry is often seen as an industry that requires employees to put in long hours, work in unstable schedules, have constant face-to-face interactions with guests that often require emotional labour, have high job demands, and work-life conflict. These adverse working conditions, characterised as psychosocial hazards – aspects of how work is managed and organised (Cox, 1993; further detailed in section 1.3), can have a negative impact on an employee's wellbeing and performance (Lee et al., 2016; Tromp & Blomme, 2012; O'Neill & Davis, 2011; Kim, 2008; ILO, 2016). Improving the work environment and promoting employee wellbeing is therefore becoming increasingly important for hospitality organisations, especially as they strive to retain employees at all levels in a challenging labour market (Gordon et al., 2019; Lee et al., 2016).

In this context, this thesis contributes to the literature by adding to the ongoing development and enhancement of the evidence, demonstrating the importance of improving working conditions in the hospitality sector, for the promotion of worker health and wellbeing. It seeks to provide hospitality managers and organisations evidence-based recommendations on how to promote wellbeing at work, thereby maximising productivity and sustainability of businesses in the industry. This chapter first presents an overview of the hospitality industry and the rationale behind this research, The chapter also, discusses the significance and intended contributions of this thesis. Finally, it presents the primary objectives of the research and illustrates how they will be achieved.

1.2. Background for the research: Hospitality industry – sector image

This section provides an overview of the tourism and hospitality industry, and the context of this research. It begins with an overview of the global tourism and hospitality industries, highlighting the similarities and distinctions between them before exploring the UK market in greater detail. This section examines the proportion of jobs, diversity of employment, and challenges in the UK hospitality industry, and concludes by briefly examining the difficulties and potential consequences of Brexit and Covid-19 for the hospitality industry, even though the research studies were concluded before the impact of either. This research used the latest available reports and statistics on the UK's hospitality industry (UNTWO, 2020; UK Hospitality, 2018; ONS, 2020a; WTTC 2021; Ignite Economics, 2017).

The hospitality industry primarily refers to food and accommodation service industries, such as: hotels, restaurants, pubs, cafes, caterers, canteens, and fast-food takeaways (Standard Industrial Classification Section I (Food & Accommodation Services)). Table 1.1 shows the definition of the hospitality industry by the SIC 2007 code and table 1.2 shows the definition of the hospitality industry by the NACE Rev. 2 classification.

Table 1.1: Section I Accommodation and food service activities SIC 2007 code

Division	Group	Class and Sub-class	Description
55			Accommodation
	55.1		Hotels and similar accommodation
		55.10	Hotels and similar accommodation
	55.2		Holiday and other short-stay accommodation
		55.20	Holiday and other short-stay accommodation
		55.20/1	Holiday centres and villages
		55.20/2	Youth hostels
		55.20/9	Other holiday and other short-stay accommodation (not including holiday centres and villages or youth hostels) n.e.c.
	55.3		Camping grounds, recreational vehicle parks and trailer parks
		55.30	Camping grounds, recreational vehicle parks and trailer parks
	55.9		Other accommodation
		55.90	Other accommodation
56			Food and beverage service activities
	56.1		Restaurants and mobile food service activities
		56.10	Restaurants and mobile food service activities

	56.10/1	Licensed restaurants
	56.10/2	Unlicensed restaurants and cafes
	56.10/3	Take away food shops and mobile food stands
56.2		Event catering and other food service activities
	56.21	Event catering activities
	56.29	Other food service activities
56.3		Beverage serving activities
	56.30	Beverage serving activities
	56.30/1	Licensed clubs
	56.30/2	Public houses and bars

Source: Office of National Statistics -ONS (2020a)

Table 1.2: Section I Accommodation and food service activities NACE Rev. 2 – Statistical classification of economic activities in the European Community

Division	Group	Class	Description
55			Accommodation
	55.1		Hotels and similar accommodation
		55.10	Hotels and similar accommodation
	55.2		Holiday and other short-stay accommodation
		55.20	Holiday and other short-stay accommodation
	55.3		Camping grounds, recreational vehicle parks and trailer parks
		55.30	Camping grounds, recreational vehicle parks and trailer parks
	55.9		Other accommodation
		55.90	Other accommodation
56			Food and beverage service activities
	56.1		Restaurants and mobile food service activities
		56.10	Restaurants and mobile food service activities
	56.2		Event catering and other food service activities
		56.21	Event catering activities
		56.29	Other food service activities
	56.3		Beverage serving activities
		56.30	Beverage serving activities

Source: Eurostat (2008)

Each organisation, whether small, medium, or large, needs an organisational structure to carry out its daily operations. It is used to help divide tasks, specify the work for each department, and delegate authority within and between departments. The number of departments varies depending on the services offered by the organisation (Vine, 1981). It may be that a 5-star luxury hotel has tourist services for guests, such as a gym, swimming pool, tennis courts, spa, disco,

and other services. A hotel of smaller size will not have these additional services and therefore will not need so many employees due to a smaller number of departments and services offered. It is important to understand that a functional organisational structure in an organisation allows each area to focus on specific tasks, thus allowing employees to increase productivity. Coordinating efforts within one functional or specialised area is much easier than coordinating the efforts across the organisation; therefore, each functional area should successfully accomplish its goals (Tajeddini et al., 2017).

The hospitality sector contributes significantly to the tourism industry; the two industries overlap significantly but are not identical (Ignite Economics, 2017), as illustrated in figure 1.2. This illustration shows how both sectors are intertwined in certain regions, such as hotels and similar accommodation establishments, as well as in companies that serve meals and beverages, such as restaurants. However, the operations of the hospitality industry are primarily focused on the provision of food and drinks and do not include travel agents or passenger transportation enterprises, which are more closely associated with tourism. As a result, the tourist and hospitality industries should be separated into two distinct sectors rather than bundled together. This research focuses on the hospitality sector in Europe and the UK.

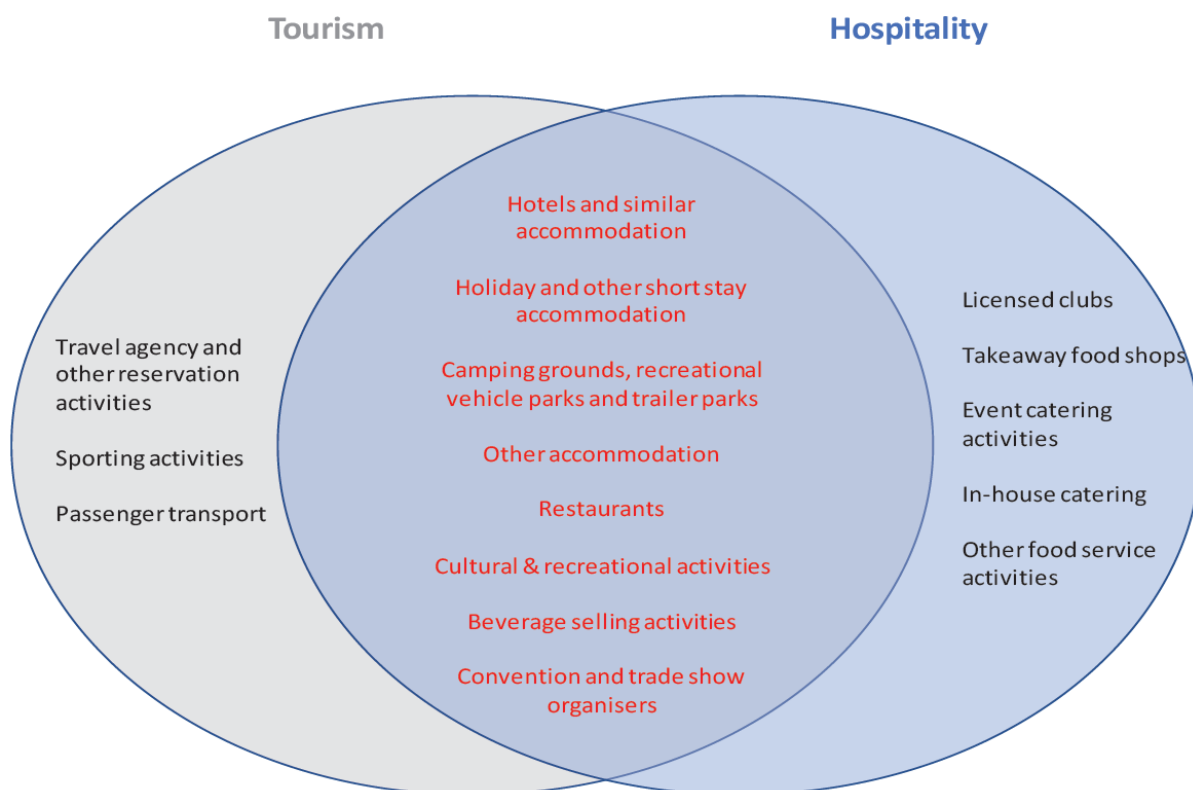


Figure 1.2: Overlapping of the tourism and hospitality industries
Source: Adapted from Economic Insight (2019)

The tourism and hospitality industry is often regarded as one of the world's most important contributors to the global economy. According to the United Nations World Tourism Organisation, tourism is the third largest global export category behind oil and chemical exports, ahead of food exports and contributes to approximately 10% of global GDP (UNWTO, 2020). In the United Kingdom, which is ranked among the world's top tourist destinations, both tourism and hospitality are considered important contributors to the country's economy and are recognised as significant industries that have assisted the economy in its recovery following the global financial crisis (Economic Insight, 2019).

1.2.1. Economic output of the hospitality sector

Over the past few decades, the hospitality sector has experienced continued expansion and diversification to become one of the largest and fastest-growing economic sectors in the world. This has been driven by growth in tourism resulting from a relatively strong global economy, growing middle classes, rapid urbanisation in emerging economies, affordable travel, and visa facilitation, as well as technological advances and new business models. In 2019, intraregional demand fuelled tourism in Europe, and demand from overseas source markets was well maintained (UNWTO, 2020).

Europe is the global leader in international tourism, with over 700 million inbound tourists arriving in the region each year, which has a positive impact on the European economy (Eurostat, 2021). In the summer of 2019, domestic tourists accounted for 51.2% of the total nights spent in tourist accommodations, with international tourists making up the remaining 48.8%. In the summer of 2020, the share of domestic tourists rose to 73.0%, while that of international tourists fell to 27.0% (Eurostat, 2021) due to travel restrictions resulting from the pandemic. In 2019, an estimated 2,191 billion euros were contributed by travel and tourism to the European GDP, although this number fell by half during 2020 because of the Covid-19 pandemic (Eurostat, 2021).

In 2019, the economic output of the UK hospitality sector (food and accommodation services) was £59.3 billion. This corresponds to approximately 3.0% of the total economic output of the UK. Of this, £17.7 billion (30%) were from accommodation and £41.6 billion (70%) were from food and beverage services (ONS, 2020b). Almost one-quarter (24%) of the total output from the sector was from London, while 13% was from the southeast. The relative importance of food and accommodation services to the economic output for each region is similar: food and accommodation make up 3–4% of the total economic output for each UK country (England, Wales, Scotland, and Northern Ireland) and region (ONS, 2019).

As of 1st January 2020, there were 223,045 food and accommodation businesses in the UK, accounting for 3.7% of all businesses in the UK. These businesses account for 137,225 employers

(10% of the total in the UK). Of these, there were 172,390 food and drink service businesses (77%) and 50,660 were accommodation businesses (23%). Most hospitality businesses are small or medium-sized enterprises (SMEs) (as is the case across most sectors). 97% of the hospitality employers (133,315) were micro or small businesses (1–49 employees). There are 3,235 medium-sized businesses (50–249 employees) and 675 large businesses (250+ employees) (BEIS, 2021).

This demonstrates how important the industry is to the overall economic security of the nation. Both the tourism and hospitality industries are considered crucial contributors to the development of the global economy, and many countries around the world depend heavily on the financial returns of these sectors. In addition, these industries have helped many economies to flourish, especially after the global financial crisis, by providing a significant number of new jobs and reducing unemployment rates, and have contributed actively to the GDP, such as in the UK (UK Hospitality, 2018).

1.2.2. Proportion of jobs in the hospitality industry

The hospitality industry is a critical service sector within the global economy and a crucial job generator (den Besten et al., 2011). Within the hospitality industry, there are a diverse set of jobs, ranging from cleaners to chefs and managers to lifeguards. There are two core functions of a hospitality business: accommodation, and food and beverage (Rutherford & O'Fallon, 2006). A hotel has four main departments that help with its core function:

- a) Front Office (Reception and Concierge)
- b) House Keeping
- c) Food and Beverage (Restaurant, Bar, Conference/Event management & Banqueting)
- d) Kitchen

The contribution of travel and tourism to the European job market accounted for over 38 million jobs in 2019 and almost 35 million jobs in 2020, denoting a decrease of roughly nine percent over the previous year due to the health crisis (Eurostat, 2021).

The hospitality industry in the UK employs 3.2 million people, produces £130 billion in economic activity, and generates £39 billion in tax revenue for the UK Government. It is the third-largest private sector employer, representing 10% of UK employment. Hospitality is the largest sub-sector of the tourism industry, employing around three-quarters of its total workforce, and therefore contributes to a significant export industry that makes the UK an important destination for leisure and business (UK Hospitality, 2018). However, even though the sector is one of the UK's top ranked industry contributors, both economically and as an employer, it has been

highlighted that organisational performance in the sector has scope to improve (Economic Insight, 2019).

From three months to September 2020, there were 2.38 million jobs in the accommodation and food service sector in the UK, representing 6.9% of the total UK employment. Note that this does not represent the number of people working in the sector, as individuals may hold more than one job. From March 2011 to March 2020, the number of jobs in this sector increased. From three months to March 2020, the number of jobs reached 2.53 million, a record high since 1978. However, from January–March 2020 to July–September 2020, there was a fall of 147,000 jobs in the food and accommodation sector, due to closures caused by the Covid-19 pandemic (ONS, 2020a).

1.2.3. Diversity in the hospitality industry

The nature of the workforce in the hospitality sector across most Western European countries, including the UK, is diverse. About one-quarter of the workforce in the industry in the UK are migrants, with a significant proportion coming from European Union (EU) countries (People 1st, 2017). Migrant workers vary considerably across Britain. For example, migrants made up 70% of the workforce in hospitality businesses in London, 20% in the West Midlands, and 19% in Greater Manchester (People1st, 2015). In addition, these migrants work at various organisational levels. For example, in 2013, migrants accounted for 28% of hospitality business managers and 37% of skilled roles (People1st, 2013). The figures show the importance of migrants to the hospitality and tourism industry, who provide an essential lifeline to several businesses in the industry that find it difficult to operate without them.

Another aspect of employment in the hospitality sector is the high dependence on young people. Working in hospitality businesses can be a target for young people, especially for students. According to the latest available report on the characteristics of employment in the hospitality industry, the BHA (2015) noted that approximately 34% of employees in the hospitality industry were under the age of 25. Specifically, People1st (2015) noted that 66% of waiting staff, 60% of bar staff, and 40% of kitchen and catering staff were under the age of 25. This finding confirms the notion that hospitality is a youth-dependent sector. This is not surprising, as hospitality businesses have features such as flexible workhours and part-time jobs that might attract young people, especially students.

Women are highly represented in the hospitality sector. According to People 1st (2015), women represented 56% of the workforce in the hospitality sector, and were predominant in some positions in the industry. For instance, females dominated roles such as waiting staff at 72% while

males dominated other roles such as chefs and cooks at 61% (Women 1st, 2010). This shows the extent of the gender balance this sector is experiencing. However, according to a report published by Women 1st (2010), most female employees work part-time and entry-level jobs. For example, 54% of women in this sector worked in part-time positions, and only 18% worked in management or senior positions (Women 1st, 2010).

1.2.4. Challenges in the hospitality industry arising from a complex work environment

There are many challenges faced by the hospitality sector in Europe and the UK. As discussed in the previous section, these sectors comprise a diverse workforce that carries out a diverse set of jobs. These jobs are often set in different vocational settings (e.g. kitchens, hotel rooms, restaurants), each with its own unique set of challenging working conditions, as discussed in later sections of the chapter. Despite these differences, there are some common adverse working conditions faced by workers in the hospitality industry, including: long working hours, shift work, aggression from customers, job insecurity, precarious work, and poor work-life balance (den Besten et al., 2011).

Hospitality work is emotionally demanding; many hospitality workers have direct contact with customers, which requires providing quality service and real-time responses (Dann, 1990). They also must deal with the 'jay customer' behaviour, i.e., customer's thoughtless or abusive behaviour, while maintaining a publicly observable, acceptable, emotional display (Harris & Reynolds, 2004). Emotional demands are one of the major causes of occupational stress and burnout in the sector (Kogovsek & Kogovsek, 2014) and can cause mental health problems (Constanti & Gibbs, 2005).

Additionally, working long and antisocial hours can lead to depression (Gilmour & Patten, 2007). Indeed, depression is prevalent among hospitality workers (Office of Applied Studies, 2007). From 2004 to 2006, 10.3% and 8.1% of US workers in food preparation and serving-related occupations (e.g. chefs, bartenders, hosts/hostesses) and hospitality office and administrative support workers (e.g. hotels, motels, and resort desk clerks), suffered from at least one major depressive episode in the prior year. Despite the severity of mental health difficulties among hospitality workers, effective solutions to prevent these difficulties have not been identified. There is a lot that needs to be done to encourage people to join the hospitality workforce and ensure that these individuals take full advantage of the long-term career opportunities that the sector has to offer.

Employee shortages, in terms of both quantity and quality are one of the biggest challenges faced by the hospitality industry. Traditionally, it has been difficult for hospitality organisations to attract

talent because of the poor image of the industry which finds its roots in the origin of hospitality work within domestic services and its consequent association with servility (Baum et al., 1997). This is exacerbated by the assumption that the industry provides limited prospects for advancement and promotion (Wood, 1993; Riley et al., 2002; Enz, 2004). Economic downturns and industry-specific crises, such as terrorist attacks on hotels and natural catastrophes, have detrimental influences on talent recruitment.

The industry's high attrition rate of 31%, double the average rate for other industries, has exacerbated the workforce crisis (Deloitte, 2010). Staff turnover is high owing to the increased demand for competent hospitality workers (both within the industry and in other client-facing industries, such as retailing). Poor pay and unsocial work hours impacting work-life balance contribute to the retention issue of the hospitality industry. Thus, attracting and retaining talent is one of the most urgent issues in the industry (Enz, 2004).

In the literature, many of the challenges mentioned in this section have been classified as job demands. According to Bakker & Demerouti (2007), job demands are conditions dispersed through the physical, psychological, social, and organisational aspects of everyday work. Addressing these aspects requires continued physical, cognitive, and emotional effort and thus places certain psychological and physiological burdens on working individuals. Job demands cover all aspects of the work context that require substantial energy, such as work pressure, work overload, time pressure, extensive physical effort, task complexity, conflict with leaders and co-workers, role ambiguity, job insecurity, and various stressful events. Employees exposed to prolonged extensive job demands may become chronically exhausted and psychologically alienated from their work, which eventually reduces their wellbeing as demonstrated in several studies (Demerouti et al., 2001; Bakker et al., 2014; Schaufeli & Bakker, 2004a, b; Bakker, 2015; Schaufeli & Taris, 2014; Schaufeli, 2017). Chapter 2 presents a detailed review of the literature.

1.2.5. Implications of the Covid-19 pandemic and Brexit on the hospitality industry

The Covid-19 pandemic presented the hospitality industry with an unprecedented challenge, as strategies to limit the spread of the virus, such as community lockdowns, social distancing, stay-at-home orders, travel, and mobility restrictions resulted in the temporary closure of many hospitality businesses and significantly decreased the demand for businesses that were allowed to continue to operate (Gursoy & Chi, 2020). This put further strain on many hospitality businesses which were already in a precarious state pre-pandemic (Baum et al., 2020), due to the challenges prevalent in the sector, as discussed in the previous sections, with smaller businesses being impacted the most (Ntounis et al., 2022; Sanabria-Díaz, Aguiar-Quintana & Araujo-Cabrera, 2021). The effects of the pandemic were asymmetric, impacting some European

countries much more than others, which resulted in the development of different governmental initiatives to support businesses in the sector (Sanabria-Díaz, Aguiar-Quintana & Araujo-Cabrera, 2021).

Due to the Covid-19 pandemic, monthly air passenger arrivals to the UK fell from 6,804,900 in February 2020 to 112,300 in April 2020, a decrease of 98.3%. Accommodation and travel agency businesses saw the sharpest decline in turnover during the first national lockdown, falling to 9.3% of their February levels in May 2020. In the three months to June 2020, employment in accommodation for visitors fell by 21.5% compared with the same three months of 2019. In the travel and tourism industries, the number of people aged 16 to 24 years saw the largest decrease in employment of any age group between Quarter 3 (July to September) 2019 and Quarter 3 2020 (ONS, 2021).

The decline in travellers and its consequent impact on the organisations cutting down on staff, resulted in further aggravation of the adverse working conditions in the sector with even higher workload due to emphasis on additional cleaning and sanitising, dealing with customers not adhering to rules, and reduced offerings (such as closures of spas, gyms, reduced menus, and no buffets). A study conducted by Wong et al., (2021) found that the Covid-19 pandemic had created an extreme state of stress and anxiety and lowered job satisfaction and organisational commitment, highlighting the worsening of the challenges faced by the sector. Previous studies have demonstrated the negative effect of high levels of stress, prevalent in the sector, on decreased employee satisfaction, commitment, job performance, subjective wellbeing, prosocial behaviour, and intention to stay even prior to the pandemic (Cheng & Yi, 2018; Kim et al., 2015; Yang & Lau, 2019).

In addition to the negative impact of the pandemic, the hospitality sector in the UK has also been significantly impacted by Brexit (the UK left the EU on 31 January 2020 with the transition period ending 12 months later). UK hospitality businesses have lost nearly 200,000 international workers since the end of 2019, according to an industry survey by recruiter caterer.com, as the effects of Brexit and the coronavirus pandemic squeeze the job market (Barnes, 2022). It was anticipated that post-Brexit, one of the key issues faced by the hospitality industry, would result from its reliance on its migrant labour force. A tightening of the EU immigration policy was expected to result in worker shortages and poor service quality in UK hotels and catering businesses (Tourism Alliance, 2016), as many persons working in UK tourism come from the EU, particularly Eastern Europe (Calder, 2016). It was also anticipated that if travel and hospitality organisations are unable to readily hire personnel from certain nations, they may have to increase their pay. Workers in a typically low-paying sector would welcome greater wages, but visitors would have to pay higher prices (Calder, 2016).

The predicted rise in hospitality expenditures was another major concern related to Brexit. According to a BHA (2016) poll, 75% of hospitality firms expected their expenses to rise because the UK left the EU. Requiring work permits is, for example, an expensive and time-consuming procedure. Moreover, the UK Department for Environment, Food, and Rural Affairs (2017) estimated that the EU supplied 30% of the UK's food in 2017. Experts estimate food and drink costs to increase by 11% when the UK quits the EU (Thompson, 2016), affecting the industry's performance and profitability. After the UK departed, the pound sterling's exchange rate versus other currencies such as the Euro and the Dollar were projected to fall. Finally, a lack of trained workers, pricing fluctuations, and perhaps increased fuel costs between the EU and the UK are expected to cause supply chain instability and increase expenses (Thompson, 2016; Clifford Chance, 2016). Evidence of the actual impact of Brexit is only beginning to emerge, but it seems that most of the pre-Brexit predictions were largely accurate (McAllister, 2022).

The above discussion underscores the need to address these emerging challenges following the Covid-19 pandemic and Brexit, which further compounded the challenges already facing this key sector of the global economy. Therefore, organisations in the hospitality sector need to take a more proactive approach to deal with these challenges, strive to create better working conditions for their employees and take action to mitigate the impact of these adverse conditions on their employees. This will not only help improve performance, but also help promote wellbeing at work and ensure the sustainability of businesses in the industry. Therefore, this research seeks to understand how working conditions affect wellbeing and performance in the hospitality industry, and what actions can be taken to promote better working conditions, or in other words, how organisations can create a positive psychosocial work environment. Psychosocial work environment refers to the set of work conditions under which employees perform their activities in organisations (ILO, 1986). This is a compound system that includes work, workers, and the environment (Lindström et al., 1995), as discussed in the next section.

1.3. Hospitality industry and the psychosocial work environment

Perhaps the most significant and often overlooked factor by management within the sector is poor working and employment conditions, especially after the Covid-19 pandemic (Verma & Gustafsson, 2020). However, the need to manage employment and working conditions has become increasingly important in recent years, given the significant changes that have taken place in the world of work, including the nature of work and work organisation, contractual arrangements and new forms of employment, use of new technology, and changes in workforce demographics (EU-OSHA, 2008a; Wikhamn, 2019).

As discussed previously (section 1.2.4), there are several challenges that arise due to the complex work environment in the sector and the employment of a high proportion of female workers, young workers, and migrant workers. These sectoral characteristics give rise to atypical employment and adverse working conditions, which are reflected in long working hours as well as in the type of contracts. Hotel workers are exposed to high job demands, high physical workload, and non-permanent employment patterns, particularly seasonal work. These, adverse employment and working conditions have also been referred to as *hazards* emerging from the psychosocial work environment (Leka & Cox, 2008). Psychosocial hazards are defined by the International Labour Organisation (ILO, 1986) in terms of the interactions among job content, work organisation and management, and other environmental and organisational conditions, on the one hand, and the employee competencies and needs on the other. As such, they refer to those interactions that prove to have a hazardous influence on employee health through their perceptions and experience (ILO, 1986) and are often also referred to as stressors (Leka & Cox, 2008).

Based on a consensus from various studies, the psychosocial work environment comprises ten broad categories or *psychosocial factors*, which refer to aspects of work organisation, design, and management that have been categorised into the dimensions of organisational culture and function, job content, workload and work pace, work schedule, control, environment and equipment, interpersonal relationships at work, role in organisation, career development, and home-work interface (Cox, 1993), as depicted in Table 1.3. Although these factors do not carry a positive or negative connotation, whenever reference is made to *psychosocial hazards*, it is implied that these aspects of work organisation, design, and management can cause harm to individual health and wellbeing, safety, as well as other adverse organisational outcomes such as sickness absence, reduced productivity, human error, and work-related stress (Leka & Cox, 2008; ILO, 2016). Failure to deal effectively with psychosocial hazards leads to increased *psychosocial risk* which has been defined as the potential of psychosocial hazards to result in harm (EU-OSHA, 2012) or in other words, as the 'combination of the likelihood of occurrence of exposure to work-related psychosocial hazard(s) and the severity of injury and ill-health that can be caused by these hazards' (ISO, 2021). Whether an organisation has a positive or negative psychosocial work environment depends on how effectively it manages psychosocial risk. Psychosocial hazards have been shown to be the key determinant of the experience of work-related stress.

Table 1.3: Dimensions of the psychosocial work environment

Dimensions	The negative psychosocial work environment	The positive psychosocial work environment
Organisational culture & function	Poor psychosocial safety climate, Poor communication, low levels of support for problem-solving and	Good psychosocial safety climate, clear organisational objectives, appropriate support for problem-

	personal development, lack of definition of, or agreement on, organisational objectives	solving and personal development, good communication processes
Job content	Lack of variety or short work cycles, fragmented or meaningless work, underuse of skills, high uncertainty, continuous exposure to people through work	Meaningful work, appropriate use of skills, work retaining employee interest and engagement, appropriate support
Workload & work pace	Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines	The appropriate level of workload, appropriate work pace, sensible and achievable deadlines
Work schedule	Shift working (especially irregular), night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours	Sensible shifts and reasonable working hours to maintain a work-life balance, flexible working practices
Control	Low participation in decision making, lack of control over workload, pacing, shift working	Participation in decision making, control at work
Environment & equipment	Inadequate equipment availability, suitability, or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise	Good physical working conditions according to good practice guidance
Interpersonal relationships at work	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support, harassment, violence	Good relationships at work, teamwork, social support, appropriate policies, and procedures to deal with conflicts
Role in organisation	Role ambiguity, role conflict, responsibility for people	Clear roles and responsibilities, appropriate support to meet objectives
Career development	Career stagnation and uncertainty, under promotion or over promotion, poor pay, job insecurity, low social value to work	Appropriate career prospects & development matching skills & performance, effort-reward balance, valuable/meaningful work, job security
Home-work interface	Conflicting demands of work and home, low support at home, dual career problems	Work-life balance, supportive organisational policies, and practices to achieve 'work-life balance'

Source: Leka, Jain and Lerouge (2017).

These ten dimensions of the psychosocial work environment have been categorised further as job demands and job resources in the literature (Bakker & Demerouti, 2007), arguably representing two sides of the same coin (Schaufeli & Taris, 2014), as discussed in Chapter 2. Job demands relate to the negative aspects of the psychosocial work environment and may include a high work pressure, an unfavourable physical environment, emotionally demanding interactions with clients, time pressure, heavy workload, poor interpersonal relations, work-family imbalance, role ambiguity, and role conflict, while job resources relate to positive aspects of the psychosocial work environment, such as positive interpersonal/social relations, performance feedback, skill

variety, autonomy, training, salary and rewards, supervisory support, and empowerment. (e.g., Bakker et al., 2003; Ben-Zur & Yagil, 2005; Demerouti et al., 2001).

Job demands in the hospitality sector encompass a range of psychosocial hazards encountered by employees in their work environments (Bakker & Demerouti, 2007). These demands vary from workload and time pressure to emotional and social aspects of work (Schaufeli & Bakker, 2004). Some of the critical job demands in this sector are high workload and long working hours, which are often unpredictable and may include nights, weekends, and holidays, reflecting the 24/7 nature of the industry (Hsieh et al. 2016; Cleveland et al. 2007). These studies underscore how the nature of work in the hospitality industry can lead to emotional exhaustion and burnout, exacerbated by long and unpredictable hours. This irregularity in work schedules can lead to physical and mental fatigue, affecting employees' personal lives and overall wellbeing. Similarly, Ariza-Montes et al. (2017) emphasised the strain placed on employees by demanding working conditions and customer interactions, leading to dissatisfaction and health risks, especially among younger workers.

Another critical aspect of job demands in the hospitality sector is the physical aspect of the job, such as standing for long periods, handling heavy loads, or working in environments that may not always be ergonomically designed (Chela-Alvarez et al. 2020). These physical and emotional demands create a unique set of challenges that can affect employee health and wellbeing. Arjona-Fuentes et al. (2019) discuss how factors like undergoing restructuring, fear of job loss, and work-family conflict contribute to presenteeism in the hospitality industry.

Understanding these job demands is crucial for assessing their impact on employees in the hospitality industry. Recognising the specific challenges faced by these workers, organisations can develop targeted strategies to mitigate these demands, thus improving employee wellbeing and enhancing overall organisational performance. This thorough understanding of job demands in the hospitality sector forms a foundational aspect of this thesis, setting the stage for exploring how these demands interact with other factors, such as job resources, employee engagement, work-related stress, productivity, and organisational performance.

In this context, work-related stress, is understood as the psychological strain and tension that arise when employees face job demands that exceed their coping capabilities. In the hospitality sector, employees often face significant job demands such as long hours, high work intensity, and customer service pressures. When these demands become overwhelming and exceed available job resources such as support, autonomy, or rewards, stress is likely to occur. A typical workplace in the sector is a fast-paced environment with high levels of interaction with guests, employees, investors, and other managers. Working in this sector is often reported as physically

demanding and tiring. Long working hours, working under time pressure and with a large workload at peak times, work requiring a high degree of flexibility, performing different tasks at the same time, and repetitive tasks, contribute to work-related stress in the sector (Zohar, 1994; Krause et al., 2005; Mansour & Tremblay, 2018). In the Fourth European Working Conditions Survey (EWCS), 75% of workers in the sector mentioned that they had to work at very high speeds, and 66% had to work to tight deadlines. Only 48% said they had enough time to get work done (Eurofound, 2017). Some of the key contributors to work-related stress identified in the literature are listed in Table 1.4.

Table 1.4: Work-related stress in hospitality industry

Groups of Workers	Contributors of Stress
Waiting Staff	<ul style="list-style-type: none"> ▪ Short cyclic tasks repeating the same tasks over a short period of time. ▪ Dependency on customers for the execution of tasks; no possibility to execute tasks quicker. ▪ Lack of autonomy, lack of organisational tasks and contact with others, difficulties in organising work, lack of good management
Kitchen Workers	<ul style="list-style-type: none"> ▪ Short cyclic tasks ▪ Monotonous and repetitive work ▪ Lack of control over work, lack of contact with others, lack of good management
Reception workers (front office staff)	<ul style="list-style-type: none"> ▪ Too many things needing their attention at the same time. ▪ The fact that worker is tied to one workstation. ▪ Slow/inadequate equipment ▪ Lack of autonomy, lack of organisational tasks, difficulties in organising work
Others (housekeepers, management, and administrative staff)	<ul style="list-style-type: none"> ▪ Lack of autonomy, a high degree of complexity, lack of contact with others, lack of information and difficulties in organising work

Source: Adapted from Houtman et al. (2002)

The emotional and physical job demands, particularly in roles involving direct customer interaction, are a common source of work-related stress (Ariza-Montes et al., 2017). Similarly, Cleveland et al. (2007) found that the emotional control required for customer service and long, unpredictable work hours are major stressors for hotel managers, impacting both their professional and personal lives. Additionally, work-family conflict, where the pressures from both spheres are incompatible, can lead to work-related stress (Karatepe, 2014; Mansour & Tremblay, 2018), while Karatepe (2012) and Lu et al. (2016) have highlighted how difficulties in balancing

work and personal life contribute to work-related stress, with different implications based on employee roles and job levels.

Job insecurity and organisational dynamics are key stressors that can lead to increased anxiety, thereby exacerbating stress (Darvishmotevali et al., 2017). Furthermore, Karatepe (2013), and Ko and Lin (2016) highlighted the negative impact of organisational politics and individual characteristics on employee stress. Hsieh et al. (2016), for instance, point out that hotel workers face stress due to workload and emotional labour, whereas Poulston (2009) underscores widespread dissatisfaction with factors such as poor pay and inadequate breaks in the hospitality industry.

Work-related stress plays a pivotal role in linking psychosocial factors to key organisational outcomes in the workplace (Andrade et al. 2020). Factors ranging from direct job demands and work-life conflict to broader organisational dynamics and personal traits contribute to the psychological strain experienced by employees. This underscores the importance of balancing job demands with adequate resources and highlights the need for strategies to manage and mitigate workplace stress for the betterment of both employees and the organisation.

In addition to work-related stress, workers in the hospitality industry are also exposed to violence, harassment, and discrimination, with the European Agency for Safety and Health at Work (EU-OSHA) identifying the sector as high-risk sector for physical violence (EU-OSHA, 2008a). In the last few decades, personally attending to customers has gained importance throughout the service sector and in hotels and catering, and awareness has increased regarding the importance of employee behaviour and attitudes towards customers. Hotel and restaurant workers are required to have a customer service orientation and focus on customer satisfaction but may be confronted with excessive demands from clients and customers which can lead to abusive behaviour (Di Martino, et al. 2003). According to the third EWCS (Eurofound, 2001), 12% of hospitality workers experience intimidation, second highest figure of all the sectors surveyed, and 3% higher than in the overall economy.

Psychosocial hazards are pervasive within the hospitality industry and include low autonomy and control, heavy workloads, long working hours, temporary employment, harassment, and violence (Wang & Chen, 2020). It is important to highlight that most of these are not specific or unique to sector (Gerogiannis et al., 2012). Moreover, the complexity and diversity of enterprises and job roles within this occupational sector make it difficult to present a review of all the risks in this industry.

Upper management consisting of senior managers, department heads, and general managers may sometimes enjoy a more desirable work schedule consisting of a more traditional business day, including weekdays and days off on holidays; however, over time, unreasonable customer demands can put unreasonable demands and pressure on individual managers (Guerrier & Adib, 2000). Frontline employees are often underpaid, typically work long hours with irregular schedules, and carry heavy workloads. They also often receive incompatible demands from co-workers, managers, and customers and lack specific information to perform their job-related tasks effectively (Singh, 2000; Mansour & Tremblay, 2018; Lippert et al., 2020), often leading to role conflict (Papadopoulou-Bayliss et al., 2001; Üngüren & Arslan 2021). Job demands coupled with inadequate job resources, including low levels of training and supervisory support, low pay, and lack of empowerment and rewards (Deery & Shaw, 1999; Ross & Boles, 1994; Yavas et al., 2004), deplete employees' energy and mental resources and lead to emotional exhaustion.

On the other hand, the availability of job resources nurtures employees' learning and development (Schaufeli & Bakker, 2004), enables them to appraise their situation as less threatening and stressful than situations deficient in resources, and reduces their emotional exhaustion (Dormann & Zapf, 2004). Job resources encompass a wide range of physical, psychological, social, and organisational aspects that facilitate achieving work goals, reduce job demands, and promote personal growth, learning, and development (Bakker & Demerouti, 2007; Schaufeli & Taris, 2015). This concept is central to various elements of the work environment that assist employees in managing and countering stressors or job demands in the hospitality industry. Supervisor and coworker support are frequently mentioned as crucial job resources (Karatepe & Olugbade 2016). Similarly, Guchait et al. (2015) discussed the positive effects of organisational, supervisor, and coworker support for error management on service recovery performance and helping behaviour.

Job autonomy is another significant resource highlighted in several studies. Karatepe (2011) found that job autonomy can moderate the relationship between emotional dissonance and disengagement, suggesting that autonomy can buffer the negative impact of job demands. Perceived organisational support is also a key job resource (Chiang & Hsieh, 2012). Huang et al. (2020) found these factors to be significant predictors of job performance in the hospitality industry. This underscores the importance of developing and recognising employee skills and experiences as valuable resources. This concept is further supported by Kim et al. (2018), who found that perceived organisational support triggers employee job crafting, indicating how organisational factors can empower employees to effectively shape their job roles.

Job resources in the hospitality sector include various forms of support, growth opportunities, autonomy, and fair compensation (Bakker et al. 2004). Resources such as supervisor and coworker support, job autonomy, organisational support, job crafting, and rewards are crucial not

only for helping employees manage the demands of their job, but also to drive positive outcomes such as enhanced wellbeing, engagement, and productivity. Therefore, the effective management and provision of these resources are critical for organisations aiming to foster a healthy, productive, and sustainable work environment. Research shows that high job demands (poor psychosocial work environment) and low job resources (positive psychosocial work environment), besides affecting emotional exhaustion, are also closely related to an employee's mental, social, and physical health as well as motivation, commitment, productivity, and turnover intention (Brashear et al., 2003; Ito & Brotheridge, 2005; Prasetyo et al., 2019), which are discussed in the next section.

1.4. Impact of psychosocial hazards on workers and organisations in the hospitality industry

Accumulating evidence shows an association between exposure to psychosocial hazards or an interaction between physical and psychosocial hazards and a multitude of individual and organisational level outcomes. The harmful effects of these psychosocial hazards could have a negative impact on workers' health as well as organisational health (motivation, commitment, engagement, and productivity) due to the exposure of workers to psychosocial hazards (WHO, 2010). Further studies have been able to connect low productivity, job dissatisfaction, absenteeism, and even an intention to quit work, among others, to a poor psychosocial work environment. Studies also show that work-related stress is associated with workplace accidents, reduced productivity, and other quality-related issues caused by low employee engagement and suboptimal performance which results in increased operational risks (ILO, 2016), as discussed in the previous section and in detail in Chapter 2.

Findings from the hospitality industry have also shown that exposure to psychosocial hazards, such as workload, low control, and working hours, are related to poor employee health (McNamara, 2011; O'Neill, & Davis, 2011). According to the 5th EWCS, the hospitality industry sector has higher than average level of job demands with lower than average level of job autonomy. This places it as a high-strain (high demands with low control) work sector, where workers are among the most stressed in Europe (Eurofound, 2017). The same survey highlighted that 21% of food and beverage and 23% of accommodation employees felt that work had a negative impact on their health (Eurofound, 2017).

Psychological aspects of health and wellbeing are equally crucial. Babakus et al. (2008), and Karatepe and Ehsani (2011) discuss how job demands, such as emotional exhaustion and disengagement due to customer verbal aggression and perceptions of organisational politics, lead to work-related depression. Emotional exhaustion is particularly highlighted as a strong predictor

of turnover intention, indicating the strong impact of psychological stress on an employee's intention to remain in their jobs. Ariza-Montes et al. (2017) further add that young age, dealing with angry clients, and dissatisfaction with working conditions are primary factors related to workplace bullying, contributing significantly to employee psychological distress.

The interaction between job demands and resources plays a pivotal role in determining employee health and wellbeing. High job demands such as excessive work hours or intense mental and emotional labour can lead to stress, burnout, and even physical health problems. Housekeepers are exposed to physical strain, chemical hazards, and psychosocial stressors that lead to musculoskeletal injuries and psychological issues (Hsieh et al. 2016; Ariza-Montes et al. 2019). Similarly, Chela-Alvarez et al. (2020) found that high demand and lack of resources lead to stress among hotel housekeepers, resulting in health problems, primarily musculoskeletal disorders. This study also highlights the impact of these conditions on work-life balance due to conflicting work schedules.

As highlighted earlier, 'Health and wellbeing' encompass the broader physical and psychological state of employees, reflecting not only their absence of illness but also their overall life satisfaction and sense of purpose (Schulte & Vainio, 2010), and recognised as a significant predictor of productivity at the personal, organisation, and societal levels (Vickerstaff et al., 2011; Warr & Nielsen, 2018). Health and wellbeing are closely related to the concepts of stress and engagement (discussed in detail in Chapter 2). Work-related stress can be understood as a specific response to job demands or external pressures that can negatively affect health and wellbeing. Stress manifests when the demands placed on an employee exceed their ability to cope, leading to potential physical and mental health problems. Poor health, whether physical, as in musculoskeletal disorders (Hsieh et al., 2016), or psychological, such as depression, anxiety and burnout, severely affects an employee's ability to function effectively at work (Karatepe, 2011; Chiang & Hsieh, 2012). Engagement, on the other hand, can be understood as a positive state in which employees feel deeply connected to their work, driven by enthusiasm and dedication. Engagement is crucial for achieving high levels of job satisfaction and productivity, and unlike stress, it positively contributes to an individual's wellbeing. Positive wellbeing fostered by a supportive work environment and adequate resources can enhance employee productivity and organisational performance (García-Buades et al., 2016). Job demands and resources on employee engagement and wellbeing influence not only how efficiently employees work (productivity), but also the overall quality and effectiveness of their work performance (Babakus et al., 2008; Karatepe et al., 2018).

The productivity of employees in the hospitality and service sectors is a complex interplay of various factors, including job demands, and resources available to them, their level of

engagement, and their overall health and wellbeing (Wright & Cropanzano, 2004). Each of these elements not only independently impacts their productivity but also influences the broader construct of job performance, ultimately affecting the success and efficiency of the organisation (organisational performance).

The study by Arjona-Fuentes et al. (2019) delves into the phenomenon of presenteeism in the hospitality industry, where factors such as fear of job loss, work-family conflict, and perceived health or safety risks at work contribute to employees attending work despite health issues. Employee's health and wellbeing is not just an outcome; it is also a crucial factor that influences performance and employee engagement. Employees in good health, both physically and mentally, are more likely to be engaged in work, show higher levels of performance, and have lower rates of absenteeism.

Work engagement, the central construct of this thesis, has been examined in several ways. This construct represents the degree of an employee's emotional and cognitive attachment to their job and organisation. It is a pivotal factor in determining both individual and organisational performance, particularly in the hospitality industry, where employee-customer interactions are fundamental (Bakker & Demerouti, 2007; 2008). Employee engagement refers to a positive, affective, psychological work-related state of mind that leads employees to actively invest emotionally, cognitively, and physically in their work (Schaufeli et al., 2002). Engaged employees are typically more passionate, committed, and motivated, which translates into higher levels of customer service and satisfaction.

Alfes et al. (2012) laid the groundwork for understanding work engagement in the hospitality sector by demonstrating its connection with perceived HRM practices and outcomes like Organisational Citizenship Behaviour (OCB) and turnover intentions, indicating that employee perceptions of HR practices are pivotal in shaping their engagement and subsequent workplace behaviour and decisions to stay or leave the organisation. Building on this foundation, Babakus et al. (2017) explored the complexities of engagement by examining its relationship with challenge stressors and turnover intentions, thereby adding new dimensions, such as customer orientation and job demands. This study expanded the understanding of engagement in the hospitality sector, linking it not only to positive outcomes but also to stressors and challenges within the work environment.

Furthermore, Bhardwaj & Kalia (2021) highlighted the role of organisational culture, emphasising elements such as autonomy, trust, and experimentation in influencing engagement and job performance, and identifying the organisational factors that either foster or hinder engagement, which supports findings from previous studies. For instance, Babakus et al. (2008) focused on

the interplay between job demands and resources in shaping engagement, illustrating how job demands increase emotional exhaustion and turnover intentions, whereas job resources and intrinsic motivation can alleviate these effects. While, Karatepe (2012) reiterated the significance of coworker and supervisor support in engagement, emphasising the motivational process in the context of hotel employees in Cameroon, thereby adding a global perspective to the understanding of engagement in different cultural and organisational settings.

Given its significance, work engagement is often linked to positive outcomes, such as higher employee productivity, better customer experience, lower absenteeism, and reduced turnover (Xanthopoulou et al. 2009). This creates a compelling case for organisations to focus on strategies that foster employee engagement, such as offering meaningful work, ensuring effective management practices, providing opportunities for growth and development, and creating a supportive work environment.

It is also important to understand the critical role of frontline employees and managers in the hospitality industry and the impact of psychosocial hazards on their wellbeing and performance. This makes sense, as the sector is characterised by excessive turnover rates (Cheng & Brown, 1998). The cost of high turnover is spread across various areas, such as in the recruitment and training of additional staff, overtime payments to existing staff to alleviate shortages, disrupted service, and increased turnover among remaining staff who feel pressured and overworked can reach exorbitant proportions (Frank et al., 2004). Organisations in the sector also need to continuously adapt their services and processes to the evolving needs of tourists and, therefore, their ability to develop a new and unique service offering becomes critical to improving performance in the short term and to achieve sustainable competitive advantage in the long term (Hernández-Perlines et al., 2019; Jogaratnam, 2017; Tajeddini et al., 2017, 2020).

Understanding and improving employee health and wellbeing are crucial for achieving sustainable and positive organisational outcomes. By examining how job demands and resources affect these aspects of employee experience, this thesis aims to provide insights into creating healthier and more productive workplaces in the hospitality industry. Given the adverse impact of psychosocial hazards on workers and organisations in the hospitality industry, it is imperative that action be taken to manage psychosocial risk and foster the creation of positive psychosocial work environments in the sector, as discussed next.

1.5. Managing psychosocial risks in the hospitality industry

As discussed in previous sections, working conditions in the hospitality industry need extensive scrutiny owing to their precarious nature characterised by low stability, seasonality, part-time

work, low wages, long workdays, discrimination, high incidence of family employment, and paid and unpaid family workers (Arjona-Fuentes et al., 2019). Deery & Jago (2015) described the industry as a poor-paying environment with unsatisfactory working conditions. Considering that hospitality workers must deal with some of the most unfavourable psychosocial conditions in Europe (Eurofound, 2004), it is critically important for organisations to eliminate hazards and minimise psychosocial risks by taking effective preventive and protective measures (ISO, 2021). Kusluvan et al. (2010) in their study present a precarious panorama of the sector, and Gerogiannis, Kerckhofs, and Vargas (2012) also warn that the working conditions in the hospitality industry can differ considerably from those in other service industries. It is therefore important that solutions/interventions are developed and tailored to meet the challenge of preventing or reducing the psychosocial risks that employees in this industry are exposed to (EU-OSHA, 2011a).

According to the international standard ISO 45003 - guidelines on managing psychosocial risk, when managing psychosocial risks, a combination of the following levels of intervention can be used:

- a) Primary: organisational level controls to prevent or reduce harmful effects and promote wellbeing at work.
- b) Secondary: increasing resources that assist workers in dealing with psychosocial risks by raising awareness and understanding through effective training and other appropriate measures.
- c) Tertiary: reducing the harmful effects of exposure to psychosocial hazards by implementing rehabilitation programmes and taking other corrective and supportive actions (ISO, 2021).

As stipulated by European and national laws and discussed in the next sections, the implementation of interventions to manage psychosocial risks should be based on a risk assessment. Identified risks can then be addressed using a two-prong approach, by making changes at both the company and individual levels. However, regardless of industry, the following are important in ensuring successful interventions in the workplace (EU-OSHA, 2008b): the prevalent hazards are accurately identified so that the right issues are being addressed; employees should be involved in not only the identification of risks, but also in developing and implementing solutions (interventions); and support or commitment from management is secured and cultivated (Leka & Cox, 2008).

1.5.1. Policy and legislation - European level

As a sector, the hospitality industry has less regulation and government intervention than other industries, even though all hospitality workers in Europe, including the UK, are protected by the

Occupational Safety and Health (OSH) Framework Directive 89/391/EEC (EU-OSHA, 2008b). The Framework directive stipulates that the employer is responsible for ensuring the health and safety of their employees and has an overall duty of care (Directive 89/654/EEC, 1989). The directive is based on the principles of risk prevention, which focus on conducting risk assessments in the workplace. Employers should take necessary actions to eliminate or reduce the risks faced by employees. European directives were transposed to all EU Member States. Psychosocial risk management is among employers' obligations to assess and manage all types of risks to workers' health, as stipulated in the European Framework Directive 89/391/EEC (Leka & Cox, 2008).

It is important to highlight the size of the enterprise in relation to compliance with law, as larger enterprises within the sector have fewer issues in implementing OSH laws as compared to smaller enterprises. This poses a challenge as 90% of enterprises in the sector are considered micro enterprises and an additional 9% are small and medium enterprises, and many of these enterprises do not fully comply with health and safety legislation (EU-OSHA, 2008b). The reasons for this includes fewer resources, skills, and access to appropriate information on health and safety legislation (EU-OSHA, 2011b). Although there are no specific EU directives targeted at OSH in the hospitality industry, the European Federation of Food, Agriculture, and Tourism Trade Unions (EFFAT) and the Confederation of National Associations of Hotels, Restaurants, Cafes, and Similar Establishments in the EU and EEA (HOTREC) in 2004 issued a corporate social responsibility document that addresses several aspects related to employment and working conditions, including pay, health and safety, training, restructuring, and equality in this sector (EFFAT & HOTREC, 2004).

1.5.2. Policy and legislation - National level

A survey of hospitality industry associations, insurers, trade unions, and OSH research institutes in each EU Member State revealed that while anti-tobacco laws in Finland, France, and Luxembourg were passed with the intention of protecting the health of restaurant workers, of the 17 countries that participated in the survey, only France had specific OSH legislation for the hospitality industry that focused on working time (maximum working hours permitted in a week) (EU-OSHA, 20011a). Although not legislation, governments and ministries in Belgium, Cyprus, and Denmark provide OSH guidelines for restaurants and hotels. Other countries provide guidelines and checklists through government linked OSH agencies, such as the Finnish Institute of Occupational Health, Health and Safety Authority Ireland, Swedish Work Environment Agency, and UK Health and Safety Executive (e.g. management standards for work-related stress). Guidelines and additional support resources are actively provided by trade unions in Cyprus, the Czech Republic, and Portugal and by insurance bodies in Austria and Germany. In most Member States, collective work agreements within the sector are set out to improve working conditions,

while hospitality sector associations play an important role in creating awareness of OSH issues and how to address them (EU-OSHA, 2008b).

1.6. Rationale of the research

This doctoral research responds to calls for more studies on employee wellbeing and performance in the hospitality industry (Dodge et al., 2012; Sonnentag, 2015; Haver et al., 2013). It also responds to calls for studies on improving working conditions by identifying the key aspects of working conditions which reduce job strain and enhance employee engagement at work. Therefore, this thesis is expected to contribute to the body of knowledge by examining a model that illustrates the factors that promote employee wellbeing and encourage performance through motivation and engagement. The findings are expected to provide practical implications for practitioners on how to cultivate and encourage employee engagement and promote wellbeing, which, in turn, can enhance service quality and performance, and contribute to organisational sustainability. The findings from this thesis will help organisations devise strategies to effectively improve working conditions, promote the health and wellbeing of employees and maximise the performance and sustainability of businesses in the hospitality industry.

The hospitality industry and its employees face challenges in coping with the demands of the challenging work environments in the sector. With these demands, employees and organisations need to be adequately equipped to meet these challenges both now and in the future. In recent years, workplaces have evolved into more than just places to work, and an increasing number of organisations have provided various activities in workplaces that support their employees (Sparks et al., 2013). Concern about health and wellbeing has grown following reports that chronic illness, mental fatigue, and general physical illness rates are on the rise in workplaces (Stansfeld & Candy, 2006). Psychosocial hazards have been linked to depression and epidemiological issues such as "...elevated risk of subsequent depressive symptoms or major depressive episode" (Bonde, 2008, p. 441), demonstrating that work can make people sick (Nixon et al., 2011). Furthermore, wellbeing has been seen to be frequently rated by participants as the most important factor with favourable outcomes across several life domains such as overall quality of life, physical and psychological domains, social domain, and environmental domain (Diener, 2000).

Substantial research has been conducted on working conditions in various sectors, demonstrating that the work environment is related to employee satisfaction, work-related stress, and productivity (Gifford, 2014; LaMontagne et al., 2014; Vischer, 2007; Neuner & Seidel, 2006; McCoy, 2002; Sparks et al., 2001; Stokols, 2001; Becker & Steele, 1995; Dorn, 1994). Psychosocial hazards have continued to show that they can cause enormous adverse effects on employee health, as well as the health of organisations. Lost hours and absenteeism from work

due to occupational injuries, illness and work-related mental health problems are a growing concern globally (ILO, 2016).

Furthermore, the impact of employee health and wellbeing on productivity of employees and organisational performance has not been as well investigated within the hospitality industry in the United Kingdom, nor has the impact of working conditions on the mental and physical health and wellbeing of employees as they perceive it. This research seeks to address this gap (Chapter 5). Gaining an understanding of how employees respond to and perceive their work environment has implications for practice at the work design level, providing organisations with better knowledge on ways to support their employees, and implications for research, providing much needed knowledge to explain the relationship between working conditions and their impact on employee health and wellbeing in the hospitality industry. A better understanding of these relationships allows for the design and implementation of interventions that can contribute positively to improving the productivity of employees, thus contributing to the success of organisations in this critical sector by improving organisational performance.

There is a high prevalence of new and emerging risks combined with traditional risks in the hospitality industry, despite widespread awareness and knowledge about the negative effects of work-related hazards and their preventive measures (Kjellstrom, 1990). Therefore, it is unfortunate that from a general standpoint, occupational health seems to have been neglected in the hospitality industry because of the competing socioeconomic and political challenges and interests of organisational leaders (Newell & Seabrook, 2006). More evidence has also shown that traditional risks are intrinsically linked to psychosocial risks in the workplace, since all workplaces must manage both traditional and psychosocial risks and both pose eminent threats to worker's social, psychological, and physical health (Hsieh et al., 2017). Therefore, it is important that psychosocial hazards should be seen as a risk or threat to workers' psychological and physical health (Cox, 1993) in the hospitality industry.

Most studies on the relationship between psychosocial hazards, employee wellbeing and job performance have used only quantitative methods (e.g. Carmeli et al., 2014; Nemphard & Edmondson, 2006; Kark & Carmeli, 2009; Vinarski-Peretz & Carmeli, 2011). There is limited qualitative or mixed-methods research that can provide in-depth insight and lend the opportunity to explore emerging elements that go beyond the current literature. In addition, several past studies on wellbeing, engagement and performance at work have been undertaken in non-hospitality sectors (e.g., healthcare, and technology). Therefore, this thesis employs a mixed-methods approach that integrates qualitative and quantitative methods to explore which conditions foster wellbeing and encourage employees to engage in the hospitality industry.

1.7. Relevance of the research

This research may have practical relevance to industry leaders and senior managers in enabling better-informed decisions on recruiting, attracting, developing, and retaining a better-skilled workforce in the hospitality industry. It is hoped that managers will be better able to understand the impact of psychosocial hazards on employee health and wellbeing, and organisational performance, thus contributing to the success of the organisation. Furthermore, it should allow managers to gain a better insight into how to implement effective work practices to enhance staff wellbeing, attraction, development, and retention in the hospitality industry, underpinned by the consideration of an employee's individual preferences, needs, and career aspirations.

Consequently, this research is relevant to all hospitality employees who would benefit from improved working conditions fostered by a positive psychosocial work environment. The effect is a reduction in employee turnover, improvement in staff engagement and performance, and customer service standards. This would lead to a more agile, competitive organisation where employees and employers share the same vision, where performance is rewarded, and employees benefit from a clear and robust career development pathway. The research is also relevant as it will provide insight into the personal experiences of individual employees and their views and expectations of personal career development within the hospitality industry.

The findings of this research are relevant to the research community. As Lawler et al. (1985) highlight, research must satisfy two fundamental criteria: the outcome must increase the practitioner's understanding of organisations and lead to improvements in practice, and the outcome must contribute to the general body of knowledge in the research field. The findings of this research help to broaden the narrow focus on HR practices focusing on personal needs, preferences, and expectations from work, by taking a more holistic view of this complex work environment in the hospitality sector based on the Job Demands Resources (JD-R) model (as discussed in Study 1, systematic literature review - Chapter 2).

Moreover, this research has relevance for the use of emerging research methods in hospitality. This research, in Study 2 uses secondary analysis of the 6th European Working Conditions Survey to evaluate the impact of psychosocial factors on employee health and wellbeing (quantitative - Chapter 4). Study 3 (qualitative - Chapter 5), used narrative enquiry to study the individual experiences of employees and the impact of psychosocial hazards on employee wellbeing and organisational performance within the hospitality industry. The use of narrative interviews in this

context was unique. By adopting this methodology, this study offers valuable insights into the personal experiences and coping mechanisms of employees within the industry.

1.8. Research aim and objectives

Underpinned by the JD-R model, the overall aim of this doctoral research was to understand the role of job demands and resources in shaping employee wellbeing and performance in the hospitality industry. Three objectives were outlined to achieve this aim: a) identify the link between job demands and job resources and their impact on organisational performance in the hospitality industry, b) evaluate the link between job demands (time constraints and task monotony) and job resources (autonomy, co-worker, supervisor, organisational support), as well as their effect on employee engagement, health and wellbeing, and organisational performance, and c) examine the experiences of employees within the sector through the lenses of their lived experiences and the meanings they construct from these experiences on the nature and impact of psychosocial factors on individual wellbeing, job performance, job satisfaction, commitment, and employee engagement. It also examines the key challenges related to psychosocial working conditions within the hospitality industry in the UK.

The hospitality industry is continuing to grow, with a growing number of young, female, migrant, and part-time employees compared to other sectors. Although not unique to the industry, workers in this sector are commonly exposed to numerous psychosocial hazards such as long and variable hours, often with heavy workloads which they have little control over. Furthermore, workers in customer facing roles are at risk of sexual harassment and physical violence, while there is also a high prevalence of harassment (bullying, and mobbing) in some areas of the hospitality industry. To prevent or minimise risks, it is essential that employers work together with employees to identify risks and generate suitable solutions by creating positive psychosocial work environments. Within this context, this doctoral research had three overarching objectives (figure 1.3):

Objective 1: To identify the link between psychosocial factors (job demands and job resources) and their impact on employee wellbeing and performance in the hospitality sector - This was achieved in the first study, through a systematic review of academic articles, journals, books, publications, and relevant reports on psychosocial hazards and organisational outcomes (Chapter 2). This review enabled an understanding of the current theories on psychosocial factors and organisational outcomes and allowed the identification of the limitations of past studies and gaps in the literature. This study helped identify the psychosocial hazards (job demands) prevalent in the hospitality sector and the job resources available in the sector which help drive positive

organisational outcomes. The results of the literature review informed the development of a conceptual framework that was then tested in the second phase of the research.

Objective 2: To examine the relationship between job demands, job resources, work-related stress and engagement on employee health and wellbeing in the hospitality sector. To achieve this objective, the second study carried out a secondary analysis of the 6th European Working Conditions Survey to evaluate the impact of psychosocial factors (job demands and job resources) on employee health and wellbeing (outcomes) (Chapter 4). Furthermore, the data was utilised to test hypotheses concerning the factors that can promote employee health and wellbeing with and without the mediating effects of stress and engagement. This analysis shaped the interview schedule in the final phase of the study.

Objective 3: To examine the perspectives of managers and employees to identify the drivers and barriers to creating positive psychosocial work environments, and identify which factors are considered important to improve health and wellbeing, and productivity of employees and organisational performance in the hospitality sector - This objective is accomplished by conducting a qualitative study (Study 3), in the final phase of this research, to get an in-depth understanding of the managers and employees views about the importance of managing psychosocial risks to achieve the desired organisational outcomes (Chapter 5). Semi-structured interviews explored manager and employee perspectives on the factors that can enhance employee health and increase employee productivity and organisational performance. The results from the three studies form the main contribution of this thesis, as discussed in Chapter 6.

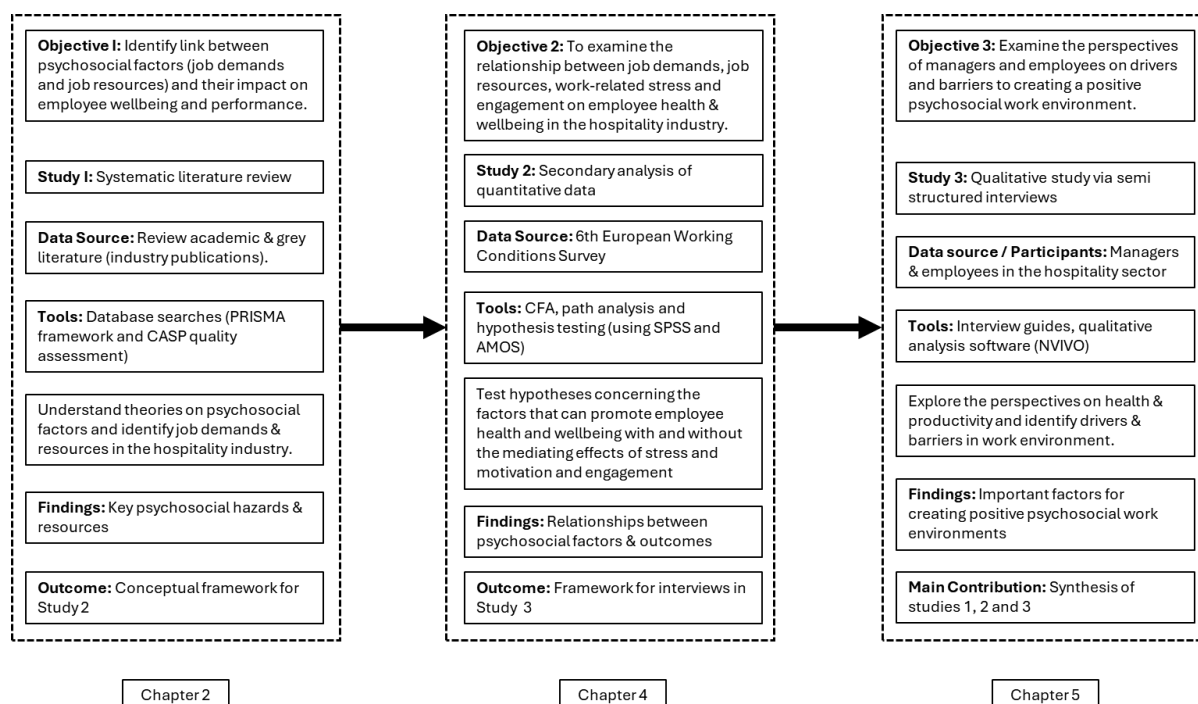


Figure 1.3: Overview of objectives and studies in this thesis

1.9. Conclusion

This chapter introduced the thesis, its context, and key concepts, by presenting a detailed overview of the hospitality industry and presented the key constructs used in this thesis – job demands, job resources, engagement, stress, health and wellbeing, and performance. It discussed the rationale for this research, its significance, and intended contributions. Finally, it outlined the primary objectives of the research and elaborated how they will be achieved. The next chapter discusses the theoretical underpinning of this doctoral research and presents Study 1 of this thesis - a systematic review of literature which further contextualises and provides the foundation for the empirical studies of this research.

2. Identifying the link between the job demands and job resources and their impact on employee wellbeing and organisational performance: A Systematic Review of the Literature

2.1. Overview

This chapter presents a systematic review of the literature that summarises and synthesises the existing evidence on the link between the psychosocial work environment and its impact on employee wellbeing and organisational performance in the hospitality industry. As briefly discussed in Chapter 1, job demands are related to the negative aspects of the psychosocial work environment and may include high work pressure, an unfavourable physical environment, emotionally demanding interactions with clients, time pressure, heavy workload, poor interpersonal relations, work-family imbalance, role ambiguity, and role conflict, whereas job resources are related to the positive aspects of the psychosocial work environment such as positive interpersonal/social relations, performance feedback, skill variety, autonomy, training, salary and rewards, supervisory support, and empowerment. (e.g., Bakker et al., 2003; Ben-Zur & Yagil, 2005; Demerouti et al., 2001). This systematic review sought to identify the job demands prevalent in the hospitality sector and the job resources available in the sector which help drive positive organisational outcomes. It also identified the limitations of past studies and gaps in the literature.

This chapter begins with an overview of the key theories on the psychosocial work environment and explains why the Job Demands Resources (JD-R) model was selected as the theoretical basis for this doctoral research. It then describes the current investigation and methodology adopted in conducting this review and presents its findings. The findings are synthesised and discussed, along with the gaps identified in the review, and finally, the implications of the findings are considered.

2.2. Theoretical basis of the research

Poor management of psychosocial risks (high job demands and poor job resources) affects the engagement and performance of employees in an organisation. As this thesis seeks to improve working conditions by creating positive psychosocial work environment to promote the health and wellbeing of employees and maximise performance in the hospitality industry, it is necessary to review the three well-established models of the psychosocial work environment (aspects of how work is managed and organised), to inform the theoretical basis of this research. The following

sections first present a summary of the key theories and then explain why the JD-R model is best suited for this research.

2.2.1. Job demand-control (JDC) model

The first theoretical model is the job strain 'demand-control' hypothesis, which is composed of two fundamental dimensions: decision latitude and psychological demands (Karasek & Theorell, 1990). The decision latitude dimension, also referred to as the control dimension) has two main components: a) skill discretion and b) decision authority (Karasek, 1979; Green & Johnson, 1990). The psychological demands dimension refers to the worker's ability to perform necessary tasks quickly and efficiently, the job's hectic nature, whether there is sufficient time to complete job tasks, the proportion of work performed under time constraints, the volume of work, the level of concentration needed, the presence of conflicting demands, and how frequently tasks are interrupted, or how work is slowed because of the presence of others (Karasek, 1979; Green & Johnson, 1990).

The two dimensions of the demand-control model present four distinct types of psychosocial work experiences that arise when psychological demands and decision latitude vary. These are high or low job demands, and high or low job control. This allows for four different types of jobs (Karasek & Theorell, 1990):

- High-strain jobs: high demands with low control (riskiest to health).
- Active jobs: high demands with high control (less risky to health and average job strain).
- Low-strain jobs: low demands with high control (below average levels of job strain).
- Passive jobs: low demands with low control (the demotivating nature of this job type might induce average levels of job strain).

Strain is defined as the outcome of the interaction between the demands of the job and the range of decision-making freedom (control) accessible to workers confronted with those demands (Karasek et al., 1981). Passivity is described as the combined consequence of low demands and a lack of control. The main prediction of the demand-control model is that the most adverse reactions produced by psychological strain (fatigue, depression, anxiety, and physical illness) occur when psychological demands are high, and decision latitude is low (Karasek & Theorell, 1990).

The JDC model is one of the most established in the academic literature. However, the empirical evidence for this model is mixed (De Jonge & Kompier, 1997; De Lange et al., 2003; Taris et al., 2003; Bakker et al., 2010; Van der Doef & Maes, 1999). While few studies have shown the additive effects of job demands and control on employee wellbeing and motivation, many have

failed to replicate the demand-control model's interaction effects. Several scholars have attributed this lack of evidence to the conceptual and methodological limitations of the model (De Jonge et al., 1996; Kasl, 1989; Kristensen, 1995; Taris et al., 2003; Bakker et al., 2010; Lesener et al., 2019).

The most common conceptual criticism is that the demand-control model is too simplistic and fails to capture the complexity of work environments (Kain & Jex, 2010). Johnson and Hall (1988) argued that job control is not the only resource available for coping with job demands and proposed that social support from colleagues or superiors may also play an important role. Some studies have confirmed this hypothesis (De Lange et al., 2003; Van der Doef & Maes, 1999), while others have included physical and emotional demands in the demand-control model in addition to workload (De Croon et al., 2002; Van Vegchel et al., 2002). The failure of the demand-control model to capture the complexity of work environments constitutes the starting point for the development of the JD-R model (Bakker & Demerouti, 2007; Demerouti et al., 2001).

2.2.2. Effort reward imbalance (ERI) model

The second key theoretical model is the Effort-Reward Imbalance (ERI) model (Siegrist, 1996). ERI theory derives from equity theory and focuses on the effort expended in work and the rewards offered for that effort. Where the individual's perceptions of the rewards of working do not match their perceptions of the effort involved, then this imbalance can carry a risk to health and associated behaviours. Siegrist suggested that stress related to an imbalance between effort and reward can arise under three conditions, where an employee:

- Has a poorly defined work contract or where that employee has little choice concerning alternative employment opportunities.
- Accepts that imbalance for strategic reasons such as the prospect of improved future working conditions.
- Copes with the demands of work through over-commitment.

This theory is rooted in the notion of distributive justice and assumes that effort at work is spent as part of a psychological contract based on the norm of social reciprocity, where rewards are provided in terms of money, esteem, and career opportunities, including job security (van Vegchel et al., 2005). A lack of reciprocity between effort and reward, in what is for employees in high cost and low gain situations, causes emotional distress associated with stress responses (Siegrist, 1996). In the long run, this increases susceptibility to illness because of continued strain reactions in the autonomic nervous system (Siegrist, 2005).

Few studies have been conducted on the ERI model in hotel employees (Manyamba, & Ngezi, 2017) despite various studies in a wide variety of work settings such as in health professionals

(nurses) (Bakker et al, 2000) and industrial employees (Kivimaki, 2002). Studies undertaken in the hotel industry have concentrated on the overall health of hotel personnel rather than on work-related stress (Manyamba, & Ngezi, 2017). Most of these studies also focused on hotel employees with physically demanding jobs, such as hotel housekeepers (Krause et al, 2010, Burgel et al, 2010).

Krause et al (2005) argue that this could be because of the nature of such jobs which includes repetitive physical labour, lack of control, pressure, low wages, and very few opportunities to progress advancement within the hospitality industry. Chiang et al (2014) provided evidence for the effort-reward imbalance model within the industry where they concluded that improving rewards as part of the job resources and support would moderate the negative effects of high job demand and lead to employee satisfaction. The study, however, hinged on Karasek's (1979) job demand-control model, which states that the joint effect of high job demands and low job control result in job strain and ultimately job dissatisfaction in employees. These two models are not totally unrelated, and high job demands can be associated with high effort. Despite the similarities between the two models, they are not interchangeable but complementary to each other, and reflect slightly different aspects of the psychosocial work environment (Siegrist et al., 2004; Tsutsumi & Kawakami, 2004), such as, the job demand-control model highlights task-level control, whereas the effort-reward imbalance model puts the spotlight on the reward the employee receives (Siegrist et al., 2004).

2.2.3. Job demands-resources (JD-R) model

The third and most recent theoretical model, which has attracted much attention in the literature over the last two decades, is the job demands-resources (JD-R) model (Bakker & Demerouti, 2007). At the heart of this model (Bakker et al., 2003; Demerouti et al., 2001) it is assumed that whereas every occupation may have its own specific psychosocial factors associated with job strain and motivation, these factors can be classified into two general categories (i.e., job demands and job resources): the demands and resources of the job, as discussed in Chapter 1.

Schaufeli and Taris (2014) presented a revised version of the model in a critical review of the job demands-resources model, as illustrated in figure 2.1. They further clarified that job demands refer to the physical, social, psychological, or organisational facets of the job that require sustained physical and/or psychological effort and are therefore linked to certain psychological costs via a *health impairment process*. Job resources refer to physical, organisational, or social parts of the job that are functional in achieving goals, either/or reducing job demands, or stimulating personal development and learning through a *motivational process*. "The JD-R model also suggests that health impairment and motivational processes are independent, but it is

possible that they represent two sides of the same coin. That is, when health and wellbeing deteriorate, motivation decreases, and vice versa. This implies that to understand one process, the other process should also be considered, and vice versa. Stated differently, health impairment and motivational processes should be studied jointly” (Schaufeli & Taris, 2014: 57).

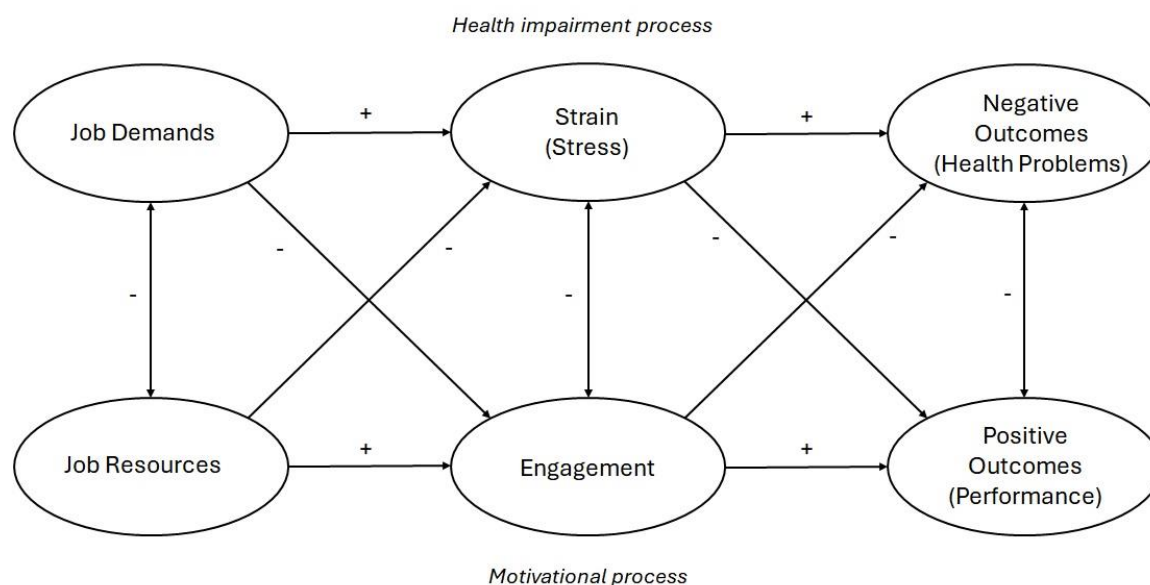


Figure 2.1: The revised Job Demands-Resources model

Source: Adapted from Schaufeli & Taris, 2014.

The JD-R model (Bakker & Demerouti, 2007) therefore allows the inclusion of the ten dimensions or factors of the psychosocial work environment, as discussed previously in Table 1.3 in Chapter 1, into two categories: job demands and job resources:

- Job demands may include high work pressure, an unfavourable physical environment, emotionally demanding interactions with clients, time pressure, heavy workload, poor interpersonal relations, work-family imbalance, role ambiguity, and role conflict. Role conflict and ambiguity are also predictors of employee turnover intentions, as demonstrated in several studies (e.g. Brashear et al., 2003; King, Chermont, Dawson & Hebl, 2007; Martin, Salanova, & Peiro, 2007).
- Job resources are physical, social, and organisational factors that can help individuals achieve their goals, thereby reducing stress (Bakker et al., 2004; Halbesleben & Buckley, 2004). Resources may be located at the organisational and task levels, in interpersonal/social relations and the organisation of work, and include performance feedback, skill variety, autonomy, training, salary and rewards, supervisory support, and empowerment. (e.g., Bakker et al., 2003; Ben-Zur & Yagil, 2005; Demerouti et al., 2001; Schaufeli & Taris, 2014).

As the JD-R model considers both the positive and negative aspects of the psychosocial work environment and their consequences on the worker as well as the organisation, it is particularly

useful for research examining aspects relating to both the health and wellbeing of employees and organisational performance and sustainability. According to this model, when job demands are high and job resources are low, there is a high chance that work will lead to stress and burnout. Comparatively, when job resources are good, they will offset the effects of the extreme demands of the job and encourage them to have a positive effect on employee motivation and engagement at work, thereby promoting their health and wellbeing (Demerouti & Bakker, 2011).

It builds on the well-established job strain 'demand-control' hypothesis (Karasek & Theorell, 1990) and Effort-Reward Imbalance (ERI) model (Siegrist, 1996), and offers a solid framework when analysing the demands and resources inherent in many types of different jobs (Bakker & Demerouti, 2007). It expands on job strain 'demand-control' hypothesis and ERI by acknowledging more subtle determinants of work relationships (such as communication, manager support, psychological empowerment, and motivation) (Bakker & Demerouti, 2007), which will be useful when discussing why and how the resources and demands affect employee wellbeing and organisational performance.

The JD-R model forms the theoretical basis for this systematic review and provides a framework for understanding the dual aspects of job demands and resources in the hospitality industry. The JD-R model offers a lens through which the relationship between job characteristics and both positive and negative outcomes can be explored systematically. Specifically, the model categorises the various psychosocial factors at work into demands and resources. In summary, the JD-R model is particularly suited for this research because: (1) it integrates a positive focus on work engagement with a negative focus on burnout into a balanced approach; (2) it has a broad scope, which allows the inclusion of all relevant job characteristics; (3) it is flexible, so that it can be tailored to the needs of any organisation; and (4) it acts as a common communication tool for all stakeholders (Schaufeli, 2017).

Because of its, broad, flexible, and communicative nature, the JD-R model not only enjoys great popularity among academic researchers but also makes the model quite suitable for practical use in organisations (Schaufeli, 2017), and therefore forms the theoretical basis for this doctoral research. This model's application to the review is explicitly carried out in the selection of studies and the synthesis of findings is guided by this model, ensuring that discussion remains aligned with the theoretical underpinnings that emphasise the interaction between job demands, job resources, and their resultant impact on both negative and positive outcomes.

2.3. Current investigation

As discussed in Chapter 1, the hospitality sector is one of the fastest growing sectors in many countries (Jennings et al., 2009). A report by the UNWTO (2020) showed that the hospitality industry is widely acknowledged as a powerful engine for growth in modern economies and continues to contribute to economic development by providing a wide range of services and employment opportunities. Since the 19th century, businesses in this sector have strived to increase the quality of products and services offered to customers (Muller et al., 2009). Establishments in the sector recognise that the quality of products and services offered to customers influences the competitiveness of their organisations, and that managers and employees are critical in ensuring customer satisfaction (Ariza-Montes et al., 2017a; Mulyana & Pramento, 2018; Ojugo 2010). Organisations are therefore required to develop policies and procedures that enhance service quality (Cousins 2019).

One way to do this is by to take initiatives to improve working conditions and enhance employee productivity and organisational performance. For instance, the introduction of quality management systems, which improve working conditions has been found to increase revenue, profit, and customer satisfaction (Jesús-Alvarez et al., 2012). However, Clark et al. (2009) noted that consistently delivering high-quality services and products (job demands) to hotels and restaurants is still a major problem for many stakeholders in the sector (Özdemir et al., 2015, 2019). Inconsistencies in performance and quality of goods and services delivered to customers may affect the competitiveness of an organisation in the hospitality sector. While many hospitality firms implement quality standards and service quality models to improve their performance in response to external and/or internal motivations, the literature reports mixed findings regarding the effects of these standards on their results (Álvarez-García et al., 2016; Hussain et al., 2020; Lai and Hitchcock, 2016; Pereira-Moliner t al., 2016; Sánchez-Ollero et al., 2015). Some scholars have found that quality standards lead to improved performance, while others have shown that it does not (Allur et al., 2014; Chow-Chua et al., 2003). In addition, the implementation of these standards is not consistent, with some organisations adopting the requirements of these standards in a token way, whereas others believe in the quality philosophy and adopt such standards as per good practice (Boiral and Roy, 2007; Prajogo et al., 2012).

Creating standards involves developing measures and rules that guide an enterprise's operation and functioning (Corden & Sainsbury, 2006). Most organisations in the sector develop standard operations, and production procedures (SOPs) using standardised hospitality work practices that are likely to impact the quality of services and products (Hussain et al., 2020). The impact of these specific SOPs on performance depends on how specific standards are used, and the

interaction of these standards and resulting practices with other practices in the organisation (Bromiley and Rau, 2014).

According to Slack et al. (2010), human resource (HR) managers must play a critical role in service quality and customer satisfaction in the hospitality sector, as this calls for proper planning and the creation of a system that helps enterprises recruit, motivate, and retain qualified and experienced staff (Alan 2006). Mohamed (2018) showed that hotel employees who rated their organisation positively for both hiring and training practices also showed positive and significant commitment towards their organisations. The study also showed that positive HRM practices, such as training and development, contributed most to commitment, followed by effective performance appraisals, hiring practices, and good communication. However, increasing the cost of operation, staff shortages, changing external environments, the need for continuous improvement, and poor process design can negatively impact these HR processes (Heizer et al., 2011). These challenges have also been compounded by the pandemic (Pascual-Fernández et al., 2021). The long-term effects of the COVID-19 pandemic will likely bring about a transformation in service delivery and overall organisational processes in response to new market habits and changed customer expectations with further pressure to reduce costs, which will likely have an impact on the staff working in the sector (Kaushal & Srivastava, 2021; Verma & Gustafsson, 2020).

These changes and challenges are particularly pertinent, as in recent years, the consideration of the wellbeing of employees in the workplace has become a major concern in the hospitality sector, as in other sectors (Ariza-Montes et al. 2018, 2019). With the recognition of the importance of employee wellbeing for service organisations, there have been several studies on how employee wellbeing can be promoted (Gordon & Adler, 2017; Guest, 2017), and specialised corporate wellness programmes have gained popularity (Parks & Steelman, 2008). There are organisations that have focused on creating mental health support and promotion systems and programmes to assist and support their workers. These initiatives promote health and wellbeing through a wide range of nutritional and physical activities aimed at encouraging positive behaviour in the workplace. Other enterprises aim to improve the wellbeing of their employees by creating effective occupational health, safety and wellbeing programmes (Shain & Kramer, 2004), representing the three levels of interventions discussed earlier in Section 1.5.

This trend in organisational action can be attributed to the fact that there is a link between the wellbeing of employees and the level of job performance and productivity. Consequently, organisations see significant incentives to intervene and promote the health and wellbeing of their workers. In a recent review, Guest (2017) summarised wellbeing determining factors as investment in employees, engaging in work, positive social and physical environment,

organisational support, and opportunity to voice one's concerns, in other words, facets of a positive psychosocial work environment. More recently, corporate social responsibility has also been suggested as a driver for improving employee's quality of work life in the hospitality sector (Kim et al., 2018). It is imperative to state that measures that focus on supporting and promoting the wellbeing of employees can also assist in reducing operational costs. The outcomes become evident when an organisation creates systems and strategies that can limit negative outcomes such as employee turnover, conflicts, and absenteeism.

The responsibility to promote workplace wellbeing and safety is shared by both, the organisation, and its employees. In most cases, enterprises develop health, safety and wellbeing programmes and appropriate organisational policies. The process can entail relying on appropriate governmental and industry standards and recommendations that are intended to assist organisations in supporting and caring for their workers (Shain & Kramer, 2004). There are instances where organisations develop and implement management practices and workplace policies that are solely targeted at improving working conditions and supporting employees and strive to address some of the primary challenges that can lead to poor performance.

Based on these observations, this literature review seeks to identify and synthesise studies that have investigated the nature and potential consequences of the link between job demands and job resources and their impact on employee wellbeing and organisational performance. As discussed previously, poor working conditions can be suboptimal for workers' health as well as productivity (ILO, 2016; Leka & Jain, 2010; WHO, 2010). Thus, careful consideration is required by organisations to improve working conditions and promote worker health and wellbeing (HSE, 2009). Employee stress is a significant issue in the hospitality industry, and it is costly for employers and employees. However the nature and impact of poor wellbeing in this sector are not fully understood (O'Neill & Davis, 2011). Although the creation of a positive psychosocial work environment and the promotion of wellbeing is a noble goal, it can also lead to significant cost savings for employers and society (Hassard et al., 2018).

This systematic review seeks to synthesise this evidence, as no systematic review has been conducted that summarises the available evidence for an association between job demands and job resources and their impact on employee wellbeing and organisational performance in the hospitality sector. Moreover, systematic integration and consolidation of the literature can be used to inform policymakers, organisations, professional groups, and researchers about the current state of evidence on this issue to support positive action and highlight key gaps in the knowledge that need further scientific exploration. Given the dynamic nature of the hospitality sector, an accurate representation of the current research is vital for informed decision making in both operational and strategic management. Therefore, the adoption of systematic literature

reviews in the hospitality industry is driven by the need for a precise and thorough understanding of various aspects of the industry, such as guest satisfaction, service quality, and employee wellbeing (Yu et al., 2020).

2.3.1. Reasons for adopting a systematic literature review

Only a few systematic reviews have been conducted focusing on the hospitality sector, specifically examining the nuances and unique challenges of the sector (Hwang et al., 2021; Kloutsiniotis & Mihail, 2020; Park et al., 2019). However, these reviews have only partly focused on the psychosocial work environment. The review by Park et al., (2019) focused on hospitality employees' emotions, affect, and moods, with three main objectives: clarifying the definitions of these terms, examining the integration of theories such as Conservation of Resources, Emotional Labour, and Social Exchange in understanding these concepts, and assessing the methods used to measure them. The review by Kloutsiniotis and Mihail (2020) provided insight into the High-Performance Work Systems (HPWS) approach within the tourism and hospitality sectors, and how HPWS influences organisational performance. Only the systematic literature review by Hwang and colleagues (2021), used the JD-R model, but the focus was to identify antecedents of work engagement within the hospitality industry. This review highlights the unique predictors of work engagement that are specific to the hotel sector, which include internal branding, organisational justice, organisational features, personal resources and job demands, such as customer emotions and sexual harassment. The authors identified organisational support, including that from supervisors and coworkers, is crucial for enhancing work engagement, and provide insights for hotel managers on how to create a supportive work environment that fosters employee engagement, which is vital for improving service quality and reducing turnover.

These existing reviews, while valuable, often focus on specific subtopics or aspects of the psychosocial work environment, leaving key pathways in the JDR model unanswered. This scarcity highlights a significant research gap. This systematic review therefore aimed to fill these gaps by providing a more holistic view of this complex work environment in the hospitality sector based on the Job Demands Resources (JD-R) model. The hospitality sector, with its dynamic environment and customer-centric nature, presents a plethora of areas for in-depth study, ranging from workforce management to the impact of technology and evolving consumer trends. The lack of extensive/broad systematic reviews in this area suggests a missed opportunity to develop a more detailed understanding of the relationship between job demands and job resources and their impact on employee wellbeing and organisational performance in the hospitality sector, as well as identification of best practices and potential pitfalls to inform the development of innovative strategies tailored to this sector. Therefore, the necessity of this systematic review (Study 1 of this doctoral research) becomes evident as it aims to fill the existing

knowledge gap, offering insights and evidence-based recommendations tailored to the hospitality industry. This study not only contributes to the body of knowledge in this field, thereby supporting the continuous evolution and improvement of the hospitality sector, but also provides the basis for further empirical studies in this doctoral research, as presented in chapter 4 (Study 2) and chapter 5 (Study 3).

Systematic literature reviews offer a knowledge base that builds on existing research to provide a better understanding of a specific subject (Yu et al., 2020). By synthesising data from various sources, these reviews offer valuable insights into the ever-changing nature of the hospitality industry and its evolving landscape (Chandran & Abukhalifeh, 2021). Systematic literature reviews can also aid in comparing hospitality management practices across countries, identifying successful strategies, and identifying areas that need improvement. This benchmark is crucial for maintaining a competitive edge and for pursuing excellence in the hospitality industry. The insights gained can inform policymaking and strategic planning (Gomezelj, 2016). This is particularly important during times of rapid change or technological shifts, where understanding the broader context is crucial for developing effective and adaptive policies and strategies (Dang & Nguyen, 2023).

Systematic literature reviews of the hospitality industry are crucial for effectively synthesising the existing empirical evidence related to prevailing practices and current trends. This process involved a thorough search of the literature to minimise bias, followed by data extraction and analysis (Chandran & Abukhalifeh, 2021; Yu et al., 2020; Madera et al., 2017). Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines are commonly followed to ensure standardised reporting of systematic reviews, and identification of research gaps. These reviews help clarify key concepts and definitions, examine research methodologies, identify key characteristics or factors related to various concepts, and support the identification of future research directions (Gomezelj, 2016).

2.3.2. Features of systematic literature reviews

A systematic review begins with the formulation of a review protocol. This protocol specifies the research questions being addressed and outlines the methodologies employed in the review (Page et al., 2021). A crucial aspect of this process is the development of a search strategy to identify the broadest range of pertinent literature. The thoroughness of this search strategy is critical as it ensures the inclusion of the maximum number of relevant studies. This strategy, along with the search results, must be meticulously documented for future reference to enhance the transparency and reproducibility of the review. Systematic literature reviews require explicit inclusion and exclusion criteria. These criteria operate as a filter to assess potential studies,

ensuring that only studies that meet predetermined standards of relevance and quality are considered. Moreover, systematic literature reviews mandate the extraction and careful evaluation of relevant information. This is typically accomplished using data extraction forms or other systematic review tools, facilitating the organisation and assessment of the extracted data (Norton, 2008; Walker, 2007; Beelmann, 2006; Page et al., 2021).

By offering a detailed overview, systematic reviews enable stakeholders, such as business owners, managers, policymakers, and academic researchers, to draw robust, defensible, and pertinent conclusions (Nightingale, 2009; Petticrew & Roberts, 2006). Unlike traditional literature reviews, that lack methodological rigour and are susceptible to bias, systematic reviews employ a rigorous and structured approach. By adhering to this methodology, systematic reviews foster evidence-based practices and informed policymaking, providing clear and unbiased insights into the field (Petticrew & Roberts, 2006; Khan et al., 2009; Rojon et al., 2011).

2.3.3. Objectives and research questions

A systematic review was undertaken to identify the prevalent job demands and resources in the hospitality sector and establish the extent to which the link between job demands and job resources and their impact on wellbeing and performance is recognised in the literature. The review sought to identify gaps in the literature and provide a basis for the development of a conceptual framework to inform empirical studies in the second phase of the research. The research questions for this review are as follows:

- Which job demands and job resources are prevalent in the hospitality industry?
- What is the relationship between job demands and job resources on employee wellbeing and performance in the hospitality industry?

2.4. Method

2.4.1. Research protocol

This study used a systematic literature review protocol that adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher et al. 2009). This method was chosen specifically to provide a thorough examination and analysis of existing research on job demands and job resources and their impact on employee wellbeing and organisational performance in the hospitality industry. As presented in figure 2.2, the PRISMA framework provides a structured and systematic approach for conducting systematic literature reviews, ensuring the reliability and thoroughness of the review process.

First the search terms and target databases were outlined (Appendix A) to ensure broad coverage of the existing literature (section 2.4.2). Next, the study selection criterion was established for the literature search (section 2.4.3). The inclusion and exclusion criteria were publication dates and types of publications to ensure that the search was targeted and relevant to the research questions. This was then followed by the abstract review process that included screening and abstraction, in which the identified papers were subjected to a preliminary review (section 2.4.4). This involved making informed decisions regarding which papers were included in the final review. The selection was based on a thorough understanding of each study's contribution to the research questions and its alignment with the overall scope of this research. This systematic approach ensured that the literature review was exhaustive, unbiased, and accurately represented the current state of research on the hospitality industry.

Finally, the selected papers were assessed for methodological quality (Section 2.4.5), ensuring that only studies with sound research designs and reliable findings were considered. The critical appraisal phase of the systematic review involved evaluating the quality and relevance of the identified literature. Each paper was assessed for methodological rigor, validity of its findings, and contribution to the field. This step is crucial in a systematic review, as it helps in distinguish between high-quality research and studies with potential biases or methodological flaws.

This review protocol was not registered with PROSPERO or similar databases because of the scope of the study and its focus on a rapidly evolving industry, which requires a flexible and timely approach to the review process. The urgency and fluidity of trends within the industry do not align with the registration requirements and timelines of PROSPERO (Page et al., 2021). Furthermore, the review protocol's focus on wellbeing and performance does not align with the scope of PROSPERO, which primarily registers systematic reviews with health-related outcomes (Page et al., 2021). To ensure robustness of the review protocol, it was independently assessed by a fellow researcher, doctoral supervisor, and senior manager in the hospitality industry.

2.4.2. Search strategy, search terms and source selection

This study was conducted using databases accessible via NUSearch at the University of Nottingham Library. A thorough search of the library database was conducted to identify relevant publications. The research databases used in the search included 10 sources: Scopus, EBSCO, PsycARTICLES (Ovid), JSTOR, Science Direct, Social Science Premium Collection (ProQuest), and Web of Science (see Table 2.1 and Appendix A for a full list of databases). These databases provide coverage of refereed literature from social, psychological, health, and management research involving job demands, job resources wellbeing and performance.

The keywords listed below, were then searched in the titles, abstracts, and full text of each of the selected publications.

Keywords in the hospitality industry: hospitality, back office, banquet, catering, concierge, customer service, room service, event coordination, facility management, food and beverage, front desk, guest services, hospitality management, bar, pub, club, hotel, motel, catered accommodation, serviced apartments, restaurant, housekeeping, human resources, kitchen, maintenance, sales, marketing, reservations, revenue management, training and development.

Keywords for job demands: job demands, lack of variety or short work cycles (monotonous, repetitive work), demeaning, labour intensive, uncertainty, high workload, time pressure, shift work, inflexible work schedules, long working hours, low participation in decision making, decision latitude, lack of control, effort-reward imbalance, job strain, inadequate equipment availability, poor environmental conditions, poor communication, social or physical isolation, interpersonal conflict, lack of social support, role ambiguity, role conflict, poor pay, job insecurity, work-life balance, workplace violence, harassment, bullying, abuse.

Keywords for job resources: job resources, clear organisational objectives, support for personal development, education, training, good communication, meaningful work, appropriate use of skills, realistic workload, work pace, sensible shifts, reasonable working hours, work-life balance, flexible working practices, participation in decision making, control at work, autonomy, teamwork, social support, policies to deal with conflicts, clear roles and responsibilities, career development opportunities, job security, pay and reward, work-life balance.

Keywords for wellbeing: wellbeing, mental health, physical health, work-related stress, job stress, burnout, depression, anxiety, fatigue.

Keywords for employee engagement: engagement, motivation, commitment, job satisfaction, quality of life, life satisfaction.

Keywords for performance: job performance, organisational performance, employee productivity, work efficiency, work output, production, quality, customer satisfaction, consistency, professional.

The search strings were used to conduct thorough and relevant searches. For example, a search combined sector-specific terms ("hospitality", "hotel") and job demands/resources ("high/realistic workload") with outcomes of interest ("wellbeing", "job satisfaction", "performance"). Adjusting the string included variations and broader terms.

The effectiveness of a search string largely hinges on its ability to encapsulate the core themes of the research, while remaining sufficiently broad to encompass related areas. In this context, tweaking the search string included variations or more general terms to significantly broaden its scope. This approach ensured that the search string did not inadvertently exclude relevant studies that simply used different terminologies. Finally, the use of Boolean operators (AND, OR, and NOT) in the construction of the search string played a crucial role. These operators helped refine the search by either narrowing (AND, NOT) or broadening (OR) the scope.

2.4.3. Study selection procedure

The search conducted in the current study was intended to identify studies that could help understand the possible link between working conditions (job demands/resources), employee wellbeing and job performance in the hospitality sector. Clear inclusion and exclusion criteria were developed in line with PRISMA guidelines to assist in determining the publications to be used to achieve the objectives of the review, as summarised in Table 2.1.

The inclusion criteria for the literature review were as follows: (a) papers published in a peer-reviewed journal between 2000 and 2021. A timeframe was set to help in identify recent research evidence that could be used to achieve the objectives of the literature review. In addition, it assisted in gathering evidence that could be applied to the current environment in the hospitality sector; (b) only studies that examined the relationship between job demands/resources and employee wellbeing and/or performance in the hospitality sector were included in the final list of papers; (c) the study was limited to papers that had been published in English; and (d) studies based on systematic reviews, meta-analyses, qualitative, quantitative, and mixed-methodology designs were considered for inclusion in this review.

The exclusion criteria used in the present study were: (a) The search excluded papers that were published before 2000; (b) studies that did not focus on the relationship between job demands/resources, employee wellbeing and performance in the hospitality sector were excluded. Several studies have been conducted on employee wellbeing and performance. However, since the current research focuses on a specific industry, it was necessary to only use the papers that had addressed the issue with a particular emphasis on organisations operating in the hospitality industry; and (c) the search excluded editorials, news items, and opinion articles on the research topic. The intention was to improve the quality of the evidence presented in this review.

Table 2.1: Summary of literature search

Databases Searched	Inclusion Criteria	Exclusion Criteria
<ul style="list-style-type: none">• Science Direct• Web of Science• EBSCO HOST (Business Source Premier)• EBSCO HOST (MEDLINE)• IngentaConnect• Social science premium collection (ProQuest)• ABI/INFORM (ProQuest)• Scopus• PsycARTICLES (Ovid)• JSTOR	<ul style="list-style-type: none">• The papers published in a peer-reviewed journal between 2000 and 2021.• Only studies that examined the study questions in the hospitality sector.• Publications in English.• All relevant study designs.	<ul style="list-style-type: none">• Papers that were published before 2000.• Studies that were not relevant to the study.• The search excluded editorials, news items, and opinion articles.

The process of selecting papers for this review was conducted in four stages. Initially, the search terms and databases were explored and papers were added to a list for further screening. At this stage, 45,121 published studies were collected by crossing variables and eliminating duplicates. The next stage involved examining the content of each paper to determine whether it met the inclusion criteria, resulting in 5,331 papers being selected. The third stage involved the reviewing abstracts, resulting in 235 papers being included. The fourth stage involved a detailed examination of each study's objectives, methodology, results, limitations, and conclusions, as well as quality assessment. Consequently, a final sample of 84 studies met the eligibility criteria. A flowchart of the selection process is presented in Figure 2.2, and a summary of the studies included is provided in Appendix B.

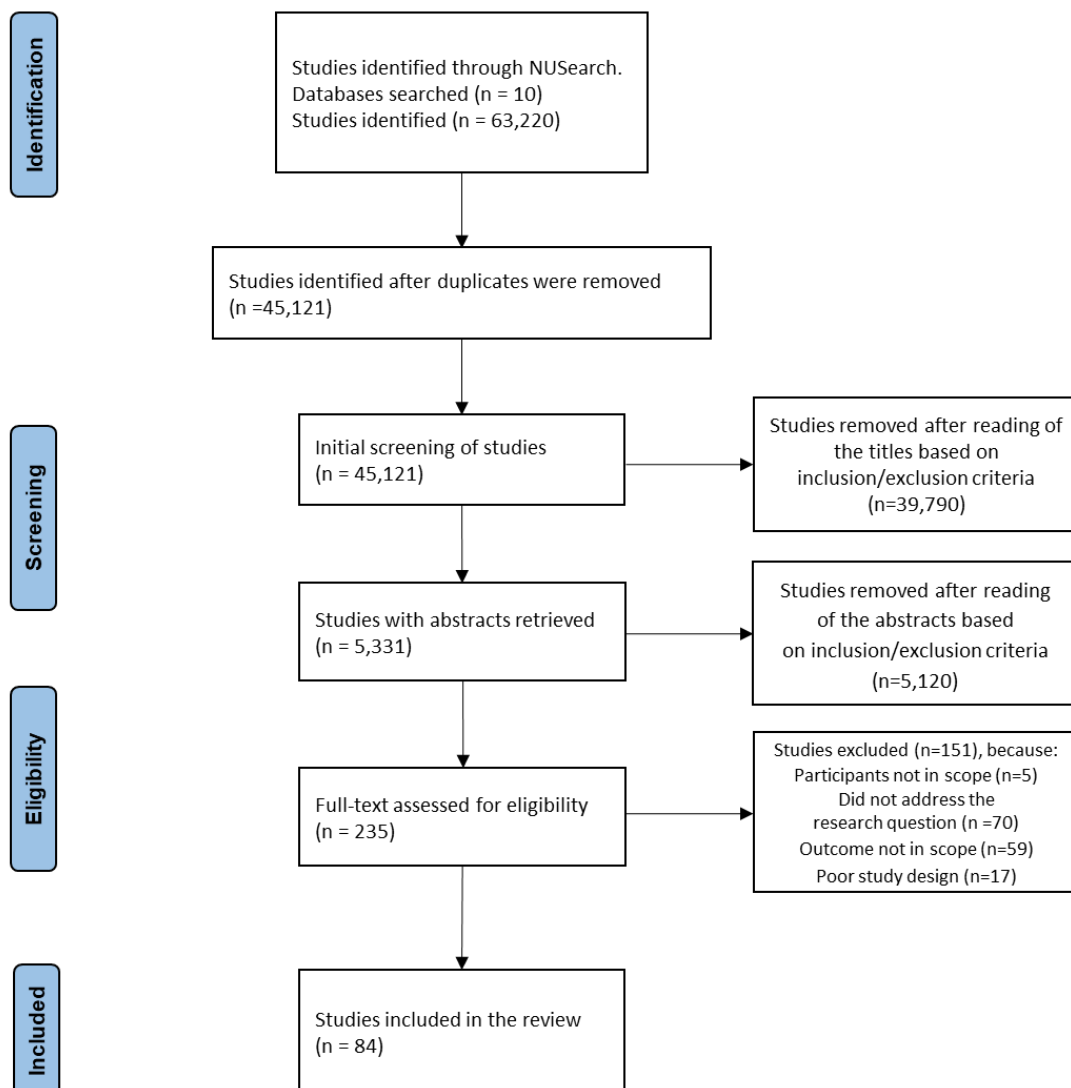


Figure 2.2: PRISMA flow diagram of the literature selection process

2.4.4. Study eligibility review

Screening is crucial to eliminate studies that are irrelevant to the research question or fail to meet the required inclusion criteria (Petticrew & Roberts, 2006). The next step involved screening the abstracts and full-text papers of the identified studies to determine their suitability for inclusion in the final review. The process was guided by predefined inclusion and exclusion criteria aligned with the research objectives and scope of the study. As discussed previously. Papers that were tangentially related or did not significantly contribute to the understanding of the topic were excluded.

To minimize selection bias (Gough, Oliver, & Thomas, 2017), an additional control measure was adopted where (20% of all full-text papers) a selection of 47 studies were independently assessed

by a second reviewer (who works an academic and was a former manager in the hospitality industry). There were 46 agreements and 1 disagreement between the reviewers, a 97.87% agreement rate based on the simple percentage of agreement technique (Goodwin, 2001). Goodwin (2001) points out that a significant drawback of using simple percentage of agreement to estimate interrater reliability is its failure to include 'chance agreement'. Scott (1955) first identified this issue with basic agreement percentages over 40 years ago. He suggested a statistic that accounted for chance but needed certain specific conditions to be fulfilled. Cohen (1960) later introduced a measure known as kappa (κ), which is less limiting and more often used. Using this measure, the kappa (κ) for the inter-rater reliability of the review of 47 papers, with 46 agreements and 1 disagreement, was $\kappa = 0.958$. This confirms the high level of consistency between the two raters in their evaluations.

2.4.5. Study quality assessment checklist and procedure

The current study was intended to gather high quality and valid research evidence to answer the research questions and identify gaps in the literature. Consequently, it is important to select studies that provide high-quality evidence. In this study, the Critical Appraisal Skills Programme (CASP) checklist was used to assess the strengths and weaknesses of the selected articles (Katrak et al., 2004; Crowea, et al., 2011). The application of CASP begins with the selection of studies that meet predefined inclusion and exclusion criteria. Once these studies were identified, they were subjected to thorough quality assessment using the CASP checklist (Appendix C). The checklist covered various aspects of the research, including the research objectives and questions, appropriateness of the study design, selection and representation of the sample, ethical considerations, methods of data collection, bias and confounding factors, rigor of data analysis, clarity and consistency of findings, conclusions and implications, validity and reliability/trustworthiness, statistical and qualitative analysis, generalisability/transferability, contribution to existing knowledge, and transparency in reporting. Young and Solomon (2009) further highlighted that this must be done explicitly and transparently; therefore, the checklist used for analysing study quality consisted of a wide range of questions that provided a structured framework for assessing the research methodology and findings.

By systematically addressing these criteria, the CASP allowed the researcher to critically appraise the strengths and weaknesses of each study. Following this structured evaluation, each study was scored based on how well it adhered to the CASP criteria (CASP critical score: a) criterion is completely met = 2; b) criterion is partially met = 1; c) criterion not applicable, not met, or not mentioned = 0; total score: 28 = high quality; 20–23 moderate quality; ≤ 19 low quality). Studies that achieved high scores were considered methodologically robust and were included in the final

synthesis of the review, whereas studies that scored poorly were excluded, depending on their overall contribution to the research questions being addressed (Long et al., 2020).

This scoring process is integral to maintaining the quality and credibility of the systematic review. The CASP quality assessment, is outlined in Appendix D (this appendix, only shows the scores of the selected studies). This assessment process was not merely an ancillary activity but a central component of the study selection and data synthesis stages. Furthermore, the use of CASP ensured that the quality assessment process was transparent and explicit. The reasons for including or excluding studies based on their CASP scores are clearly documented, which contributes to the overall transparency and replicability of the review (Crowea, et al., 2011; Long et al., 2020). This transparency is crucial for the credibility of the systematic review, as it allows other researchers to understand and, if necessary, replicate the quality assessment process.

2.4.6. Data extraction strategy

A standardised data extraction form (Appendix E) was developed to ensure that the data extraction process was conducted in a transparent and consistent manner, providing rigor and consistency, thus enhancing validity and reliability (Higgins & Deeks, 2011). To maintain consistency, the first reviewer was responsible for conducting the extractions, whereas the second independent reviewer reviewed the data. The data extraction template comprises four main sections:

- Study information. The questions in this section elicited information about the data extraction process (reviewer, date of extraction), article title, and authors.
- Study background. This section summarises the background of this study, the country in which the study was conducted, the research question, the study design, the psychosocial working conditions, the outcome variable, any mediating variables, and the theoretical framework of the study.
- Sample and measures. The initial portion of this section addressed the sample size, number of locations where participants were recruited, method used to obtain the sample, and response rate. The latter part of the section concerns the measures used to assess the various constructs/variables.
- Key findings. This section summarises the key findings of the study concerning the relationship between psychosocial factors and outcome measures. When warranted, additional information may be provided under the "Other Findings" header.

2.4.7. Synthesis of the extracted data

Data synthesis typically involves collecting and summarising the results of various primary studies. Specifically, the data extracted from these studies were synthesised and reported to address the research questions. The data extraction forms used in this process were instrumental in facilitating the aggregation and integration of studies. This is presented in the synthesis of findings section.

2.5. Synthesis of the findings

Screening of the studies identified 5,331 papers which were relevant to the aims of the review. Of these, 84 studies met all inclusion criteria and formed the basis of this review. Studies selected for this review are presented in Appendix B, marked with an asterisk (*) in the references section. The review highlighted that research in this area has been conducted worldwide, and three studies included samples from multiple countries (Hofmann & Stokburger-Sauer, 2017; Lee & Eissenstat, 2018 and Lu et al., 2016). Half the selected studies (42) were from Asian countries (including the Middle East), followed by twenty studies from the Europe. Ten studies were from North America, four from the Africa, three from the Caribbean and South America, and one each from Australia and New Zealand.

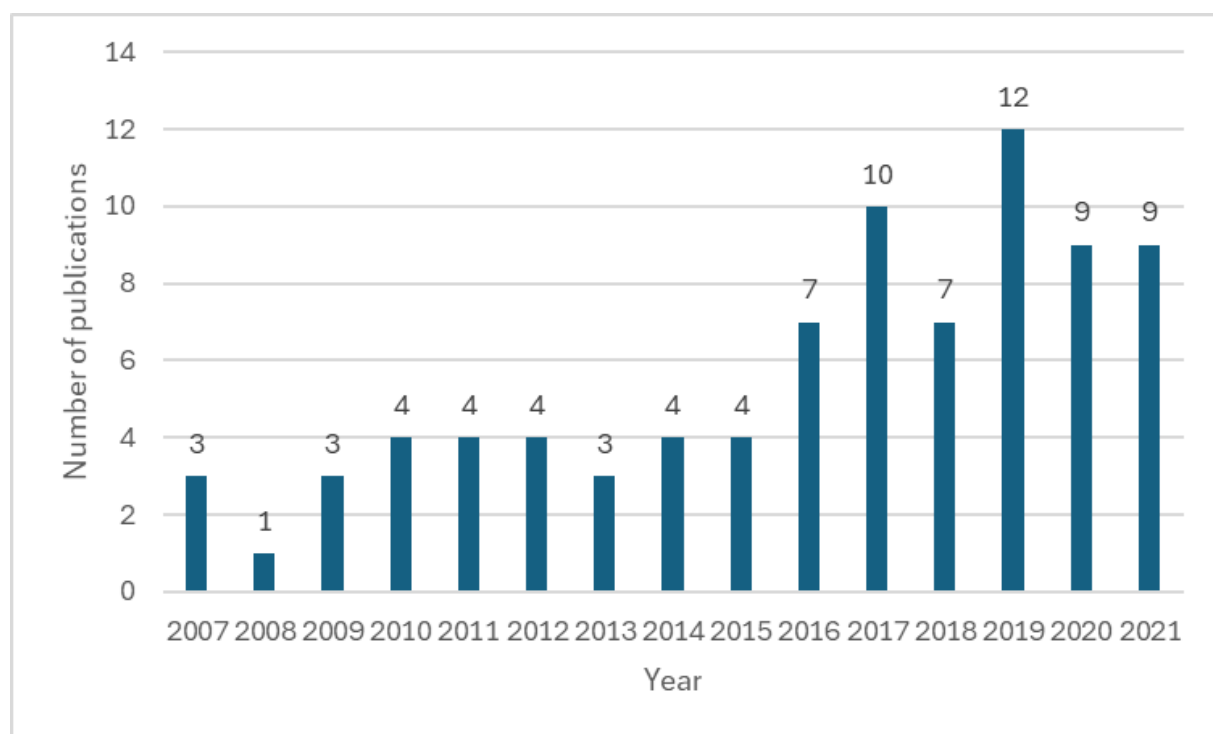


Figure 2.3: List of publication by year

The studies ranged in participant numbers from as few as 22 employees to as many as 1,997 participants and included other participant groups such as managers, supervisors, and undergraduate students (working in hospitality establishments). These studies were conducted

over a span of years from 2000 to 2021, but more than half (47 studies) were conducted in the last five years (2017-2021), as presented in figure 2.3.

These studies have employed a range of statistical and analytical techniques that are common in social science and business research. The most frequently used methods are Structural Equation Modelling (SEM, e.g. Anasori et al., 2021; Bani-Melhem et al., 2020; Cheng & Chen, 2017); Confirmatory Factor Analysis (CFA) (examples include studies by Anasori et al., 2021, and Karatepe, 2014); Regression Analysis, (examples are Alfes et al., 2012, and Bhardwaj & Kalia, 2021); Path Analysis, as seen in the studies by Babakus et al., (2008), and Karatepe & Olugbade (2009); Analysis of Covariance (ANCOVA) as applied by Boukis et al. (2020). Other methods include qualitative analysis, multilevel modelling, partial least squares approach, and discriminant analysis models.

In order to draw an evidence-based link, underpinned by the JD-R Model, between job demands and job resources and their impact on employee wellbeing and organisational performance, the findings were synthesised into four subsections: (1) key job demands in the hospitality industry, (2) key job resources in the hospitality industry, (3) job demands and resources and their relationship with work-related stress and employee wellbeing in the hospitality industry; and (4) job demands and resources and their relationship to employee motivation and organisational engagement in the hospitality industry.

2.5.1. Key job demands in the hospitality industry

The hospitality industry, as revealed through a thorough analysis of various studies, is characterised by a range of demanding job conditions that significantly impact the wellbeing and performance of its employees. This section synthesises insights from these studies to provide an overview of the key job demands in this sector.

2.5.1.1. Long work hours and irregular shifts

One of the most significant challenges in the hospitality industry is the prevalence of long work hours and irregular shifts, which has been emphasised in twelve studies (Ariza-Montes et al., 2017, 2019; Bani-Melhem et al. 2020; Darvishmotevali et al., 2017; Elbaz et al., 2020; He et al., 2019; Mansour & Tremblay, 2016; McNamara et al., 2011; Radic et al., 2020; Russell, 2017; Yavas et al., 2010; Poulston, 2008; Cleveland et al., 2007). These studies offer a detailed examination of how extended and unpredictable work schedules adversely affect work-life balance and the wellbeing of those employed in this sector.

Cleveland et al. (2007) and Ariza-Montes et al. (2017b, 2019) provided insightful analyses of the impact of long and irregular working hours on employees. Their research emphasises how these atypical schedules disrupt normal life routines, leading to potential health issues, increased stress, and difficulties in maintaining a healthy work-life balance. These studies highlight the psychological strain and physical fatigue that results from working for extended periods, often during nights and weekends. Bani-Melhem et al. (2020) further explored this issue by focusing on the unique demands of a deadline-oriented work culture that often necessitates working beyond regular business hours. They discussed how this requirement for extended availability can lead to both emotional and physical exhaustion, as employees struggle to meet stringent deadlines while managing their personal lives. Similarly, Poulston (2008) suggested widespread dissatisfaction with hygiene factors in the hospitality industry, likely leading to poor motivation, dissatisfaction, and high staff turnover. Key issues include poor pay, long hours, inadequate breaks, and poor management practices.

Darvishmotevali et al. (2017) and Elbaz et al. (2020) contribute to this discourse by examining the conflict between work and leisure time that arises from long working hours. These studies detail how such schedules can negatively impact employee performance, job satisfaction, and overall wellbeing, leading to decreased ability to enjoy leisure activities and engage in family life. He et al. (2019) provides a nuanced perspective by examining the challenges of managing a workforce, particularly millennials, under these demanding conditions. They underscore the need for effective human resource management strategies to address the issues arising from such demanding work schedules. The disruption of personal life due to irregular hours is further emphasised in the works of Mansour and Tremblay (2016), McNamara et al. (2011), Radic et al. (2020), Russell (2017), and Yavas et al. (2010). These studies collectively paint a detailed picture of the hospitality sector, in which long and irregular working hours are the norm, leading to various personal and professional challenges for the workforce.

2.5.1.2. Workload

Workload is another critical issue in the hospitality industry, as highlighted in nine studies (Ariza-Montes et al., 2017, 2019; Babakus et al., 2008, 2017b; Boukis et al., 2019; Chela-Alvarez et al., 2020; Cheng & O-Yang, 2018; Hsieh et al., 2016a; Karatepe, 2013b). These studies provide a detailed analysis of how high work demands lead to a challenging work environment characterised by work-related stress and potential burnout.

Ariza-Montes et al. (2017b, 2019) discussed the demanding nature of work in the hospitality sector, which is characterised by intense work rhythms and monotonous, repetitive tasks. These conditions not only lead to physical fatigue, but also to mental strain, as employees continuously

deal with high-volume customer interactions and service demands. This results in diminished job satisfaction and wellbeing, which affects the overall quality of life of these employees. Babakus et al. (2008, 2017) emphasised constant pressure and stress in a hospitality work environment owing to an excessive workload. Their studies explored how this persistent state of overburden can lead to emotional exhaustion and a sense of inefficacy among employees. They also discuss the implications of such work conditions on employee turnover intentions, highlighting a critical challenge for human resource management in this sector.

Chela-Alvarez et al. (2020) focused on the specific challenges faced by hotel housekeepers, who often deal with a high physical burden due to their workload. They detail how the combination of physical and psychological demands, such as time pressure and dealing with difficult guests, contributes to the perception of these workloads as major stressors, that is, significant job demands. Cheng & O-Yang (2018) and Hsieh et al. (2016a) explore the direct link between excessive workload and employee burnout. These studies detail how being constantly overburdened with work tasks leads to a state of exhaustion, making individuals cynical about their job's value and doubtful of their capacity to perform effectively. Karatepe (2013) delves into how high workloads in the hospitality industry are exacerbated by inadequate job resources, such as poor training programmes and insufficient pay. This study highlights the need for better resource allocation and support systems to mitigate the adverse effects of excessive workloads on employees.

2.5.1.3. Lack of support and role conflict

A lack of support from management and role conflicts are significant stressors in the hospitality sector. Employees often grapple with unclear job expectations and incompatible demands from different stakeholders such as customers, coworkers, and managers. This leads to role ambiguity and conflict, which contributes to emotional exhaustion and reduced job satisfaction. This multifaceted problem was explored in four studies that discussed the lack of support and role conflict in the hospitality industry (Karatepe & Uludag, 2007; Karatepe et al., 2010; Lee & Ok, 2015; Lee & Ravichandran, 2019).

Role conflict and ambiguity are particularly prevalent in the hospitality industry because of the multifaceted nature of jobs. Karatepe and Uludag (2007) delved into the intricacies of role conflict, elucidating how employees often find themselves torn between the diverging expectations and demands of customers, coworkers, and managers. This conflict is not just about juggling different tasks; it extends to the moral and ethical dilemmas that employees face, particularly in situations where they must balance customer satisfaction with company policies or personal values (also discussed in more detail in the next section). Moreover, role ambiguity stems from the lack of

clear job descriptions and expectations, as highlighted by Karatepe et al. (2010). Employees often find themselves uncertain about their responsibilities, leading to stress and anxiety. This uncertainty is exacerbated by a fast-paced environment in which roles and responsibilities can shift rapidly, leaving employees unprepared and unsupported.

As discussed by Lee and Ok (2015), the lack of managerial support is a critical issue that compounds the problems of role conflict and ambiguity. In the absence of clear guidance and support from the management, employees often feel isolated and overwhelmed. This lack of support is not merely about the absence of help in decision-making; it extends to emotional and moral support, which is crucial in a service-oriented industry, such as hospitality. Lee and Ravichandran (2019) further expanded on this issue by exploring how a lack of support manifests in different ways, from insufficient training and development opportunities to a lack of recognition and appreciation of employee's efforts. This creates a work environment in which employees feel undervalued and unsupported, contributing to a sense of alienation and reduced job satisfaction.

2.5.1.4. Emotional demands

Six studies detailed emotional demands in the hospitality industry. The hospitality industry requires employees to engage in emotional labour and manage and modify emotional expressions during interactions with customers. This often leads to emotional dissonance and exhaustion as outlined by Hori and Chao (2019), Karatepe (2011), and Lee and Madera (2019). Furthermore, handling difficult customers and experiencing coworkers or customer incivility are additional stressors that contribute to emotional exhaustion and increased work demands, as indicated in studies by Wang and Chen (2020), Karatepe and Ehsani, (2011) and Yavas et al. (2010).

Hori and Chao (2019) delved into the concept of emotional labour, a fundamental aspect of customer service in the hospitality sector. Employees are often required to display emotions that align with organisational expectations, such as always appearing happy and accommodating regardless of their actual feelings. This need for emotional regulation, or 'surface acting', can lead to emotional dissonance where there is a conflict between felt and displayed emotions. Karatepe (2011) emphasises that such dissonance is not only mentally exhausting but also leads to a sense of inauthenticity, which can impact employees' self-esteem and job satisfaction. Lee and Madera (2019) explored 'deep acting', another dimension of emotional labour, where employees strive to genuinely feel the emotions they need to display. This can be equally demanding as it requires constant effort to align personal feelings with professional expectations, often leading to emotional exhaustion.

As highlighted by Wang and Chen (2020), the interpersonal aspects of these demands involve dealing with customers and coworker incivility. Hospitality employees frequently encounter disrespectful and rude behaviour, which not only affects their emotional wellbeing, but also adds to the demands of their job. Yavas et al. (2010) and Karatepe & Ehsani (2011) corroborate this, noting that negative interactions with customers and colleagues can lead to increased emotional strain and a sense of helplessness, especially in environments where such behaviour is not adequately addressed by management. These interpersonal challenges go beyond mere job requirements and touch upon employees' personal values and emotional resilience. Dealing with difficult customers or colleagues requires not only patience and diplomacy, but also a strong sense of self to avoid internalising the negativity encountered in such interactions.

2.5.1.5. Job insecurity and work-family conflict

Job insecurity and the challenge of balancing work and family lives are other prominent job demands in this sector. Irregular hours and high demands often lead to conflicts between professional and personal lives, contributing to job stress and dissatisfaction. Work-family conflict has been discussed in twelve studies (Karatepe, 2010; Darvishmotevali et al., 2017; Mansour & Tremblay, 2016; McNamara et al., 2011; Radic et al., 2020; Arjona-Fuentes et al., 2019; Cizreliogullari et al., 2020; Arslaner & Boylu, 2017).

Karatepe (2010), Mansour and Tremblay (2016), and McNamara et al. (2011) offer insights into the struggles that hospitality employees face when balancing their professional and personal lives. The irregular and long working hours typical of this industry often clash with family responsibilities and personal time, leading to conflicts, and strain on relationships and personal wellbeing. For example, employees working in hotels or restaurants may miss important family events or struggle to maintain regular family routines because of erratic work schedules. Both work-family and family-work conflicts amplify exhaustion (Karatepe, 2010). Additionally, Radic et al. (2020) highlighted that the unique conditions of cruise ship employees, who spend extended periods away from home may exacerbate work-family tensions. This separation can lead to a sense of isolation and disconnection from family-life, which is particularly challenging for those with dependent or family obligations. Similarly, Arslaner and Boylu (2017) and Arjona-Fuentes et al. (2019) found that presenteeism in the hospitality industry is influenced by factors such as restructuring, fear of job loss, handling angry clients, work-family conflict, perceived health and safety risks at work, long-term health issues, back pain, and overall fatigue.

In the context of job insecurity, Darvishmotevali et al., (2017) explore how the absence of unionisation and prevalence of temporary employment contracts in the hospitality industry contribute to a persistent sense of job insecurity. This insecurity is not just about the fear of job

loss but also encompasses concerns over career progression, salary increments, and job stability. Such an unstable work environment can lead to chronic stress and anxiety among employees, thereby affecting their productivity and loyalty to the organisation. Similarly, Cizreliogullari et al. (2020) found that emotional exhaustion increases negative effects on job insecurity and workplace ostracism over time. Radic et al. (2020) also discussed this issue in the context of the specific challenges faced by cruise ship employees, who often work under contracts with limited duration and uncertain renewal prospects. This scenario exemplifies the precarious nature of employment in certain segments of the hospitality industry, where job continuity is always in question, adding an additional layer of job demands on employees.

2.5.1.6. Psychological and physical demands

Three studies have highlighted the psychological and physical demands inherent in the hospitality industry. These include deadline-oriented tasks, unexpected and emotionally demanding interactions, and physical burden. These factors often result in fatigue, sleep deprivation, and psychosomatic disorders, as reported by Bani-Melhem et al. (2020), Chela-Alvarez et al. (2020) and Radic et al. (2020).

The hospitality industry is replete with psychological and physical stressors that have profound implications for employee wellbeing. These demands arise from the nature of the work and the conditions under which it is conducted. Bani-Melhem et al. (2020) shed light on the psychologically demanding nature of hospitality work, characterised by high-pressure environments and the need for constant alertness to meet deadlines and customer expectations. Employees are often required to navigate emotionally charged situations such as dealing with difficult customers or resolving conflicts, which can be mentally exhausting and lead to burnout. Chela-Alvarez et al. (2020) highlighted the mental toll on the hospitality industry, especially for roles such as hotel housekeepers, who face immense time pressure and high expectations for quality and efficiency. The repetitive and monotonous nature of such tasks, combined with the pressure to perform them at high standards, contribute to mental fatigue and work-related stress.

The physical demands of the hospitality industry are challenging. As noted by Chela-Alvarez et al. (2020), hotel housekeepers, are subject to significant physical strain owing to the nature of their work, which involves prolonged periods of standing, bending, and lifting. This physical burden can lead to chronic pain, fatigue, and long-term health issues. Radic et al. (2020) offer a broader perspective on the physical challenges faced by cruise ship employees. These workers often operate in confined and physically demanding environments and perform tasks that require extensive physical effort. The combination of long working hours and strenuous physical labour can lead to exhaustion, sleep deprivation, and psychosomatic disorders in severe cases.

2.5.2. Key job resources in the hospitality industry

The review also consistently highlighted that several key job resources are prevalent in the hospitality industry. These resources are critical for enhancing employee wellbeing, job satisfaction, and performance. This section outlines these resources, emphasising their positive aspects as reported in the literature.

2.5.2.1. *Supervisor and coworker support*

In the hospitality industry, effective support systems are fundamental to fostering a productive and positive work environment, as observed in thirteen studies (Boukis et al., 2020; Chela-Alvarez et al., 2020; Guchait et al., 2015; Hsieh et al., 2016b; Huang et al., 2020; Karatepe et al., 2010; Karatepe, 2012; Kim et al., 2018; Lee, 2016; Yavas et al., 2010; Xu et al., 2015; Gom et al., 2021; Loi et al., 2016). Support from supervisors and coworkers is crucial for providing emotional support and assistance, and creating a safe work environment. This support helps replenish depleted resources due to workplace demands, and enhances morale, performance, and service delivery.

Supervisory support is the cornerstone of employee wellbeing and effectiveness in the hospitality industry. Studies by Boukis et al. (2020), Karatepe and Olugbade (2009), Yavas et al. (2010), Gom et al., (2021), and Grobelna (2019) highlight the profound impact of supervisory support on employees. This type of support involves supervisors demonstrating genuine interest in their roles and a deep appreciation for their subordinate's contributions. When supervisors engage with their team members in a supportive and encouraging manner, they not only boost morale, but also enhance overall performance and service delivery. Such support helps create a work environment where employees feel valued, respected, and inclined to contribute positively to the organisation. The role of supervisors extends beyond mere managerial tasks, and is a source of motivation, guidance, and mentorship. In the dynamic and often challenging setting of the hospitality industry, where employees frequently face customer service pressure, supportive supervisors can significantly mitigate stress and improve job satisfaction.

In addition to supervisory support, colleague or co-worker support also plays a vital role in day-to-day operations in the hospitality industry. As noted by Choo (2017) and Karatepe et al. (2010), colleague support is essential for managing the demanding nature of frontline work. In an industry characterised by high customer interaction and teamwork, support from co-workers can be invaluable. This support takes various forms including emotional backing, practical assistance, and positive acceptance within the workgroup. A collaborative and supportive team environment

enables employees to share knowledge, provide mutual assistance during peak times, and create an enjoyable and efficient work environment. The presence of a supportive peer group also facilitates learning and adaptation, particularly for new employees and those facing challenging situations. Supportive colleagues foster a sense of belonging and community, which are crucial for employee retention and satisfaction. Similarly, a study from Ecuador by Xu et al. (2015), suggests that abusive supervision positively related to turnover intentions. However, this study also found that emotional support from coworkers can buffer the negative effects of abusive supervision on Perceived Organisational Support (POS).

The hospitality industry acknowledges the importance of psychological support at the workplace. Research conducted by Anasori et al. (2021), Loi et al. (2016), Chia and Chu (2017) and Hsieh et al. (2016b) shed light on the significance of psychological resilience and perceived external employability in moderating the effects of job demands. These studies suggest that fostering an environment in which employees are equipped to handle stress and feel secure about their employability can significantly affect their ability to cope with and overcome workplace challenges. Psychological support in the hospitality industry is not limited to addressing immediate work-related issues; it encompasses a broader approach to employee wellbeing. This involves creating a culture in which mental health is prioritised, resources for managing work-related stress are readily available, and a proactive stance is taken towards employee development and empowerment.

2.5.2.2. Training and development opportunities

Training and development opportunities in the hospitality industry are critical for equipping employees with the necessary skills to excel in their roles. As noted in eight studies (Babakus et al., 2017b; Chi & Wang, 2016; Guchait et al., 2015; Johnson et al., 2018; Karadas & Karatepe, 2019; Kim, 2019; Luu, 2021; Yavas et al., 2010), these opportunities encompass a broad range of areas from customer interaction and service delivery to emotional regulation and overall performance enhancement. Babakus et al. (2017b), highlighted the importance of high-performance work practices, including training, to positively influence work engagement and reduce turnover intention among employees. This is echoed by Johnson et al. (2018), who emphasise customer service-related training as a significant investment area that is crucial for employee development and delivery of excellent services. Similarly, Chi and Wang (2016) identified effective service training as a vital resource for enhancing the job-related skills of new employees, which are instrumental in performance improvement.

Guchait et al. (2015) extended this idea by noting the role of organisational support mechanisms in training, which are essential in creating an environment that encourages employees to learn

from errors and improves service recovery performance. Karadas and Karatepe (2019) and Kim (2018) also support this view, focusing on training as part of broader HR practices that contribute to attracting and retaining talent and enhancing employee satisfaction and performance. Luu (2021) further reinforces the significance of training and development opportunities in the hospitality sector, particularly focusing on employee-oriented practices that encompass work-life balance and development opportunities. Yavas et al. (2010), conclude this point by emphasising how training, along with empowerment and supervisory support, are crucial in enabling employees to manage their roles effectively, thereby enhancing job performance and service recovery efforts.

2.5.2.3. Psychological resources

Psychological resources in the hospitality industry are vital to helping employees manage stress and enhance their overall job performance, as observed in seven studies (Anasori et al., 2021; Chia & Chu, 2017; Huang et al., 2021; Karatepe, 2014; Paek et al., 2015; Wang & Chen, 2020; Luo et al., 2021). These resources encompass a range of personal attributes such as resilience, hope, optimism, and psychological capital. For instance, Anasori et al. (2021) underscored the role of psychological resilience and perceived external employability in moderating the impact of workplace demands such as a lack of co-worker support. Similarly, Chia and Chu (2017) delve into the concept of 'hardiness' or psychological resilience, highlighting its importance in coping with job demands and work-related stress. Hardiness acts as a buffer against the negative impacts of stress and can foster a more positive work experience.

Karatepe (2014) discussed the role of personal resources such as hope and psychological capital in fostering work engagement among hotel employees. Engagement, which is driven by positive psychological states, is linked to better job performance and customer service. Paek et al. (2015) reinforce this by highlighting psychological capital (PsyCap) as a crucial job resource. PsyCap, encompassing self-efficacy, optimism, hope, and resilience, positively affects employee attitudes and behaviours, that are essential in the hospitality sector. Huang et al. (2021) and Luo et al. (2021) examined how positive interpersonal relationships and psychological capital influence job performance. Wang and Chen (2020) focused on the concept of work engagement as a vital resource, in which high levels of engagement, characterised by vigour, dedication, and absorption, are essential for coping with job demands and enhancing job performance. These studies collectively emphasise the role of job resources in coping with demands, and actively enhancing resilience, engagement, and performance.

2.5.2.4. Rewards and recognition

Rewards and recognition are key job resources in the hospitality industry, playing a significant role in enhancing job satisfaction and mitigating burnout as mentioned in six studies (Babakus et al., 2008; Guchait et al., 2015; Karadas & Karatepe, 2019; Koo et al., 2019; Lee & Madera, 2019; Kim, 2019). These rewards can be emotional, material, or performance based. Babakus et al. (2008) emphasise the importance of rewards in reducing emotional exhaustion and turnover intentions. They show that when employees feel adequately rewarded, they are more likely to experience positive work outcomes and less likely to leave their jobs.

Guchait et al. (2015) delved into the supportive aspects of the workplace, emphasising the role of error management. In this context, rewards and recognition are part of a psychologically safe environment that encourages employees to learn from mistakes without fear of punitive actions. This approach fostered a culture of growth and continuous improvement. Karadas and Karatepe (2019) and Kim (2019) also highlighted rewards as part of high-performance work systems, including practices such as recognition and performance-based compensation. These practices are crucial in attracting and retaining talent and enhancing engagement and job satisfaction. Moreover, rewards are not just seen as monetary, but also as recognition of effort and achievement, contributing to a sense of fulfilment and motivation.

Lee and Madera (2019) discuss the concept of deep acting, where aligning actual feelings with organisational expectations can be rewarding. This alignment, when recognised and appreciated by the organisation, provides employees with a sense of accomplishment and positive social feedback, acting as a resource to cope with job demands and reduce stress. Koo et al. (2019) stressed the importance of emotional and material rewards in improving job satisfaction and reducing burnout. This includes aspects such as recognition, empowerment, promotion, and incentives. Such rewards are not only incentives for performance but also affirmations of the value of employee's contributions to the organisation.

2.5.2.5. Autonomy and job control

Autonomy and job control have emerged as significant job resources in the hospitality industry, as highlighted by five studies (Chela-Alvarez et al., 2020; Karatepe, 2011; Lee & Ravichandran, 2019; Yang, 2010; Ko & Lin, 2016). This aspect of job resources pertains to the degree of freedom, independence, and discretion employees that have in their job roles and decision-making processes. In the study by Chela-Alvarez et al. (2020), emphasis was placed on control or autonomy at work, which is deemed crucial for job satisfaction. This autonomy is not just about

the ability to make decisions independently but also about having a sense of control over one's work environment.

In the hospitality sector, where employee roles are often highly structured and regulated, autonomy can be a significant way to enhance job satisfaction and motivation. This freedom to make decisions and exercise control in their roles allows employees to feel empowered and engaged in their work (Karatepe, 2011). Ko and Lin (2016), highlight the importance of job autonomy as an essential job resource. This study suggests that autonomy in job execution can mitigate the negative effects of job demands. Autonomy can provide a psychological buffer in the fast-paced and often high-pressure hospitality environment, where employees frequently face demanding customers and tight schedules. By allowing employees to approach tasks in their way and make decisions that affect their work, organisations can help reduce work-related stress.

The significance of perceived job control was further elaborated by Lee and Ravichandran (2019), who highlighted the positive role of job control in enhancing employee wellbeing and job performance. They found that when employees feel they have control over their work environment and can influence their outcomes, they are more likely to experience job satisfaction and demonstrate higher levels of performance. Yang (2010) also identifies autonomy as a key job resource, emphasising its role in enhancing job satisfaction among hospitality employees. Autonomy, encompassing elements such as decision-making freedom and self-direction in tasks, is critical for making employees feel valued and competent. It also encourages creativity and innovation, as employees are more likely to experiment with and bring new ideas to the table when they do not feel overly constrained by rigid job structures.

2.5.2.6. Organisational support and culture

Organisational support and culture are pivotal elements in creating a positive work environment in the hospitality industry, as noted in seven studies (Chiang & Hsieh, 2012; Kim et al., 2018; Lee & Ok, 2015; Luu, 2021; Singh, 2020; Bhardwaj & Kalia, 2021; Burke et al., 2009). These aspects include the perception of support from the organisation, commitment of management to service quality, and establishment of a supportive human resource management (HRM) culture. Studies by Burke et al. (2009) and Chiang and Hsieh (2012) delve into the importance of perceived organisational support as a key job resource. This study highlights how employees who perceive a high level of organisational support feel valued and cared for by their employers, which, in turn, encourages them to go above and beyond their job requirements.

Kim et al. (2018) emphasised the role of perceived organisational support in enabling employees to engage in job crafting. The study noted that organisational support includes aspects such as

caring, comfort, and encouragement from the organisation, which foster attachment and proactive behaviours in employees. Such support not only boosts morale but also encourages employees to take initiatives that can enhance their job roles and satisfaction. Lee and Ok (2015) discuss the concept of psychological safety climate (PSC) as a key job resource in the hospitality industry. This study identified the components of PSC, including customer orientation of management, managerial support, internal service, and information-sharing communication. These elements are crucial for creating a positive work environment that encourages employee engagement and commitment and promotes health and wellbeing.

Luu (2021) focused on socially responsible HR practices as key job resources. The study highlights practices aimed at employee welfare, such as legal compliance, safety, health, working hours, and pay, in addition to employee-oriented practices, such as work-life balance, employee participation, and training and development opportunities. Such HR practices not only ensure the wellbeing of employees but also contribute to a positive organisational culture that values and supports the workforce. Similarly, two studies carried out in India by Singh (2020) and Bhardwaj and Kalia (2021) emphasised the importance of organisational culture, including elements such as experimentation, autonomy, and trust, as key resources contributing to both contextual and task performance in the hospitality industry. A culture that encourages experimentation and autonomy fosters creativity and innovation, while trust builds a strong foundation for effective teamwork and collaboration.

2.5.2.7. Personal and professional growth opportunities

Personal and professional growth opportunities in the hospitality industry play crucial roles in enhancing employee satisfaction and retention. This area of job resources is particularly significant because it directly influences an employee's career trajectory, motivation, and commitment to the organisation. Three studies (Lee & Eissenstat, 2018; Lu et al., 2016; Lei et al., 2021) specifically highlighted the importance of these growth opportunities.

Lee and Eissenstat (2018) underscored the significance of organisational support for career development. They detail how key resources, such as career development opportunities, supervisor support, role clarity, autonomy, and perceived career support contribute positively to career satisfaction. These elements are essential for employee growth in the hospitality industry. Career development opportunities enable employees to acquire new skills and knowledge that are indispensable in a rapidly evolving industry. Supervisor support and role clarity provide guidance and understanding of career pathways, making career progression more tangible and achievable for employees.

Similarly, Lu et al. (2016) explored the idea of tailoring strategies to improve work engagement at different job levels. This differentiation acknowledges that the key resources for job satisfaction and engagement vary across roles within an industry. For example, supervisors may require more recognition and career growth opportunities to enhance job satisfaction. These could include opportunities for advanced training, higher-level responsibilities, or paths to higher management positions. By contrast, line-level employees might benefit more from support, training, and employee recognition programmes. This indicates that resources such as mentorship, continuous learning opportunities, and the recognition of efforts and achievements are vital for maintaining employee morale and motivation. Furthermore, a study by Lei et al. (2021) suggests that the interplay between competency development and empowering leadership significantly enhances the employee-organisation relationship and career success. Empowering leadership also affects the development of employees' competency. Psychological flexibility played a critical role in moderating the relationship between competency development, empowering leadership, and career success.

These studies have emphasised the importance of a supportive environment that fosters professional growth and development. This not only aids in career progression, but also instils a sense of achievement and belonging among employees. By investing in these growth opportunities, hospitality organisations can ensure that their employees feel valued and see a clear path for advancement within the organisation. This investment is critical in an industry in which employee turnover is high and competition for skilled professionals is intense. In summary, personal and professional growth opportunities are key job resources that significantly affect employee satisfaction, wellbeing and retention in the hospitality industry.

2.5.2.8. Work-life balance

In the hospitality industry, work-life balance is increasingly recognised as a fundamental factor that significantly influences employee wellbeing and performance, as observed in seven studies (Elbaz et al., 2020; Mansour & Tremblay, 2016; Cheng & O-Yang, 2018; Huang et al., 2020; Wu et al., 2021; Karatepe et al., 2018; Lee et al., 2017). This recognition stems from the understanding that the wellbeing of employees is linked to their overall life satisfaction and, consequently, their work performance.

The concept of work-life balance, as highlighted by Elbaz et al. (2020), and Mansour and Tremblay (2016), is vital for improving employee's quality of life in the hospitality sector. The nature of hospitality work, often characterised by irregular hours and high customer interaction demands, can blur the lines between personal and professional lives. Therefore, organisational support to reconcile work and family-life is crucial. This can include flexible work arrangements, childcare

assistance, and acknowledging the importance of leisure and family time. Such support not only reduces work-family conflict but also enhances the overall job satisfaction of employees.

The role of work-life balance in fostering employee engagement and job satisfaction cannot be overstated. Studies by Karatepe et al. (2018) and Lee et al. (2017) have shown that when employees feel their work-life balance is respected and supported by their employer, their level of engagement and job satisfaction increases. This is because employees with a healthier balance between their personal and professional lives are likely to be more energised, dedicated, and absorbed in their work roles. They are also more inclined to have positive attitudes towards their jobs and organisations, leading to better job performance and lower turnover rates.

Moreover, integrating work-life balance strategies with job crafting and employee voice, as suggested by several studies, further empowers employees (Cheng & O-Yang, 2018; Huang et al., 2020; Wu et al., 2021). By enabling employees to have a say in their work schedules and job responsibilities, organisations can create a more flexible and employee-centred work environment. This empowerment not only caters to the diverse needs of the workforce, but also aligns with the dynamic nature of the hospitality industry, ultimately enhancing job satisfaction and engagement.

2.5.3. Job demands and resources and their relationship with work related stress and employee wellbeing in the hospitality industry

Job demands and resources, and their relationship with work-related stress and employee wellbeing in the hospitality industry, have been explored in thirty six studies (Ariza-Montes et al. 2017b, 2019; Yang 2010; Karatepe and Olugbade 2009, 2016; Johnson et al. 2018; Karadas & Karatepe 2019; Russell 2017; Babakus et al. 2017b; Karatepe et al. 2018; Babakus et al. 2008; Huang et al. 2020; Chi & Wang 2016; Bani-Melhem et al. 2020; Boukis et al. 2020; Hori & Chao 2019; Lee & Madera 2019; Lee & Ravichandran 2019; Karatepe 2013; Darvishmotevali et al. 2017; O'Neill & Davis, 2011; Karatepe & Olugbade 2016; Karadas & Karatepe 2019; Cheng & O-Yang 2018; Hsieh et al. 2016a; Karatepe & Uludag 2007; Karatepe 2014; Singh, 2021; Paek et al. 2015; Grobelna 2019; Chia & Chu 2017; Lee & Ok 2015; Park et al., 2019; Correia Leal & Ferreira, 2020; Liu & Liu, 2012; Onsøyen et al., 2009). Research has consistently shown that high job demands are significantly related to work-related stress and affect employee wellbeing. Onsøyen et al. (2009) and Ariza-Montes et al. (2017b, 2019) provided insights by focusing on the demanding working conditions prevalent in this sector. They highlighted how fast-paced work environments and health risks are common in the hospitality industry as well as increased perceptions of bullying among employees. These high job demands not only elevate work-related stress but also have a noticeable negative impact on overall employee wellbeing. This connection

is critical in understanding how demanding work environments can lead to more profound issues, such as workplace bullying, which further exacerbates work-related stress and negatively affects mental health.

Yang (2010) and Park et al. (2019) supported this view by noting a direct relationship between high job demands and increased work-related stress and a decrease in employee wellbeing, which not only affects their immediate psychological health but also has long-term implications for their overall wellbeing. They also highlighted that employees in a poor psychosocial work environment are more likely to experience burnout, emotional fatigue, and a general decrease in job satisfaction and morale. This research underlines the importance of recognising and mitigating the negative effects of demanding work conditions to promote a healthier, more productive work environment in the hospitality sector. The authors conclude that without proper management and intervention strategies, high job demands can lead to detrimental outcomes for both employees and organisations in terms of increased work-related stress, poor mental health, and lower overall job satisfaction.

Therefore, investigating the role of job resources in mitigating work-related stress in the hospitality industry is a significant area of focus in the literature. This encompasses research on a variety of job resources, ranging from supervisory support to training and organisational practices, all of which collectively contribute to reducing the adverse effects of work-related stress and enhancing employee wellbeing. As discussed previously, supervisory support is a critical job resource. Johnson et al. (2018) discusses how support from supervisors can act as a buffer against the negative impacts of demanding job conditions, such as work overload and role conflict. This support can manifest in different forms, including emotional backing, guidance, and practical assistance, which help employees navigate stressful situations more effectively. Similarly, Karatepe and Olugbade (2009) highlighted the role of supervisory support in fostering a positive work environment that can mitigate stress and promote wellbeing.

Another vital job resource is high-performance work systems (HPWS). Karadas and Karatepe (2019) illustrated how HPWS, characterised by training, employee empowerment, and effective performance management, can significantly enhance employee engagement and wellbeing. These systems create an environment in which employees feel valued, capable, and adequately equipped to handle their job demands, thereby reducing their risk of work-related stress and burnout. Training and professional development also play crucial roles in mitigating work-related stress. Johnson et al. (2018) emphasises the importance of customer service training in equipping employees with the necessary skills to handle challenging situations effectively, thus reducing work-related stress. Such training not only improves job competence, but also helps build confidence among employees, enabling them to manage job demands more effectively. According

to Russell (2017), a supportive work environment is important to reduce stress. Elements, such as open communication, recognition, and workplace safety, are crucial for creating a positive work atmosphere. These aspects contribute to a sense of security and belonging among employees, thereby reducing stress and enhancing their overall wellbeing. In addition, the roles of emotional and cognitive support are noteworthy. Boukis et al. (2020) explored how leadership can mitigate the negative effects of job demands such as customer incivility by providing emotional and cognitive support. Such support helps replenish lost resources and assists employees in coping with work-related stress more effectively.

The concept of the differential impact of job demands and resources on employee wellbeing in the hospitality industry is a nuanced and critical aspect of workplace dynamics, as explored in studies by Babakus et al. (2017b) and Karatepe et al. (2018). Babakus et al. (2017b) delve into the complex nature of workplace stressors, differentiating between hindrance and challenge stressors. Hindrance stressors are aspects of a job that are perceived as obstacles to personal growth or achievement of personal goals. These include excessive bureaucracy, unnecessary procedures, or organisational politics. In the hospitality industry, hindrance stressors have been shown to have a universally negative impact on employee wellbeing. Employees facing such stressors typically experience higher levels of job dissatisfaction, emotional exhaustion, and increased desire to leave an organisation. This aligns with the general understanding that stressors that hinder personal growth and job satisfaction are detrimental to employee engagement and overall wellbeing.

Challenge stressors, though demanding, are characterised by their potential to contribute positively to personal growth or the achievement of personal goals. These may include high workloads, time pressures, or complex tasks that require a high level of skill. Babakus et al. (2017b) illustrated that challenge stressors have a more nuanced effect on employee wellbeing. Interestingly, while these stressors can enhance engagement under certain conditions, they also carry the risk of increasing turnover intention. The key factor here is the perception of the stressor; if employees view the challenge as an opportunity for growth or skill development, it can lead to enhanced engagement and job satisfaction. However, if the challenge is perceived as overly taxing or unmanageable, it might lead to burnout and a desire to leave the organisation.

Karatepe et al. (2018) further explore this idea, emphasising the varying impacts of different stressors. They noted that challenge stressors could have both positive and negative effects. For instance, although they might stimulate motivation and growth, leading to higher levels of job satisfaction and engagement, they can also increase the physical and emotional toll on employees, leading to exhaustion and job strain. Conversely, hindrance stressors are mainly seen as detrimental, negatively impacting employee morale and productivity. This differentiation

between the types of stressors is helpful for understanding employee behaviour and attitudes in the hospitality industry and provides managers and organisational leaders with a better understanding of how they can foster a healthier workforce and organisation. Similarly, Liu and Liu (2012), found that quality management practices positively impact an employee's sense of belongingness and job satisfaction, and negatively impact work overload and stress.

For instance, Babakus et al. (2008), Huang et al. (2020), and Chi and Wang (2016) highlight the importance of job resources in reducing the negative impact of job demands on employees in the hospitality industry, and thereby help reduce work-related stress and improve overall wellbeing in the workplace. Babakus et al. (2008) focus on the balancing act between job demands and resources. In the high-pressure environment of the hospitality sector, job demands often lead to emotional exhaustion and increased turnover intentions. However, this study found that intrinsic motivation is a crucial resource. Intrinsic motivation, which is the drive to perform an activity for inherent satisfaction, can significantly reduce emotional exhaustion. Employees who find personal satisfaction and meaning in their work are less likely to feel overwhelmed by the demanding aspects of their job. This intrinsic motivation also plays a role in decreasing turnover intentions, as internally motivated employees are more likely to stay committed to their roles despite challenges.

Huang et al. (2020) contribute to this theme by highlighting the importance of job crafting. Job crafting refers to the actions that employees take to reshape their job roles and align them more closely with their personal skills, strengths, and interests. By engaging in job crafting, employees can create a fulfilling and less stressful work environment. This study illustrates that when employees have autonomy and support to tailor their job roles to their preferences, it can buffer the negative impact of job demands. This autonomy allows them to control aspects of their work that are most draining, thereby reducing emotional exhaustion and the likelihood of them wanting to leave their jobs.

Chi and Wang (2016) offered another perspective on this topic by emphasising the role of service training as a job resource. In the hospitality industry, service training equips employees with the skills and knowledge to effectively manage customer interactions and service delivery. This type of training not only enhances job performance but also serves as a buffer against the emotional toll of high job demands. Well-trained employees are more confident in their ability to handle challenging situations, which reduces work-related stress and protects them from emotional exhaustion. Moreover, the sense of competence and achievement gained from effective service training can lower turnover intention, as employees feel more valued and capable within their roles.

Bani-Melhem et al. (2020) and Boukis et al. (2020) investigated the complex interplay between job demands, work-related stress, wellbeing, and the role of supportive leadership in the hospitality industry. Bani-Melhem et al. (2020) examined the intricate relationship between work-related stress and innovative behaviours in the workplace. This study recognises that the existing literature offers inconclusive and varied findings on how stress influences innovation among employees. Some studies suggest that stress can stimulate innovative behaviours, while others argue that it impedes them. The key lies in understanding the conditions under which work-related stress might foster positive outcomes such as innovation. The study suggests that under certain circumstances, the stress experienced by employees can act as a catalyst for innovative thinking and problem solving. However, the authors also acknowledge that this is a complex and not fully understood relationship, implying that more research is needed to unravel the specifics of how work-related stress impacts innovative behaviour.

By contrast, Boukis et al. (2020) focused on the dynamics of customer incivility and the vital role of supportive leadership in mitigating its negative effects on employees. This study sheds light on a specific job demand, customer incivility, which can significantly deplete employees' resources, leading to increased stress and decreased wellbeing. The authors argue that facing rude or disrespectful customers is an inherent stressor in the hospitality industry, which can drain employees' emotional and mental resources. This depletion can result in increased work-related stress and subsequent decline in employee wellbeing. However, this study posits that supportive leadership plays a crucial role. Leaders who provide emotional and cognitive support to their employees can help replenish resources lost due to customer incivility. Encouraging actions by leaders, not only help employees cope with stress, but also lessen the negative effects on their wellbeing. Essentially, the presence of empathy and understanding leaders can counterbalance the challenging aspects of customer service roles.

Studies conducted by Lee and Madera (2019), Hori and Chao (2019), and Lee and Ravichandran (2019), explore a more detailed understanding of emotional labour, job control, and employee wellbeing, as well as how they are connected within the hospitality industry. Emotional labour involves managing and sometimes modifying one's emotional expressions as part of the job role. Lee and Madera (2019) specifically discuss the different forms of emotional labour, namely, surface acting and deep acting. They found that surface acting, in which employees display emotions that are not genuinely felt, can lead to increased stress, as the dissonance between felt and expressed emotions can be psychologically taxing. Conversely, deep acting, which involves employees trying to align their internal feelings with external expressions, has a less detrimental effect on employees. Hori and Chao (2019) further emphasise that continuous deep acting, while less harmful than surface acting, can still lead to emotional exhaustion over time, negatively affecting the psychological health of employees.

Lee and Ravichandran (2019) introduced the concept of job control as a critical factor in better understanding emotional labour and its relationship with wellbeing. Job control refers to the extent to which employees feel that they have authority over their work, and how they execute it. Their study suggests that higher perceived job control can significantly improve employee commitment and wellbeing. In the context of emotional labour, job control might manifest as having autonomy to choose how to interact with customers or the freedom to take breaks when needed to manage emotional fatigue. This autonomy can mitigate the stress associated with emotional labour, as employees feel more empowered and less constrained by rigid behavioural scripts. The intersection of emotional labour and job control has direct implications for employee wellbeing in the hospitality industry. When employees engage in high levels of emotional labour without sufficient job control, their wellbeing is likely to be adversely affected by increased work-related stress and emotional exhaustion. Conversely, when employees perceive higher levels of job control, they are better equipped to manage the demands of emotional labour, leading to improved wellbeing, and reduced work-related stress.

The role of high-performance work practices (HPWPs) in the hospitality industry is a significant factor that influences employee outcomes, particularly in terms of stress and wellbeing. As demonstrated in studies by Karatepe and Olugbade (2016) and Karadas and Karatepe (2019), these practices are seen as crucial job resources that contribute not only to enhanced job performance but also to the psychological wellbeing of employees. By providing employees with the necessary skills, autonomy, and support, HPWPs can reduce the adverse effects of job demands. This leads to a more engaged and satisfied workforce with lower levels of work-related stress and burnout, thereby improving the overall job satisfaction and employee retention rates in the highly demanding hospitality sector.

Studies by Cheng and O-Yang (2018), Hsieh et al. (2016a), and Karatepe and Uludag (2007) examine the mediation of emotional exhaustion and burnout in the relationship between job demands and employee wellbeing. They highlight how high job demands can lead to emotional exhaustion, which in turn precipitates burnout. Burnout, characterised by feelings of extreme fatigue, cynicism, and reduced professional efficacy, severely affects employee wellbeing and job satisfaction. These studies suggest that without adequate job resources or coping mechanisms, continuous exposure to high job demands in the hospitality industry leads to a cycle of stress and burnout, adversely affecting not only the mental health of employees, but also their productivity and commitment to the organisation.

The significance of work engagement and psychological capital (PsyCap) in this context has been highlighted by Karatepe (2014), Paek et al. (2015), and Grobelna (2019). Psychological capital,

encompassing positive psychological states such as self-efficacy, optimism, hope, and resilience, further fortifies an employee's ability to cope with job demands. High levels of PsyCap and work engagement can counterbalance the strain of demanding job conditions, leading to enhanced job satisfaction, performance, and overall wellbeing. Chia and Chu (2017) and Lee and Ok (2015) have emphasised the importance of personal resources and individual differences in managing job demands and stressors. Personal resources, such as hardiness and core self-evaluations, are individual traits that determine how employees perceive and respond to job stressors. For example, employees with high levels of hardiness, characterised by a sense of control, commitment, and challenge, are better equipped to cope with stressful situations, thereby mitigating the negative impact of high job demands. Similarly, core self-evaluations, which include self-esteem, generalised self-efficacy, locus of control, and emotional stability, play a crucial role in how employees appraise their work environment and their ability to handle job stressors. These personal resources act as buffers against the adverse effects of job demands and significantly contribute to employee resilience, wellbeing, and job satisfaction in the demanding hospitality industry. However, it is important to highlight that this doctoral research focuses on job resources and not on individual personal resources.

2.5.4. Job demands and resources and their relationship with employee engagement and performance in the hospitality industry

This systematic literature review highlighted that twenty three studies examined the relationship between job demands/resources, employee motivation, and engagement in the hospitality industry (Ariza-Montes et al., 2017, 2019; Babakus et al., 2008, 2017b; Boukis et al., 2020; Chela-Alvarez et al., 2020; Cheng & O-Yang, 2018; Chi & Wang, 2016; Choo, 2017; Darvishmotevali et al., 2017; Elbaz et al., 2020; García-Buades et al., 2016; Grobelna, 2019; He et al., 2019; Hori & Chao, 2019; Karatepe & Olugbade, 2009, 2016; Karatepe, 2013a; Paek et al., 2015; Wang & Tseng, 2019; Rigg et al., 2014; Karatepe & Demir, 2014; Naderiadib et al., 2021). Research has consistently pointed out that high job demands, often manifested as poor psychosocial working conditions, can significantly lower employee motivation and engagement, as well as the health and wellbeing of employees and organisational performance. This phenomenon is complex and multifaceted and affects various aspects of employee wellbeing, productivity and organisational performance as outlined in some of these studies.

Studies by Ariza-Montes et al. (2017b, 2019) were particularly interesting in this regard. They showed that demanding working conditions, characterised by high work pace, high workload, and inadequate support, directly contribute to lower levels of employee motivation and engagement. This relationship is primarily attributed to the strain and exhaustion experienced by employees in these environments. Lack of support, whether in terms of insufficient managerial guidance or

resources, further exacerbates this situation. This results in a workforce that is less engaged, less motivated, and more prone to burnout. These findings underscore the importance of managing job demands to maintain a motivated and engaged workforce in the hospitality industry.

Similarly, Chela-Alvarez et al. (2020), while acknowledging the prevalence of high job demands in the hospitality industry, pointed out that job resources often mitigate these demands. This mitigation can come in various forms, such as social support, recognition from clients, and positive workplace culture. These resources act as buffers, helping employees cope with the high demands of their job. Consequently, even in high-demand situations, if employees perceive that they have adequate resources at their disposal, their motivation and engagement levels can be sustained or improved. This insight is crucial, as it highlights the potential for job resources to counteract the negative effects of high job demands and maintain a balance that supports employee motivation and engagement. Furthermore, the authors highlight that the impact of job demands on motivation and engagement is not just a matter of the intensity of these demands, but also the nature and quality of the support and resources provided to employees. A work environment in which high demands are coupled with high support can lead to a different employee experience from one in which high demands are paired with low support.

Research on employee motivation and organisational engagement, especially in the hospitality industry, consistently emphasises the importance of job resources in mitigating the negative effects of job demands. Wang and Tseng (2019), found that work engagement is a significant mediator in the relationship between emotional labour, perceived organisational support, self-efficacy, and service quality. The buffering effect is essential for establishing a sustainable and favourable work environment that not only supports workers, but also cultivates their dedication and general job contentment. Babakus et al. (2008, 2017b) provide insightful perspectives on this relationship. Their studies emphasised how various job resources, including empowerment, rewards, and training, play a pivotal role in shaping the work environment. These resources are not just tools to enhance day-to-day operations but are fundamental in fostering intrinsic motivation among employees. Intrinsic motivation, the inner drive to perform well for personal satisfaction, is highly influential in promoting a positive workplace culture. These studies specifically highlight that while rewards and empowerment directly contribute to work engagement and can reduce turnover intentions, training serves as a critical resource, but does not show a significant direct relationship with work engagement or turnover intentions. The implication is that, while training is essential, its impact might be more indirect or require coupling with other resources to fully realise its potential in enhancing employee motivation and engagement. Rigg et al. (2014) found that age and department showed significant differences in engagement level. Older employees (42 years and above) and younger employees (18-25 years old) were more engaged than the middle-aged group.

García-Buades et al. (2016) and Grobelna (2019) expanded this concept by highlighting the significance of creating a job resource rich environment. García-Buades and colleagues (2016) examined how an environment that encourages innovation not only acts as a buffer against the stressful aspects of the job, but also actively contributes to employee motivation and engagement, leading to better overall performance. While Grobelna (2019) contributes to this discussion by emphasising the positive relationship between specific job resources, such as task significance, positive affectivity, polychronicity, and work engagement. Her research underlines the fact that these resources contribute to an enhanced perception of one's job, leading to a higher level of engagement. In the hospitality industry, where employees often face high job demands, including long hours and customer service challenges, recognising the importance of their tasks, maintaining a positive attitude, and being able to multitask effectively are resources that can significantly bolster work engagement. This in turn leads to enhanced job performance, further illustrating the buffering role of job resources against the potentially negative impacts of high job demands.

The relationship between job resources and work engagement and how it influences employee motivation and engagement is another critical aspect of organisational dynamics, particularly in the hospitality industry. Karatepe and Olugbade's studies, conducted in 2009 and 2016, examined the nuances of how job resources influence employee attitudes and behaviours. They identify the specific resources provided by the organisation, such as supportive supervision and opportunities for personal development, which significantly increase employee enthusiasm, dedication, and engagement in their work. As these studies highlight, work engagement is a critical mediator between job resources and positive employee outcomes. When employees are provided with adequate resources, they tend to have high levels of work engagement. This engagement is not merely a transient state of mind but is characterised by a persistent and pervasive affective-cognitive state that is not limited to specific moments or days. This enduring nature of engagement contributes significantly to overall employee motivation and organisational commitment (Karatepe & Olugbade, 2009, 2016).

Furthermore, the impact of these resources on work engagement transcends immediate job satisfaction and touches upon long-term aspects such as career development, overall job performance, and reduced turnover intentions. Engaged employees are more likely to be motivated, show a higher degree of commitment to their organisation, and deliver superior performance. This is particularly pertinent in the hospitality industry, where employee engagement directly influences customer satisfaction and service quality. Karatepe and Olugbade (2009, 2016) also emphasised the role of self-efficacy in this process. Self-efficacy, or the belief in one's ability to succeed in specific situations, is a powerful motivator of behaviour. Employees

with high self-efficacy are more likely to undertake challenging tasks, persist in the face of difficulty, and experience higher levels of work engagement. This belief in one's capabilities enhances their dedication to tasks and fosters more profound absorption in their work activities. The relationship between job resources and work engagement is a vital component of employee motivation and engagement in hospitality. Enhanced job resources, such as supervisor support and self-efficacy, foster an environment in which employees can thrive. This not only enhances their immediate job performance and satisfaction, but also contributes to a more engaged, committed, and motivated workforce. The implications of these findings are significant, underscoring the importance of investing in resources that bolster work engagement to achieve favourable outcomes for both employees and the organisation.

The interplay between job demands and resources offers a more nuanced understanding of what influences employee motivation and organisational engagement in the hospitality industry. This complexity has been captured in several studies, each examining different aspects of the work environment and how they intersect with the core elements of job demands and resources. For example, Choo (2017) examined the importance of understanding one's role (role clarity) within an organisation in this context. Surprisingly, this study found that, while colleague support did not significantly influence work engagement, a clear role definition did. This finding suggests that when employees have a clear understanding of their job responsibilities and expectations, their motivation and engagement levels increase, even in the absence of co-worker support. Job clarity potentially acts as a resource, offsetting the negative impact of high job demands by providing employees with a sense of direction and purpose at work.

Job insecurity was another job demand that was examined in this context. Darvishmotevali et al. (2017) and Naderiadib et al. (2021), focus on how the perceived stability of one's job position influences motivation and engagement. The authors found that employees who perceived their jobs as secure exhibited higher levels of motivation and engagement despite the presence of high job demands. This may be because job security offers a form of safety that counterbalances the pressure that comes with demanding job roles. This implies that, when employees are not constantly worried about job security, they are more likely to be engaged and motivated at work.

The work-life interface, as explored by Karatepe and Demir (2014) and Elbaz et al. (2020), is another psychosocial factor that has been found to interact with job demands and resources. The authors reported that the conflict between one's professional and personal lives can significantly demotivate employees and disengage them from their organisational roles. However, facilitating leisure participation or providing support to manage this conflict can moderate its negative impact. Such interventions can be viewed as job resources, enhancing employee motivation and engagement by reducing the strain caused by work-life conflict.

These studies collectively illustrate the dynamic interplay in which job demands have the potential to demotivate employees. However, this effect can be mitigated or reversed by the presence of specific job resources or by creating a positive psychosocial work environment. Role clarity, job security, and support for managing work-life conflict are just a few examples of how various job resources within the work environment can either exacerbate or alleviate the pressures of job demands. By addressing these factors, organisations in the hospitality industry can create a more conducive environment for fostering employee motivation and engagement.

2.6. Discussion

As discussed previously, evidence indicates that companies in the hospitality sector increasingly recognise that employees play a critical role in the successful realisation of business objectives (Chiang & Hsieh, 2012; DeCenzo et al., 2016; Köseoğlu et al., 2018). For these reasons, attempts have been made to create favourable working conditions that can promote employee wellbeing, improve performance, and enhance the competitiveness of organisations (Gollan, 2012; DeCenzo et al., 2016). However, increasing evidence suggests that competition in the hospitality industry has increased significantly over the years. While organisations strive to develop strategies and processes that enable them to obtain the best out of their workforce and meet the specific needs of customers (Mahmoud et al., 2017), it is difficult for them to develop mechanisms that assist in creating a favourable and supportive working environment (Liu, N. & Liu, W. 2014; Hussain et al., 2020). This systematic review was therefore undertaken to support good practice in this area, by identifying the prevalent job demands and resources in the hospitality sector and establishing the extent to which the link between job demands and job resources and their impact on wellbeing and performance is recognised in the literature. The 84 studies that met the rigorous quality standards established by the CASP assessment were synthesised to form the conclusions of the systematic review. This selective approach ensured that the findings and recommendations derived from the review were based on the most reliable and valid available evidence. The use of CASP therefore, not only contributed to the methodological integrity of this systematic review but also enhanced the trustworthiness of its outcomes, providing a solid foundation for evidence-based practice. The findings of this review and their practical implications are discussed below.

2.6.1. Job demands and resources prevalent in the hospitality industry

The hospitality industry, known for its dynamic and demanding nature, presents a distinctive array of job demands and resources, each of which plays a significant role in shaping employee's experiences. Long and irregular working hours are a primary concern, as highlighted in several studies (Ariza-Montes et al., 2017, 2019; Mansour & Tremblay, 2016; McNamara et al., 2011).

The need to work long, irregular, and unpredictable hours has also emerged consistently as the most prevalent job stressor for managers in a variety of hospitality enterprises (Mansour & Tremblay, 2018; Cleveland et al., 2006). These atypical schedules disrupt normal life routines, leading to potential health issues and increased work-related stress, with a consequent negative impact on work-life balance. Coupled with these challenging work schedules, is the high workload demand, a prevalent feature in the hospitality sector (Ariza-Montes et al., 2017b, 2019; Babakus et al., 2008, 2017b). Research by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), has highlighted that while most of the working population in Europe (70% of workers), worked a five-day week, a substantial minority of employees (14%) worked for 48 hours or more a week, and long and unsocial hours (as prevalent in the hospitality sector) are among the key factors which can negatively impact worker health and wellbeing, and performance (Eurofound, 2023a,b).

Lack of support and prevalent role conflicts further exacerbate the pressure faced by hospitality workers (Karatepe & Uludag, 2007; Karatepe et al., 2010). Employees often grapple with unclear job expectations and incompatible demands from different stakeholders such as customers, coworkers, and managers. This leads to role ambiguity and conflict, which contributes to emotional exhaustion and reduced job satisfaction. These findings are in line with evidence from other sectors (ILO, 2016). Emotional demands also constitute a significant aspect of job demands (Hori & Chao, 2019; Karatepe, 2011; Lee & Madera, 2019). The requirement to engage in emotional labour and to manage and modify emotional expressions during interactions with customers often leads to emotional dissonance and exhaustion. Additionally, dealing with difficult customers and experiencing incivility from coworkers are stressors that contribute to emotional exhaustion and increased work demands. This has also been reported in studies from other sectors, in which workers work closely with clients. For instance, Hwang et al. (2022) in a study with frontline service employees working in various service organisations, found that due to volatile changes and crises in the business environment, particularly post-pandemic, frontline service employees are faced with increasing work stressors in the new service marketplace, with customer incivility being found to negatively affect their work outcomes (Hwang, et al., 2022).

Job insecurity and work-family conflict are other prominent issues (Darvishmotevali et al., 2017; Mansour & Tremblay, 2016; McNamara et al., 2011; Radic et al., 2020). Irregular hours and high demands often lead to conflicts between professional and personal lives, contributing to job stress and dissatisfaction. The industry's temporary employment contracts and job instability also contribute to a persistent sense of insecurity, which affects productivity and loyalty. The risk posed by the increasing use of temporary employment contracts has been highlighted as a concern in several countries across Europe (Latner, 2022; Eurfound, 2023a).

By contrast, the hospitality industry offers key job resources that are critical in countering these demands. Supervisors and coworker support are fundamental in fostering a positive work environment (Boukis et al., 2020; Chela-Alvarez et al., 2020; Guchait et al., 2015; Karatepe et al., 2010; Kim et al., 2018; Yavas et al., 2010). This support extends beyond task-related assistance and includes emotional and moral backing, which are essential for coping with the demanding nature of the industry (Schaufeli & Taris, 2014).

Bell and colleagues (2017) in their review of 100 years of training and development research, highlighted in the importance of training and development for workers as well as organisations. Unsurprisingly, training and development opportunities also play a crucial role in this industry (Babakus et al., 2017; Chi & Wang, 2016; Guchait et al., 2015; Johnson et al., 2018; Karadas & Karatepe, 2019; Kim, 2019; Luu, 2021; Yavas et al., 2010). Psychological resilience, hope, and optimism are vital resources for employees (Anasori et al. 2021; Karatepe 2014; Paek et al. 2015). These attributes enable them to better withstand workplace challenges and adapt to adverse situations, thereby enhancing their ability to cope with and overcome workplace challenges.

Autonomy and job control have been identified as significant job resources that enhance job satisfaction and motivation (Chela-Alvarez et al. 2020; Karatepe 2011; Lee & Ravichandran 2019; Yang 2010). This sense of control over one's work environment is crucial for employee engagement, offering a sense of empowerment and engagement with work, as demonstrated by a large body of research (Kwon & Kim, 2020). The perception of organisational support and positive workplace culture is vital (Chiang & Hsieh, 2012; Kim et al., 2018; Lee & Ok, 2015; Luu, 2021; Bhardwaj & Kalia, 2021). A supportive organisational environment, characterised by care and encouragement, promotes attachment and proactive behaviour among employees. Finally, opportunities for personal and professional growth are crucial for employee retention and satisfaction (Lee & Eissenstat, 2018; Lu et al., 2016). Research from other sectors also corroborates that these opportunities help employees see a clear path for growth within the organisation, which is essential for their career trajectory, motivation, and commitment (Brun & Dugas, 2008).

2.6.2. The relationship between job demands, job resources, employee wellbeing and performance in the hospitality industry

Evidence from the systematic review clearly shows that the hospitality industry's distinctive ecosystem of job demands and resources presents a complex interplay that significantly influences employee wellbeing and performance. The demands, characterised by long work hours, high workload, and emotional labour, are not merely circumstantial but deeply ingrained in the

fabric of the industry. Ariza-Montes et al. (2017, 2019) and Bani-Melhem et al. (2020) highlighted how extended hours and intense workloads lead to physical fatigue and mental strain, thereby diminishing job satisfaction and employee health. The irregular shifts, especially prevalent in this sector, disrupt not only the personal lives of employees but also contribute to a chronic state of stress and health issues, as noted by Darvishmotevali et al. (2017) and Elbaz et al. (2020). Some of these studies have also evaluated how job demands affect the productivity of individual workers, overall performance and competitiveness of organisations in the hospitality sector (Sánchez -Ollero et al., 2015; Chiang & Hsieh, 2012; Alesina & La Ferrara, 2005).

The extended work hours and unpredictability of scheduling inherent in the industry often result in psychological strain and physical fatigue in employees (Ariza-Montes et al., 2017b, 2019). Evidence from previous systematic reviews of the general working population has highlighted that shift work and long work hours are associated with several health outcomes (Rivera et al., 2020; Wu et al., 2022), posing significant risks to the health and wellbeing of workers in the hospitality sector, where these demands are more prevalent than in other sectors (Eurofound, 2023b). Demands for intensive work rhythms, monotonous tasks, and high-volume customer interactions lead to both physical and mental exhaustion. Relentless pace and volume of work can diminish job satisfaction and overall wellbeing, thus affecting the quality of life of employees (Ganster, Rosen & Fisher, 2018; ILO, 2016).

Psychological and physical job demands, including deadline-oriented tasks, unexpected emotionally demanding interactions, and physical burdens, are inherent in this industry (Bani-Melhem et al., 2020; Chela-Alvarez et al., 2020; Radic et al., 2020). These factors often result in fatigue, sleep deprivation, and psychosomatic disorders, as demonstrated in broader research on the health impact of job demands (e.g. Niedhammer, Bertrais & Witt, 2021), further highlighting the demanding nature of this industry. Emotional demands, another facet of job demands in the hospitality industry, place an additional strain on employees. The necessity of managing emotional labour, as discussed by Hori and Chao (2019) and Lee and Madera (2019), often leads to emotional dissonance and exhaustion. Handling difficult customers, as pointed out by Wang and Chen (2020), adds to this strain, further affecting employee wellbeing. Moreover, role conflict and lack of support, as highlighted by Karatepe and Uludag (2007), exacerbate these challenges, leading to emotional exhaustion and reduced job satisfaction. These findings are in line with other research which shows that high job demands lead to emotional exhaustion, which, in turn, leads to a decrease in job satisfaction level and, as a result, gives rise to instigated workplace incivility (Koon & Pun, 2018).

Against this backdrop of demanding job conditions, the role of job resources in mitigating the adverse effects is crucial. Supervisor and coworker support, as evidenced in studies by Boukis et

al. (2020) and Chela-Alvarez et al. (2020), have emerged as significant buffers. This support, extending beyond mere task assistance, and including emotional and psychological support, fosters a positive work environment. It helps replenish depleted resources and enhances morale, thereby mitigating the stress arising from challenging work conditions (Lesener et al., 2019).

Rewards and recognition also play a significant role in enhancing job satisfaction and mitigating burnout (Babakus et al. 2008; Guchait et al. 2015; Karadas & Karatepe 2019; Koo et al. 2019; Lee & Madera 2019; Kim 2019). These rewards, whether emotional, material, or performance-based, contribute significantly to employee's sense of value and motivation. Research over the past decades has clearly demonstrated that employee recognition is as much an organisational management issue as it is related to the basic needs of individuals (Brun & Dugas, 2008), and that rewards and recognition approaches have major potential to positively affect employee engagement levels and corporate performance (Brown & Reilly, 2013).

Training and development opportunities are another critical resource, as underlined by Babakus et al. (2017b) and Chi and Wang (2016). By equipping employees with the necessary skills and competencies, these opportunities enable them to handle job demands more effectively, thereby reducing work-related stress and enhancing their performance. Psychological resources, such as resilience and optimism, as highlighted in studies by Anasori et al. (2021) and Karatepe (2014), play a pivotal role in enabling employees to cope with and adapt to adverse situations, thereby enhancing their ability to manage job demands. Rewards and recognition, as mentioned by Babakus et al. (2008) and Lee Madera (2019), also hold a significant sway in balancing the impacts of job demands. They provide employees with emotional and material affirmation, fostering a sense of accomplishment and motivation. As discussed by Karatepe (2011) and Lee and Ravichandran (2019), autonomy and job control offer employees a sense of empowerment and control over their work environment, reducing the stress and pressure that comes with high job demands.

Finally, organisational support and culture, including the perception of support from the organisation and the commitment of management to employee wellbeing, as noted in studies by Chiang and Hsieh (2012) and Kim et al. (2018), create a supportive and engaging work environment. This environment not only reduces the adverse effects of job demands but also enhances employee job satisfaction and performance (ILO, 2016). This interaction highlights the need for a balanced approach to managing the unique challenges of the hospitality industry, emphasising the importance of enhancing job resources to foster a positive work environment, thereby ensuring employee wellbeing and optimal performance.

Human Resource Management (HRM) is a crucial cross-functional process that impacts the achievement of corporate goals and objectives by effectively managing job demands and resources (Thomas & Lazarova, 2014; Mohamed A, 2018). There is a large body of evidence, suggesting that implementing a system of caring for HRM practices (job design, training and development, flexible work arrangements, work-life balance, participation in decision making, health and safety, career development, and health and wellness programs) will result in an organisational climate of care and concern for employees that employees will respond to by caring for the organisation which they will enact with higher levels of engagement (Saks, 2022).

The effectiveness of organisations in utilising their human resources correlates with their competitiveness in both local and global markets. However, measuring organisational effectiveness is complex because of the absence of a universal definition (Albrecht, 2010). Each organisation must establish its parameters and define its effectiveness in managing job demands and resources. Engagement serves as a mediator between HRM practices and positive outcomes for individuals and organisations, according to the job demands-resources model (Alfes et al., 2012; Demerouti et al., 2001). HRM practices can enhance organisational effectiveness by promoting high performance and improving retention rates. Neglecting HRM's role in performance improvement and employee retention can hinder organisational success (Albrecht 2010).

Investing in employee growth and development not only enhances performance but also reduces turnover rates (Harzing & Pinnington, 2015). Companies that invest in employees can effectively compete in global and local markets and achieve organisational effectiveness (Albrecht, 2010). Strategies, such as providing an excellent working environment, offering training and development programmes, implementing reward schemes, and fostering a culture of excellence, contribute to high performance. Various HRM approaches can lead to positive outcomes for both organisations and employees (Leal-Rodríguez et al., 2015). Employee loyalty is critical for business sustainability and profitability, as evidenced by research that indicates higher profits for companies with loyal employees (Högler, 2015).

2.6.3. The key role of managers and employers in creating positive work environments

Available research evidence further shows that managers and employees understand some of the factors and issues that affect the wellbeing, performance and sustainability of organisations operating in the hospitality industry (Karatepe, 2015b). Research shows that employees and their leaders realise the way working conditions and other elements such as compensation and wellness programmes can affect their performance. In other instances, research indicates that employees expect organisations to provide a conducive setting in which they can use their skills and abilities

to meet customers' needs and contribute to the realisation of corporate objectives. The process clearly defines the role played by every worker in an organisation.

Furthermore, it requires an organisation and its management team to create flexible and favourable work schedules that allow employees to find a critical balance between their job duties and other engagements in life (Ofoegbu et al., 2013; Mansour & Tremblay, 2018). When employees are exposed to high demanding jobs, they may feel that their needs are not considered by the organisation. High job demands can threaten personal resources and damage psychological and emotional status (Schaufeli & Bakker, 2004). Additionally, others may believe that they are denied the chance to live a healthy and meaningful life, even as they strive to assist an enterprise in achieving the desired level of productivity and performance. These issues need to be considered from time to time if companies are to get the best out of their workers (Neely et al., 2005). On the other hand, underworked employees may believe they are less important and not valued by their employers and managers (Choi et al., 2019). In such instances, it is not easy for them to play their role in the realisation of organisational goals. Furthermore, employees may be tempted to look for new opportunities to optimally use their skills.

Managers play a critical role in helping organisations improve working conditions in the hospitality sector. Studies have shown that supervisors play an important role in employee retention (Afsar et al., 2018; Cho et al., 2016; Gordon et al., 2019; Kim et al., 2018). Employees look upon managers to provide appropriate leadership so that they can work together in the realisation of common goals and objectives (Karatepe & Kaviti, 2016). Profitable companies work hard to recruit and maintain employees who are skilled and experienced in whatever tasks that are assigned to them. An organisation's human resources are among the most precious, skilled and competent employees; thus, their retention is acknowledged as imperative for business success (Maamari & Alameh, 2016; Taamneh, Alsaad, & Elrehail, 2018). Additionally, they try to create better work settings that will lead to improved mental and physical health. In some cases, enterprises come up with flexible and agile working practices to allow employees to balance work engagement and personal life (Alhmoud & Rjoub, 2019; Alesina & La Ferrara, 2005). These interventions were intended to boost job performance and productivity of the employees. In addition, they allow the organisation to demonstrate a high level of creativity and innovation as it attempts to meet the specific needs of customers and achieve a competitive advantage in the market, thus promoting organisational performance.

Research further shows that the realisation of higher performance in the hospitality sector may be influenced by leaders and top managers' contributions (Chiang & Hsieh, 2012; Alesina & La Ferrara, 2005). While employees may have the skills needed to carry out their duties, they also expect managers to develop strategies and interventions to improve their working conditions. The

mentioned process involves implementing proactive measures to create a supportive and conducive environment for employees to utilize their skills and experience to effectively perform their duties (Chiang & Hsieh, 2012). Additionally, it calls on those in managerial positions to offer effective leadership and guide employees to help the company meet the needs of customers and become competitive in local and global markets (Dimoff & Kelloway, 2017). To deal with customer-oriented business operations, researchers have stressed that it is necessary to have a committed and engaged workforce that can provide quality services, earn customer confidence (Zhao et al., 2016), and achieve competitive advantage (Tracey & Hinkin 2008). Bakker and Demerouti (2007) stressed that engaged employees are better in creativity, productivity, and willingness to go the extra mile than disengaged employees. In addition, employee engagement negatively affects turnover intention (Wang et al., 2020).

2.6.4. Importance of quantitative and qualitative studies

The necessity of both quantitative and qualitative studies becomes evident when delving into the intricate dynamics of the hospitality industry, particularly regarding the interplay between job demands and resources and their subsequent impact on employee wellbeing and performance. These methodologies, each with their unique strengths, complement each other in painting a clear picture of the workplace dynamics in this sector. Quantitative studies that leverage statistical analyses play a pivotal role in objectively assessing the prevalence and effects of job demands and resources. Babakus et al. (2008, 2017b) and Johnson et al. (2018) exemplify how quantitative research can be employed to measure the extent of job demands, such as workload and emotional labour, and their correlation with outcomes such as employee stress, job satisfaction, and turnover intentions. These studies provide numerical evidence supporting the direct impact of job demands on employee wellbeing, offering a basis for comparison and generalisation across different contexts within the hospitality industry.

Quantitative research enables thorough evaluation of the effectiveness job resources (Lesener et al., 2019). Studies like those conducted by Karatepe and Olugbade (2009, 2016), and Karadas and Karatepe (2019) quantify the positive influence of job resources such as supervisor support, training, and psychological resilience. Through statistical means, these studies illustrate how these resources can alleviate the stress caused by job demands, leading to improved job satisfaction and employee engagement. This type of research is crucial for identifying the specific resources that are most effective in enhancing employee wellbeing and performance, thereby guiding organisational strategies and policies.

On the other hand, qualitative studies are invaluable in exploring the subjective and nuanced experiences of employees in the hospitality sector. They delve into aspects that quantitative

methods may overlook, such as the emotional and psychological ramifications of job demands and resources (Lesener et al., 2019). For example, studies by Lee and Madera (2019) and Hori and Chao (2019) employ qualitative approaches to understand the complexity of emotional labour and its impact on employee wellbeing. These studies provide rich, detailed insights into how managing and modifying emotional expressions as part of one's job role can lead to psychological strain, a phenomenon that may be difficult to quantify. Similarly, qualitative research sheds light on the intricate nature of job resources. García-Buades et al. (2016) and Grobelna (2019) utilised qualitative methods to capture the essence of positive workplace culture, innovative climates, and the significance of task recognition. Such studies underscore the role of less tangible but critically important aspects of job resources, such as a supportive work environment and recognition, in enhancing employee motivation and engagement.

Furthermore, qualitative research is essential for understanding individual perceptions and experiences that vary significantly among employees. This variation is crucial in the hospitality industry, where employee roles and customer interactions can differ significantly. The insights gained from qualitative studies enable a more personalised understanding of how job demands and resources affect different individuals, offering a more holistic view than quantitative data alone. While quantitative studies provide a broad, generalised overview of the impact of job demands and resources, qualitative studies offer depth and insight into employees' personal experiences and perceptions. Together, these research approaches will enable a better understanding of the factors influencing employee wellbeing and performance in the hospitality industry, thereby guiding more effective and nuanced organisational strategies and policies, as discussed further in later chapters.

2.7. Research gaps identified

This systematic literature sought to identify the link between psychosocial factors (job demands and job resources) and their impact on employee wellbeing and performance in the hospitality sector. The review enabled an understanding of the current theories on psychosocial factors and organisational outcomes and helped in identifying the psychosocial hazards (job demands) prevalent in the hospitality sector and the job resources available in the sector which help drive positive organisational outcomes. The results of the literature review informed the development of a conceptual framework that was then tested in the second phase of the research (Chapter 4).

The review allowed the identification of the limitations of past studies and gaps in the literature, as summarised as follows: varied/limited theoretical focus, lack of a holistic view of the work environment, limited research using mixed-methods, and limited comparison of employee and employer perspectives. Studies included in the review were underpinned by a range of theories

(e.g. JD-R, JDC, ERI, conservation of resources, and HR theories), as summarised in Appendix B. A few studies did not have a clear theoretical framework to guide the research. This lack of consistency in the theoretical approach impacts the comparability of the findings from these studies, but more significantly impacts our understanding of the interplay between different dimensions of the psychosocial work environment, and both individual and organisational outcomes. Even in studies based on the JD-R model, the focus is on specific job demands and/or resources. Studies with a broader holistic focus, covering all dimensions of the psychosocial work environment would help organisations not only understand the importance of creating positive work environments but also provide guidance on how to do so.

The review also highlighted that most studies focused on examining employee perspectives, with a limited number of studies examining manager/employer perspectives, and very few studies comparing both perspectives to corroborate the evidence (e.g. Lu et al., 2016; Lee et al., 2017; Cleveland et al., 2007). For instance, various studies have observed that managers and employees can develop different perceptions of psychosocial risks at work, with managers rating the psychosocial work environment more positively (i.e. lower prevalence of psychosocial risks) than employees (Houtman et al., 2020). More studies which compare and contrast these different perspectives are therefore needed. While several quantitative and qualitative studies have been undertaken, as evidenced by the review, there is a paucity of mixed-methods research in this area in the hospitality sector. The use of mixed techniques offers several benefits as it would support the interpretation and better understanding of the complicated reality and its consequences, especially when there is a shortage of data accessible from prior studies (Mack et al., 2005), as highlighted by this systematic review. A mixed-methods research design that considers various views, perspectives, and positions (Greene et al., 2001) is therefore a helpful method to gather a variety of data, which is a crucial aspect relating to this thesis because it includes data collection from a range of participants, such as managers and employees.

2.8. Limitations of the systematic review

This study offers valuable insights for better understanding and improving the psychosocial work environment of the hospitality sector. However, it is crucial to acknowledge several limitations that may affect the interpretation and applicability of these findings. First, the studies used in this review applied different theoretical models, methodologies, and measures to examine the relationships between working conditions, wellbeing, and performance. Variations in conceptualisation and methodologies used could lead to inconsistencies in the understanding of these relationships and should therefore be carefully considered when drawing conclusions. The CASP checklist (Appendix C) was therefore applied to ensure study quality and aid comparability of the findings.

Another notable limitation is the generalisation of the findings across the hospitality sector. The review treats organisations in this sector as a homogenous group, overlooking the diversity in their focus areas, product offerings, target markets, and human resource composition. This generalisation poses a challenge when attempting to apply the results to specific types of organisations within the hospitality industry, as the findings may not be directly transferable or relevant to all contexts.

Several studies did not differentiate between categories of employees, particularly those in senior and middle-level management and other employee groups (Appendix B). This omission is significant because perceptions and understanding of working conditions and their impact on wellbeing and performance may vary considerably across these groups. By not distinguishing between these categories, studies have overlooked potential variations in responses and attitudes that could influence the overall understanding of the issue. Generalising these findings across the entire hospitality sector without considering the specific context of each organisation, the diverse perceptions of different worker categories, could lead to skewed conclusions. Therefore, while the study contributes valuable insights, these should be viewed as indicative rather than definitive, and further research, ideally involving longitudinal data, meta-analyses, and a more detailed approach to different organisation types and employee categories, is recommended.

2.9. Conclusion

Researchers agree that the performance of an organisation is closely tied to that of its individual employees (Hernández-Perlines et al., 2019; Jogaratnam, 2017; Tajeddini et al., 2017, 2020). Enterprises that want to succeed in the hospitality sector strive to create favourable environments that can help workers carry out their duties effectively (Beckley, 2002; Gordon & Adler, 2017; Guest, 2017). The current study reveals that the quality of the working environment, as well as the conditions that define the workplace, may affect the performance and productivity of employees. Today, workers desire to have an environment that is emotionally and physically appropriate for them to assist an organisation in meeting the needs of customers and achieving the desired level of competitiveness in the market (Chiang & Hsieh, 2012; Guest, 2017). The current review indicates that positive psychosocial work environments can not only enhance the health and wellbeing of workers but also the performance of hospitality forms in the current dynamic and highly competitive market. However, further research is needed to evaluate the nature of the relationship between working conditions, wellbeing and performance in this sector. In addition, there is a need to study the variation in the association across different subsectors of the hospitality industry. The evidence gathered from such research can assist human resource

practitioners and managers in making important decisions that will lead to improved performance and competitiveness in the market.

The evidence gathered in this review shows that the wellbeing and performance of employees and organisations in the hospitality industry is dependent on prevailing working conditions. Consequently, there is a growing need for enterprises to develop with interventions and measures that will improve the working conditions and enable employees to perform their duties effectively. To address the gaps identified in this review, this doctoral research seeks to conduct (1) an quantitative study examining the perspectives of employees to identify the link between job demands and job resources and their impact on employee wellbeing and organisational performance in the hospitality sector, using secondary data from the 6th European Working Conditions Survey (Chapter 4), and carry out (2) a thematic analysis of semi-structured interviews, to examine the perspectives of line managers and supervisors, to identify which factors (characterised as job resources) are considered important to improve performance and organisational sustainability and which factors (characterised as job demands) impede organisational performance and employee wellbeing (Chapter 5). These studies, along with the systematic integration and consolidation of the findings from this review can be used to inform policymakers, organisations, professional groups, and researchers about the current state of evidence in this area to support positive action and highlight key gaps in the knowledge that need further exploration, as presented in Chapter 6 of the thesis.

3. Research Methodology and Design

3.1. Introduction

This chapter examines various methodologies and offers a rationale for the methodological choices made in this doctoral research. The study of the literature revealed that only a few studies have used the JD-R model to investigate the impact of the work environment on work-related stress, employee health and wellbeing, job engagement, employee productivity and organisational performance in the hospitality industry. There are various ways of gathering information or collecting data that are at the disposal of the researcher. The technique used is determined by several factors, including the aim of the investigation, the nature of the research questions, and the researcher's ontological and epistemological views. In addition, theoretical assumptions may have an impact on the choice to conduct a study (Creswell, 2014).

The research objectives, research paradigms, study design, and mixed-methods methodology are discussed in detail in the first section of the chapter, followed by the data collecting techniques for both investigations. Subsequently, ethical concerns are discussed. Chapter 4 (quantitative study) and 5 (qualitative study) provides further in-depth discussions on the methods used for data analysis. Table 3.1 provides a summary of all the research, including their primary objectives and the types of methods that were used.

Table 3.1: Methodological overview of studies

Study	Objective	Method
Study 1	To identify the link between psychosocial factors (job demands and job resources) and their impact on employee wellbeing and performance in the hospitality sector.	Systematic Literature Review
Study 2	To examine the relationship between job demands, job resources, work-related stress and engagement on employee health & wellbeing in the hospitality sector.	Quantitative
Study 3	To examine the perspectives of managers and employees to identify the drivers and barriers to creating positive psychosocial work environments, and identify which factors are considered important to improve health and wellbeing, and productivity of employees and organisational performance in the hospitality sector.	Qualitative

3.2. Research design

Creswell and Creswell (2018) defined the research design, as an overarching framework or blueprint for conducting a research study. Its aim is to provide the specifics of the processes that must be followed to acquire the information that is necessary not only to structure but also to solve research issues. The strategy used to implement the research methodology is described in depth in this section, in addition to laying the groundwork for executing an effective and efficient research project.

The current study's research design included a systematic literature review in Chapter 2 that examined which factors (described as job resources) are considered important for improving performance and organisational sustainability, and which factors (described as job demands) are considered important for impeding organisational performance and employee satisfaction. The most important choice was to decide on the most suitable design and technique to answer the study questions. Figure 3.1 depicts a graphic depiction of the research design used for this study.

The second study focused on quantitative techniques to survey a larger number of employees to gain perspectives on the relationship between job demands and job resources, as well as the impact of these relationships on employee health and wellbeing within the hospitality industry. Qualitative methods can be used to obtain this information, but quantitative methods would allow for a more accurate assessment of these relationships from a larger sample than could be obtained through qualitative methods, especially when considering the time factor and number of variables to be tested. There was also a need to establish the amount of exposure to different work demands and resources, which necessitated the use of quantitative data rather than qualitative data (Denscombe, 2003).

In the third study, the findings from the second study were used to compare employee and manager perspectives to further explore job engagement health and wellbeing, and productivity of employees and organisational performance within the hospitality sector by conducting semi-structured interviews. In that regard, the research utilised a quantitative method in the second study followed by a qualitative method in the third study, making it a sequential mixed-method approach (Creswell, 2014). As a result, it influences the relationship between quantitative and qualitative techniques in the overall mixed design of this study, as well as the quality standards that must be taken into consideration. The following three sections go into more depth regarding each of these points below.

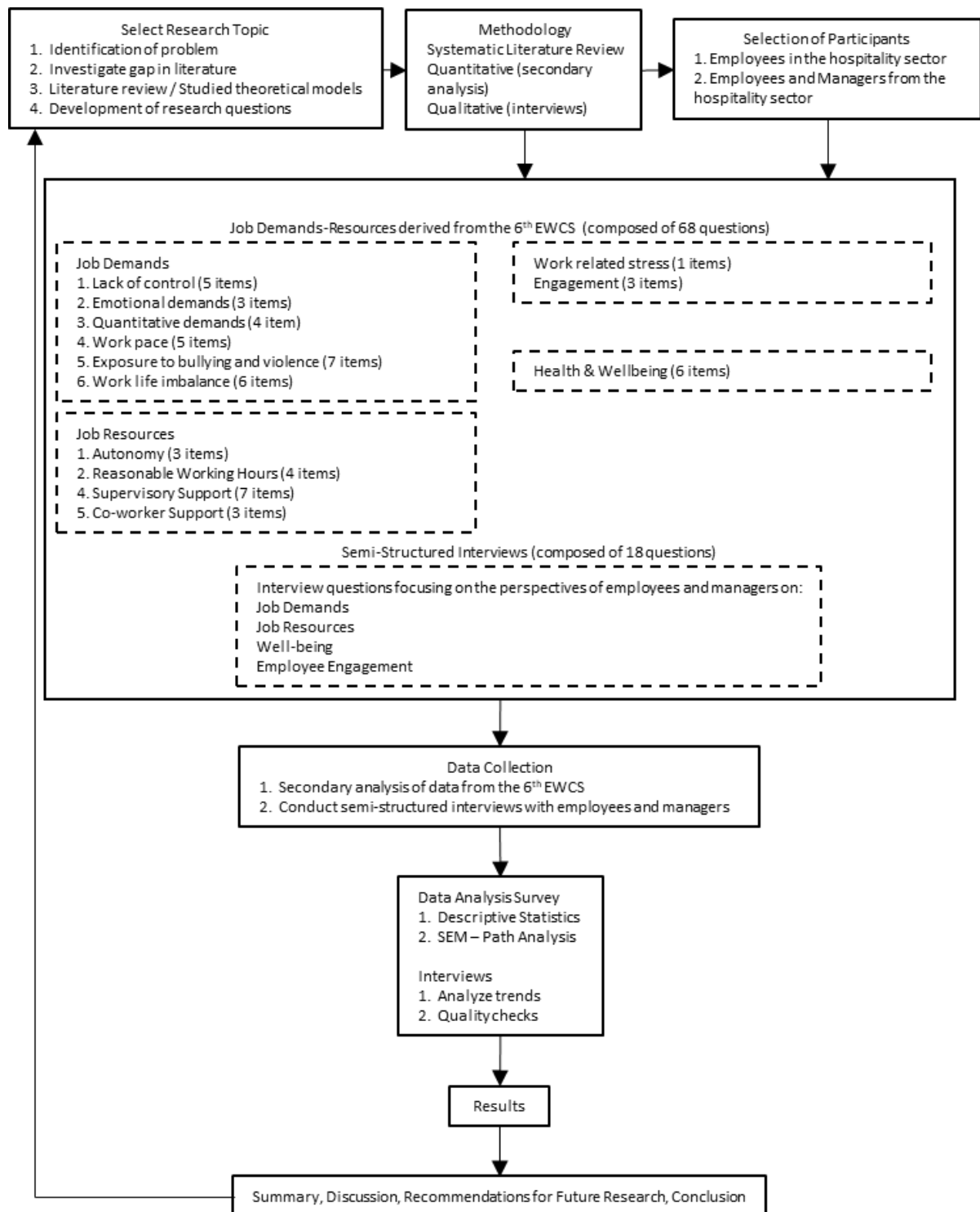


Figure 3.1: Research planning and design

3.2.1. Mixed-methods research

The research design employed in this thesis was guided by a mixed-methods approach. This is because the studies used both quantitative (questionnaires) data and qualitative (interviews) methods of analysis (thematic analysis, framework analysis, and structural equation modelling,

respectively). Tashakkori and Creswell (2007) define mixed-methods as “*research in which the investigator collects and analyses data, integrates the findings and draws inferences using both qualitative and quantitative approaches or methods in a single study*”. It is important to note that in a true mixed-method design, not only is there a combination of qualitative and quantitative studies, but the findings must be discussed as they relate to each other.

The use of mixed techniques offers several benefits for this thesis, as discussed below. According to Malina et al. (2011), it is feasible to return to the quantitative or qualitative data and re-read the findings in the context of the whole study, which is a significant benefit. The information acquired via mixed approaches aids in the interpretation and better understanding of the complicated reality of a given scenario and its consequences, especially when there is a shortage of data accessible from prior studies, as is the case in this instance (Mack et al., 2005). A study design that considers various views, perspectives, and positions (Greene et al., 2001) is a helpful method to gather a variety of data, which is a crucial aspect of this thesis because it includes data collection from a range of participants, such as managers and employees.

A few other factors that have been found in the literature review justify using mixed techniques to conduct this research in addition to those already stated (Collins et al., 2006; Greene et al., 2001; Greene et al., 1989; Salehi & Golafshani, 2010). Researchers, including Collins et al. (2006), have identified four major rationales for combining quantitative and qualitative approaches: participant enrichment (maximising the sample), instrument fidelity (maximising instrument utility), treatment integrity (assessing fidelity), and significance enhancement (maximising interpretation). Similarly, from an integrative perspective, Byrne (2011) identified the following eight main reasons for undertaking mixed-methods studies: triangulation, completeness, offsetting weaknesses, answering different research questions, explaining the findings, illustrating data, development and testing hypotheses, and instrument development and testing.

The use of mixed techniques in this thesis is further justified by the fact that the use of any one approach alone does not provide a full picture of the overall research findings. Also noteworthy is that each source of data contributes to better knowledge of the problem under investigation, and each study attempts to provide answers to a distinct set of research questions that are all related to the overarching goal of this thesis. The objective of this quantitative research was to determine the relationship between job demands and job resources, as well as the effect of these relationships on employee wellbeing and organisational performance in the hospitality industry. A similar general purpose was pursued in the following qualitative study, which aimed to gather additional information from the perspectives of employees and managers to further explore the

job demands, job resources, employee and manager wellbeing and engagement in the hospitality industry.

The current investigation was conducted using an explanatory sequential mixed-method design. According to Plano Clark (2011), explanatory sequential design entails first collecting quantitative data and then gathering qualitative data to aid in the explanation or expansion of quantitative findings. The rationale for this approach is that the quantitative data and results provide a general picture of the research problem. Further analysis, specifically qualitative data collection, is required to refine, extend, or explain the general picture, depicted in Figure 3.2.

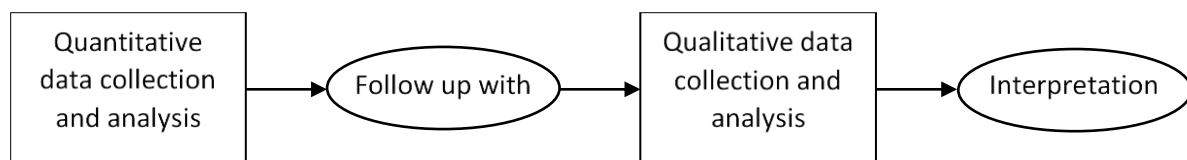


Figure 3.2: A picture of the research explanatory sequential design

Source: Plano Clark (2011)

The variables for the quantitative analysis in this research were selected and analysed in accordance with the results of the systematic literature review and the 6th European Working Conditions Survey (6th EWCS, 2015). Qualitative data were gathered in the form of semi-structured interviews in the following sequence to assist explaining or expanding on the quantitative findings obtained. Therefore, the qualitative stage builds on the quantitative phase, and their analysis refines and clarifies statistical findings by delving deeper into the perspectives of the participants and their observations. However, even though mixed methodology combines two relatively distinct methodologies (quantitative and qualitative designs), it has been shown to be a more effective method of investigating the complex relationships that characterise real-world situations (Mack et al., 2005), and as a result, it will be used in this research.

3.2.2. Research paradigm

A research paradigm may be defined as a researcher's general view of the world and the nature of the research being conducted from that perspective (Creswell, 2014). Because it reflects both the information that is accessible and the researcher's views about how to find that knowledge, it is associated with both the study and the researcher. The philosophical elements of ontology and epistemology that distinguish contemporary research methods are the two main philosophical characteristics that distinguish current research methodologies (Laughlin 1995; Kalof et al., 2008; Saunders et al., 2009). Axiology and methodology, in addition to these two basic ideologies, are two important concepts that affect the way we analyse reality and evaluate evidence. Specifically, the former is concerned with ethics, which includes the significance of values in research, as well

as the researcher's stance on the subject being discussed. The term "paradigm" refers to a model for performing a research process in the framework of a research paradigm. The research paradigms were designed to answer fundamental research questions.

- To better understand reality, ontological questions should be asked and answered. Does it have an objective nature, meaning it exists outside of our understanding and may be utilised to create a foundation, or does it have a social construction, meaning it is dependent on a specific culture and historical period?
- Epistemological questions concern the nature of the relationship between you and what you want to know. This offers a solution to the problem of how we know what we want to know first.
- The axiological question is: What should be done to guarantee that the rights of all parties are respected? What ethical considerations and characteristics must be considered? What are the cultural, intercultural, and moral issues that are likely to arise, and how will the researcher deal with them when they do? How will the researcher guarantee that participants' goodwill is maintained?
- How do we gain global knowledge, from a methodological perspective? What is the best method for gaining information to put it in another way? The methodological question covers the problems of study method selection as well as data collection instruments and techniques.
- What is the nature of 'reality' in the sense of an ontological enquiry? There must surely be some truth and unchanging reality that exists independently of our understanding, on which we may build our lives. (objectivity). Is the universe a product of social interaction and, as a result, dependent on a particular time-period or culture? (This is something that has been socially created.)

According to Gringeri et al. (2013), the study paradigm is necessary because paradigms affect the research process, tools utilised, and interpretations. "Paradigm problems are crucial", Guba and Lincoln (1994) say. "No inquirer, we believe, should go about the business of inquiry without being clear about exactly what paradigm informs and drives his or her approach."

These are the four paradigms recognised and characterised by Guba and Lincoln (1994): positivist, post-positivism, critical theory, and constructivism. According to Gringeri et al. (2013), post-positivism, constructivism, critical theory, and participatory action framework are examples of paradigms that are utilised in social sciences research. Piele (1988) makes a distinction between empirical and normative paradigms in his analysis. This research uses Piele's (1988) distinction between empirical and normative paradigms because it is straightforward and easy to understand. Piele, goes on to look at the ontological and epistemological links that exist between empirical and normative paradigms in more depth. Alternatives to empiricism argue that the

concepts of empiricism are not methodologically sound, are outdated, and are too restrictive for the social sciences to be effective. These individuals think that although some fundamental concepts, such as love and faith, are essential to certain social sciences, such as social work, these ideas cannot be adequately operationalised scientifically (Piele, 1988).

The key research paradigms are:

- Empirical paradigms: positivism, and post-positivism.
- Normative paradigms: interpretivism, and pragmatism.

According to Esterby-Smith (2012), there are three reasons why it is essential to understand research paradigms, particularly in connection with research methods.

- The first aspect is that it helps the researcher define and refine the techniques they are going to employ for the investigation.
- Furthermore, it allows the researcher to identify poor techniques early on, so that they may avoid them and needless effort and focus on relevant approaches.
- A third advantage is that it enables the researcher to be more open to novel methods, especially when it comes to choices that they may not have had the chance to use before.

Table 3.2 outlines the basic assumptions and how they relate to various research methodologies in detail.

Table 3.2: Research paradigms – a brief overview

Fundamental Beliefs	Positivism (Naive realism)	Post positivism (Critical Realism)	Interpretivism (Constructivism)	Pragmatism
Ontology: the position on the nature of reality	External, objective, and independent of social actors	Objective. Exist independently of human thoughts and beliefs or knowledge of their existence, but is interpreted through social conditioning (critical realist)	Socially constructed, subjective, may change, multiple	External, multiple, view chosen to best achieve an answer to the research question
Epistemology: the view on what constitutes acceptable knowledge	Only observable phenomena can provide credible data, facts.	Only observable phenomena can provide credible data, facts.	Subjective meanings and social phenomena.	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question.

	Focus on causality and law-like generalisations, reducing phenomena to simplest elements	Focus on explaining within a context or contexts	Focus upon the details of situation, the realm, behind these details, subjective meanings, and motivating actions	Focus on practical applied research, integrating different perspectives to help interpret the data
Axiology: the role of values in research and the researcher's stance	Value-free and etic	Value-laden and etic	Value-bond and emic	Value-bond and etic-emic
	Research is undertaken in a value-free way, the researcher is independent of the data and maintains an objective stance	Research is value laden; the researcher is biased by world views, cultural experiences, and upbringing	Research is value bond, the researcher is part of what is being researched, cannot be separated and so will be subjective	Values play a large role in interpreting the results, the researcher adopting both objective and subjective points of
Research Methodology: the model behind the research process	Quantitative	Quantitative or qualitative	Qualitative	Quantitative and qualitative (mixed or multi method design)

Source: Saunders et al., (2009), Guba and Lincoln (2005), and Hallebone and Priest (2009)

3.2.2.1. Positivism

Positivism is a philosophical worldview founded on information acquired via measurements and observation, which is known as 'factual knowledge'. According to Creswell (2011), scientific knowledge is produced via the collection of facts obtained through observation, without regard to theory or value, and then analysed. Anything that cannot be seen or measured is thus considered to be of little or no significance (Creswell 2011). According to Bryman (2019), positivism is an epistemological attitude that promotes the application of natural science methods to the study of social reality and other areas of investigation. According to Knight and Turnbull (2008), positivism is the belief that all knowledge relies on visible forms of verification and that it is founded on scientific experimentation as a technique of verification. Building construction management can be considered as a scientific discipline. However, because its operation is centred on people, it is also driven by people in a broader sense than other systems. Additionally, the word positivism is linked with other concepts, including the phrases "postpositivist," "empirical science," and "post-positivist" (Creswell 2011).

3.2.2.2. Interpretivism and constructivism

Interpretivism and constructivism are philosophical philosophies that assert that people are deliberate and creative in their behaviour and actively shape their social environment (Cohen et al., 2011). This perspective considers society's dynamic and changing character, and acknowledges the possibility of many interpretations of an event, each affected by an individual's historical or social perspective.

3.2.2.3. Pragmatism

Pragmatism is a philosophical concept that is more pragmatic than idealistic (Onwuegbuzie et al. 2009). The necessity for this paradigm originated from philosophers who claimed that obtaining "truth" about the actual world exclusively via a single scientific technique, as the Positivist paradigm supported, was difficult, as was defining social reality, as the Interpretivist paradigm postulates. According to philosophers such as (Alise & Teddlie, 2010; Tashakkori & Teddlie, 2010; Patton, 1990), a worldview is needed that enables the use of research methods that are considered most appropriate for studying the phenomena under investigation. Consequently, these theorists sought more pragmatic and pluralistic research approaches that would allow a variety of ways to shed light on participants' actual behaviour, the beliefs that underlie those behaviours, and the likely consequences of those beliefs. This has resulted in the development of the pragmatic paradigm, which promotes the use of mixed techniques as a pragmatic means of comprehending human behaviour. Thus, this paradigm promotes a relational epistemology (i.e., relationships in research are best determined by the researcher's assessment of what is appropriate for that study), a non-singular reality ontology (that there is no single reality and that everyone has their own and unique interpretation of reality), and a mixed-methods methodology (a combination of quantitative and qualitative research methods) (conducting research that benefits people).

3.2.2.4. Paradigm for the research

The connection between paradigm and methodology is critical because the methodological implications of paradigm selection assist in the formulation of research questions, participant selection, data collection equipment and methods, and data analysis and interpretation (Bryman, 2016). One might argue that using several paradigms in the same study is difficult owing to the disparities in reasoning. The debate on adopting a method that bridges the gap between positivist and constructivist views continues (Bryman, 2016). While it is possible to establish an objective reality within one paradigm, this cannot be stated by the other.

As Morse and Niehaus (2011) pointed out, many researchers mixed quantitative and qualitative techniques, demonstrating that it is feasible to integrate the two paradigms of study. According to the current research, it is necessary to investigate how organisations may enhance working conditions and promote wellbeing to maximise employee productivity in the hospitality sector in the United Kingdom. Robust methods that were derived from a combination of various research paradigms were also required to identify the relationship between job demands and job resources, as well as their impact on employee wellbeing and organisational performance in the hospitality sector from the perspectives of employees, as well as other relevant variables in these

relationships, which were developed through a combination of various research paradigms. To address these issues, it is necessary to combine quantitative and qualitative techniques.

It was decided to utilise the pragmatic paradigm as the main quantitative approach to survey a wider sample of workers, followed by qualitative techniques to enhance working conditions and promote welfare to maximise productivity in the hospitality sector. The data was collected and analysed using a methodical methodology that was followed throughout the study. Regarding the qualitative component, independent external coders were employed to cross-validate the findings and achieve inter-rater agreement among the participants. Therefore, the reliability and validity of the qualitative investigation are well-established. The research method was divided into three stages: systematic examination of the literature, followed by quantitative and qualitative data collection. The following section will provide a more in-depth examination of the reasons for implementing and conducting the mixed-methods research in this study.

3.2.3. Developing the mixed-method design

The choice of research study design was influenced by the philosophical position. According to Creswell and Clark (2007), several variables must be considered while planning mixed-methods research. On the other hand, research design is affected by the study's goals, objectives, and research questions (Creswell, 2014). Mixed-method designs include gathering information from a variety of sources and using it to explore the research goals (Onwuegbuzie & Collins, 2007; Creswell & Creswell, 2017; Doyle et al., 2009). As briefly stated in Section 3.2.1, a theoretical concept was developed from a systematic literature review and was used in this study to achieve the objectives. This was then utilised as a guideline for analysing the data and interpreting the findings of the experiment.

The job demands-resources model, which is the “theorising” component of this study, has been utilised in all the studies conducted for this research. Although the JD-R has been verified in several different nations and cultures (Schaufeli, 2017), it is necessary to evaluate its applicability in the hospitality sector. When compared to other models such as the job demand-control-support model, the findings of the systematic literature review in Chapter 2 were more relevant in terms of providing a framework to capture psychosocial hazards in the hospitality industry than the job demand-control-support model. JD-R’s versatility is a significant factor because of its ability to be utilised in various work scenarios and its capacity to accommodate diverse job requirements and resources (Breevaart & Bakker, 2018).

According to Brannen (2006), to use a multi-method approach can be used throughout one or more stages of the research process. Several choices must be made throughout these stages to

create a reliable mixed-method design for the study (Johnson & Onwuegbuzie, 2004). According to Leech and Onwuegbuzie (2009), the choices can be divided into the following categories:

- The degree of the mixing (fully mixed versus partially mixed)
- Observation of the passage of time (concurrent versus sequential)
- The importance of methods is emphasised (Section 3.2.1 and 3.2.2)

The stage of the study affects the choices made, which in turn will have an impact on the overall design of the investigation.

Onwuegbuzie and Collins (2007) offer two criteria for choosing a mixed data collection strategy, which they believe to be important considerations. They argue that connection between the qualitative and quantitative samples, as well as the temporal orientation of the samples, are significant variables in the decision-making process.

- The point in time at which the qualitative and quantitative phases take place is referred to as the time orientation. Qualitative and quantitative stages may occur simultaneously (concurrently), or they may occur one after the other (separately) (sequential).
- The connection between qualitative and quantitative samples was determined by the data's source. To illustrate this idea, Onwuegbuzie and Collins (2007) define four distinct types of connections.:
 - Relationship that is identical (same sample members participate in the qualitative and quantitative phase),
 - Relationship that is parallel (samples are different but they come from the same population),
 - Nested connection (sample participants in one research are a subset of those participating in another),
 - Relationships that have multilevel connections (two or more sets of samples from different levels).

As indicated by Onwuegbuzie and Collins (2007), the sequential temporal orientation and multilevel sample connection used in this thesis are consistent with their proposed study design requirements. It can be seen from the sequential time orientation that the data for the systematic literature review was gathered first, followed by the data collection for the quantitative phase of research, and then finally for the qualitative phase. The sequential time orientation technique is the recommended method in the initial study, which is intended to comprehend the research goal and discover gaps in the literature by analysing the data in a sequential manner. The results of the literature review were then utilised as a source of information, which was then further clarified using quantitative research, as previously stated.

Multilevel sample relationships between various data sources were used in this study, and this thesis comprised two sets of samples, from the employee and management levels, as part of the research. The first study uses literature as a data source, namely literature produced by various researchers from the viewpoints of both managers and employees working in the hospitality industry. The second study used secondary data from the hospitality sector of the 6th EWCS (2015), while the third study was based on a series of semi-structured interviews with employees and managers working in the hospitality industry across the United Kingdom.

Research objective's time orientation and technique connections are linked to and reliant on the study aim (Greene et al., 2001). Another criterion to consider when developing a study design is the employment of various research techniques in conjunction with one another. When conducting quantitative and qualitative research together, Bryman (2016) lists several techniques that may be used. As stated in Section 3.2.1, this thesis employed an explanatory sequential mixed-method design to answer the research questions. The use of this categorisation is critical in the development of the study design, as the goal of this research is to enhance the theoretical connections between JD-R, wellbeing, work engagement, and organisational success, among other things. This means that the findings of the quantitative phase contribute to the qualitative phase's enrichment, and vice versa.

Considering the components of time orientation, methods connection, and research aim as well as the research design for this thesis, Figure 3.3 depicts the research design for this thesis. According to the Morse and Niehaus (2011) notation scheme for mixed-method designs, the symbol "→" represents sequential time orientation while the symbol "↔" represents parallel time orientation. In summary, this research employs a pure mixed-method design based on a sequential time orientation (QUANT→QUAL), a multilayer data collection approach, with an explanatory purpose as its primary objective.

Both time orientation and the methods relationship are associated with and depend on the research purpose (Greene et al., 2001). Other criteria which should be considered when building the research design include the use of combined research methods. Bryman (2016) identified several methods in which quantitative and qualitative research are combined. As discussed in Section 3.2.1 this research used an explanatory sequential mixed-method design. The use of this classification is important to build the research design as the aim of the research is to strengthen the theoretical links between JD-R, wellbeing, job engagement and organisational performance. This implies that the results of the quantitative phase enrich the qualitative phase and vice versa.

Thus, considering the elements of time orientation, the methodological relationship, and the study aim, Figure 3.3 depicts the research design for this thesis. The symbol "→" denotes sequential

time orientation in accordance with Morse and Niehaus (2011) and the notation scheme for mixed-method designs. In summary, this research employs a pure mixed-method design based on a sequential time orientation (QUANT→QUAL), a multilayer data collecting approach, and an explanatory as its primary objective.

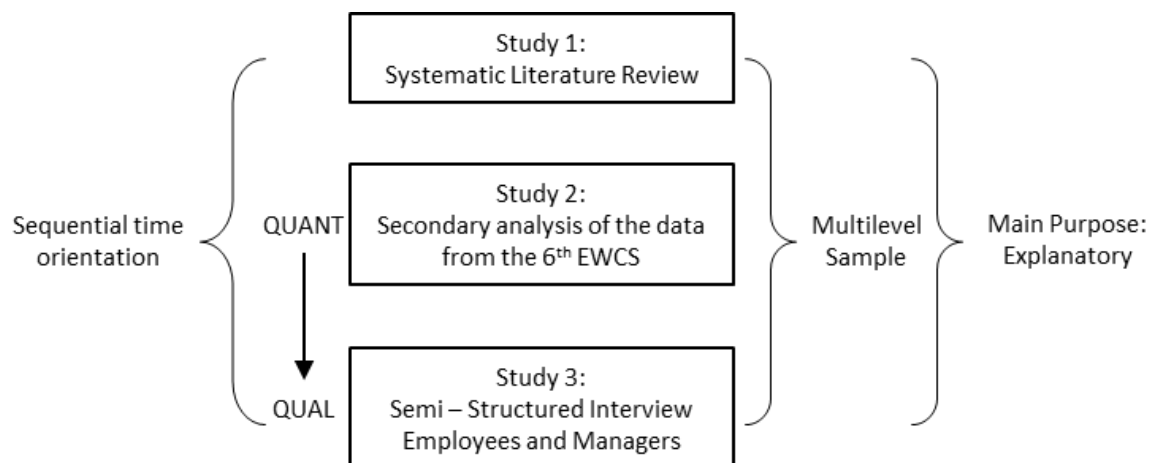


Figure 3.3: The research approach for this thesis

3.2.3.1. Systematic literature review

Study 1 was systematic review. A systematic review is a research technique and procedure that involves finding and critically evaluating relevant research, as well as gathering and analysing data from such studies (Liberati et al., 2009). According to Davis et al. (2014), systematic reviews and meta-analyses are becoming essential in social science research. These methods were used to provide research findings that provided an assessment of the total effect on a population under study. Additionally, they noted that the methods employed in systematic literature reviews may be used to determine whether study-level or sample features influence the phenomena being studied, such as a substantial cultural influence on the research result.

According to Harden and Thomas (2005), when conducting a systematic review on any subject, all potential sources of bias within a corpus of research should be considered before deciding whether to omit articles based on randomisation. It may be necessary to review sources that investigate this problem using a variety of approaches to obtain the most accurate evaluation of an intervention's effectiveness. Thus, it is critical to include qualitative study findings, information regarding treatment integrity and implementation problems, and other non-empirical findings from primary research in a narrative review section that supplements the meta-analysis results. Social scientists have developed sophisticated techniques for performing mixed-methods systematic reviews.

The objective of systematic review is to assemble all evidence that satisfies the predefined inclusion and exclusion criteria to address a particular research topic. A systematic review of the literature is critical for this thesis because it identifies which effects are consistent throughout the research included in the study. Additionally, it aided in determining which additional investigation would be needed to fully explain the observed effects.

3.2.3.2. Quantitative study

The primary goal of a quantitative study's is to test, create and apply theories, conceptual models, and hypotheses relevant to the research objective. Measurement is a critical component of quantitative research because it enables the evaluation of the critical connection between empirical observations and mathematical representations (Creswell, 2014).

The purpose of Study 2 was to test empirical (statistical) associations between job demands and job resources, as well as their impact on employee wellbeing and organisational performance in the hospitality sector from the perspective of employees. This was achieved by testing a priori model based on the JD-R framework which examined relationships between selected variables derived from the 6th EWCS data. Additionally, it attempts to explain the connection between variables using a systematic approach that enables replication (Gill & Johnson, 2002).

3.2.3.3. Qualitative study

Qualitative research is an efficient method for describing how study goals or questions are viewed. Participant observation, interviews, document/records analysis, field notes, researcher diaries, focus groups, and case studies are all common qualitative techniques (Marshall & Rossman, 1998; Maykut & Morehouse, 1994; Savin-Baden & Major, 2013).

Qualitative techniques such as semi-structured interviews with managers and workers were used to better understand the relationship between JD-R and job engagement and wellbeing in the hospitality industry for this thesis and to enhance the research. Interview questions were developed to include factors from the JD-R Theory; nevertheless, the interviews were not intended to create concepts/schematics, but rather to explain the quantitative phase of the study's results. Additional information was given by participants about the work demands, resources, and wellbeing and job engagement stresses that managers and people in the sector face on a regular basis. The purpose was to elicit information on work resources, job demands, employee engagement, and wellness from senior managers and compare it to findings from sector employees. Additionally, the interviews with managers address the high turnover rates in the United Kingdom's hospitality sector. Additionally, the interviews enabled the gathering of detailed

data and a thorough knowledge of the manager's and employee's viewpoint, experience, beliefs, and requirements.

The use of qualitative techniques provided greater adaptation and flexibility in this study. Additionally, it was feasible to examine problems that would have been too complicated to investigate using only quantitative methods (DiCicco-Bloom & Crabtree, 2006).

3.2.4. Quality criteria for mixed-methods research

The quality of conclusions derived from studies that combine quantitative and qualitative techniques must be evaluated using both approaches. The term 'inference quality' refers to the precision with which researchers obtain findings from a mixed-methods study using inductive and deductive reasoning, as well as the integration of quantitative and qualitative techniques (Tashakkori & Creswell, 2007).

In addition to these two paradigms, many researchers believe that the quality of quantitative and qualitative data directly affects the quality of meta-inferences derived from mixed-methods research (Bryman et al., 2008; Creswell & Plano Clark, 2011; Dellinger & Leech, 2007; Greene, 2007; Onwuegbuzie & Johnson, 2006; Tashakkori & Teddlie, 2010). Bryman et al. (2008) examined the quality requirements for mixed methods research that social policy experts considered acceptable. The authors discovered that at least three criteria were identified as being pertinent for mixed-methods research. They are:

- The mixed techniques used should be relevant to the research topic being addressed.
- The process should be open and transparent.
- This means that the results from mixed methods should be incorporated rather than presented as separate quantitative and qualitative conclusions.

In qualitative and quantitative techniques, these criteria do not replace the conventional reliability and validity standards (Greene, 2008), but they serve as broad criteria for evaluating the overall integration of methods. Considering this viewpoint, the conventional reliability and validity of results applied to both methods should serve as quality standards (Bryman, 2016; Creswell, 2014). Statistical reliability and validity are used to represent reliability and validity of quantitative designs (Franklin, 2012). However, in the qualitative method, reliability and validity are determined by the clarity and rigour of the conceptual framework (Houghton et al., 2013). They require the use of verification methods consistent with the philosophical views inherent in qualitative research, such as methodological coherence, sample appropriateness, contemporaneous data analysis, theory integration and development, and theory integration and development (Morse et al., 2002).

This doctoral research used a sequential QUAN → QUAL mixed-methods design, which consisted of an initial quantitative study followed by a qualitative study. Inferences were drawn from an initial quantitative examination of the research problem and a subsequent in-depth exploration of the quantitative data obtained using qualitative methods, which were used in this thesis (Tashakkori & Teddlie, 2010; Morse & Niehaus, 2011; Creswell & Plano Clark, 2011). The studies were linked throughout the process of choosing participants for qualitative follow-up interviews to gain a deeper understanding of the findings obtained from the first statistical testing (Ivankova et al., 2006).

Throughout this thesis, quality standards were assessed using a three-step procedure to generate high-quality inferences from both quantitative and qualitative techniques. First, in accordance with mixed-methods literature standards for guaranteeing the quality of findings in a mixed-methods study (Bryman et al., 2008; Tashakkori & Teddlie, 2010; Creswell & Plano Clark, 2011). Second, statistical reliability and validity measures were used to evaluate the quantitative data and results, including the power analysis, internal reliability and validity, and model fit indices. Similarly, the reliability and trustworthiness of the qualitative data and findings were evaluated using the criteria of researcher validation, theory integration, and sample appropriateness, among others. A systematic procedure for selecting participants for qualitative follow-up interviews, explaining unexpected quantitative results, and recognising interaction between the quantitative and qualitative studies were used to confirm the inferences based on the combined findings from both the quantitative and qualitative studies, according to the sequential QUAN → QUAL mixed-methods design used in this study.

3.2.5. Quantitative data and results

The quantitative phase of the study used data from the 6th European Working Conditions Survey (2017). Working with Ipsos, Eurofound interviewed 43,850 employees in 35 countries about various aspects of their working lives, including working hours, work organisation, work-life balance, and work-related health outcomes, all of which were consistent with the research objectives of the current study.

The 6th European Working Conditions Survey - Quality Control Report (2017) mentions that Eurofound places a high premium on the quality of the EWCS and has adopted various quality assurance procedures throughout the survey's preparation and execution phases. A copy of the quality control methods can be found in an overview report published by Eurofound in 2017. A total of 146 quality control targets were monitored throughout the survey's lifecycle, covering all stages of the survey and the quality dimensions of the European statistical system, including

relevance, accuracy, timeliness, punctuality, accessibility, coherence, and comparability. All Eurofound surveys were subjected to a high number of quality checks prior to, during, and after fieldwork (Eurofound, 2017).

After gaining access to survey data and reviewing the results from Chapter 2 of the literature, 57 survey questions were selected. These 57 survey questions were used to create 14 variables compatible with the JD-R hypothesis. When estimating the internal consistency reliability of survey scales and items, Cronbach's alpha values ranging from 0.60 to 0.90 were utilised to assess reliability (Thorndike & Thorndike-Christ, 2011).

3.2.6. Qualitative data and findings

As Creswell (2014) points out, there are many methods for guaranteeing the reliability and dependability of qualitative data and results in the field. To ensure that research results are reliable, it is necessary to establish the reliability of the data (Elo et al., 2014). The credibility of this research was established using investigator triangulation (Birt et al., 2016), member checking (Lincoln & Guba, 1985), and data saturation (O'Reilly & Parker, 2013) techniques. To build credibility and increase the researcher's confidence that the data collected is relevant to the study's goal, choosing the most appropriate data collection technique (Elo et al., 2014).

Triangulation techniques, such as observation, interviews, and a review of transcripts, were utilised to determine the reliability and dependability of the data collected (Ang et al., 2016). Triangulation of investigators was used to assess topics corresponding to the theoretical framework. Data from the semi-structured interviews, follow-up emails, and researcher's notes were included in the initial reading of the transcripts and throughout the data analysis process to ensure consistency in coding and theme analysis throughout the study (Miles & Huberman, 1994). The transcripts were coded separately, and then the codes and topics were compared and debated. The researcher's member checking and description of participants' experiences contributed to the trustworthiness of the research (Hanson et al., 2017). The member verification process was completed to guarantee the reliability of the results (Lincoln & Guba, 1985). The inclusion of extra and follow-up questions throughout the interviewing process helped the researchers obtain a better grasp of the participants' experiences. As a result of these discussions, the first thematic framework was reviewed with a few participants to see whether the themes discovered reflected their own experiences. For each interview subject, the participants' answers were summarised, and they were allowed to clarify or modify their interpretations of their responses via vocal remarks, which helped ensure that all the data was accurate. Their contributions included assessing data quality, developing the original conceptual framework, and verifying parts of the information gathered through interviews and questionnaires.

According to Creswell (2011), an enquiry audit, also known as an external audit, helps ensure the credibility and dependability of qualitative research findings. Among the elements of the audit trail for this study were the following: (a) defining the study's purpose, (b) explaining why I chose a particular group of participants, (c) describing data collection techniques, (d) describing data analysis methods, (e) discussing interpretation of data and research results, and (f) identifying methods used to address validity and reliability concerns. The audit trail for this study also included the following elements (Baillie, 2015). In this study, an audit trail was utilised to provide a clearly defined record of the entire qualitative research process, from the commencement of the study to the development of interview schedules, piloting and data collection, raw data management, transcription, and result analysis.

In the present study, considerable attention was made to thoroughly describe the research technique, study environment, and participants' experiences. In doing so, it was possible to create a clear picture of the study's context and setting, which could be applied to other situations and populations interested in investigating psychosocial risk factors at work. It is assumed that data saturation is reached when the capacity to acquire additional new information has been reached (Guest et al., 2006), further coding is no longer possible (Guest et al., 2006), and there is sufficient information to repeat the research (O'Reilly & Parker, 2013; Walker, 2012) because no new patterns or themes developed throughout the present research. Data saturation was achieved after 26 interviews; however, the last four interviews were conducted because they had been prearranged.

3.3. Data sources

The quantitative study in Chapter 4 conducts its analysis based on secondary data collected from the 6th European Working Conditions Survey (Eurofound, 2017). In contrast, the information for the qualitative study in Chapter 5 was gathered through semi-structured interviews. The following sections discuss the data sources used in each study, as well as their benefits and limitations in connection to this thesis.

3.3.1. Quantitative data sources

The quantitative study uses data gathered during the sixth EWCS (February to December 2015), as it is conducted at the EU level and provides adequate information for the investigation. Ipsos (Ipsos Group S.A.) interviewed 43,850 workers in 35 European countries: the EU28, the five EU candidate countries (Albania, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, and Turkey), Norway, and Switzerland, using a structured questionnaire assessing various

aspects of people's employment and working environment. The sample was stratified and drawn at random. The response rate was 42.5%, and the minimum reference sample size for each nation was 1,000, except in Poland (1,200), Spain (1,300), Italy (1,400), France (1,500), the United Kingdom (1,600), and Turkey (1,600). (2,000 each). Belgium, Slovenia, and Spain supplemented their sample sizes, yielding target sample sizes of 2,500, 1,600, and 3,300, respectively.

It is worth emphasising that the EWCS sample was representative of the working status of the general population at the time of data collection. The EWCS sample consisted of individuals aged 15 and older (16 and older in Bulgaria, Norway, Spain, and the United Kingdom) who lived in private households and worked for pay or profit for at least one hour each week before the interview. Face-to-face interviews were conducted online at the respondents' homes, using computer-assisted personal interviews (CAPI). Interviews lasted an average of 45 minutes, and no proxy interviews were allowed (Eurofound, 2017).

Only participants who worked in organisations connected with the HORECA sector (accommodation (Division 55) and food service (Division 56) activities (NACE Rev. 2 classification: Section I)) were selected for the study aim in this thesis. Using these criteria, the study examined 2,393 answers out of the 43,850 received. Tables 4.1 and 4.2 in Chapter 4 provide complete information on the sample response.

3.3.1.1. Working with secondary data

Secondary data is information gathered via primary sources and made publicly accessible for research purposes. Globally, academics are collecting and archiving a large quantity of data, and using existing data for study has grown increasingly common in the last several years (Andrews et al., 2012; Smith, 2008; Smith et al., 2011). Secondary data analysis employs the same fundamental research techniques as any other study that uses primary data. It was necessary to follow a methodological approach when conducting the analysis.

A few considerations need to be made to assess whether data are appropriate for purposes other than those for which it was officially collected. Johnston (2014) recommends some key attributes when developing research centred on secondary data. The secondary data analysis for the quantitative study of the 6th European Working Conditions Survey (Eurofound, 2017) was chosen for its thoroughness, relevance to the study's aims, reliability of the data collection process, sophisticated data analysis methodology, and stringent data management and coding procedures detailed below based on Johnston's key attributes (2014):

- Defining the aim of the study to help in the selection of secondary data source:**

The aim of the 6th European Working Conditions Survey (EWCS) conducted by Eurofound in 2017 was to provide a detailed understanding of the state of working conditions across Europe. Using Latent Class Analysis (LCA), workers were grouped into clusters based on job quality indices: physical environment, work intensity, working time quality, social environment, skills and discretion, prospects, and earnings. These indices and the clustering approach are crucial for assessing the impact of job demands and resources on employee health and wellbeing thereby providing an understanding of the different job environments in the hospitality industry. The survey covered various topics, including working conditions, job design, employment conditions, working time, exposure to physical risks, work organisation, skills use and autonomy, work-life balance, worker participation, the social environment at work, and health and wellbeing. By covering these extensive areas, the survey provided a holistic view of working conditions, which is critical for understanding the dynamics of job demands, job resources, and their outcomes.
- Understanding who was responsible and involved in the data collection process and qualified and trained individuals following a well-defined process is an important quality criterion:**

To conduct the fieldwork for the survey, Eurofound enlisted Ipsos, an independent market research company, ensuring that a skilled and experienced organisation executed the data collection. The survey covered 35 European countries, including EU Member States, candidate countries, Norway, and Switzerland. This wide scope highlights the survey's broad and inclusive approach, capturing the diverse economic and cultural conditions across Europe. Furthermore, Eurofound implemented a stringent quality control process, monitoring 146 quality control targets before, during, and after the fieldwork. These checks, based on the dimensions identified by the European statistical system (relevance, accuracy, timeliness, punctuality, accessibility, coherence, and comparability), ensured the accuracy of the data. A significant aspect of the survey is the involvement of diverse stakeholders in developing the questionnaire. This collaborative approach guaranteed that the survey captured a wide range of perspectives related to working conditions, enhancing the relevance of the data. The questionnaire was adapted to emerging policy issues and aligned with internationally validated questions, maintaining high data collection standards for comparability and validity over time and across contexts. The involvement of qualified professionals and adherence to a well-defined data collection process are critical quality criteria that ensure data reliability, consistency, standardisation, and integrity. These factors are necessary when selecting data for secondary analysis, especially in studies aiming to understand complex and nuanced relationships, such as those between job demands, resources, and employee wellbeing in the hospitality industry.

- The type of information collected and when the information was gathered speaks to the relevance and validity of the data:** The 6th Sixth European Working Conditions Survey (EWCS) aimed to provide a full picture of working conditions in Europe. The survey collected data across a wide spectrum, addressing various aspects of work life that impact employee wellbeing and productivity. The EWCS was conducted in 2015, ensuring that the data were recent and relevant. This timeframe is significant because it allows for the analysis of working conditions within a contemporary context, reflecting the current economic, social, and technological realities. The survey covered a period of significant changes in the labour market, such as the rise of digital technologies and evolving work patterns, which are crucial for understanding current trends in job demands and resources. The EWCS extensively gathered data on various aspects that are crucial for understanding the workforce and its conditions. The survey included a detailed assessment of worker characteristics such as household situations, demographic details, and personal attributes, which were meticulously documented, providing insights into how different groups experience diverse working conditions. Job design and employment conditions were closely examined, focusing on the nature of job roles, the autonomy granted, and contractual terms. This information is pivotal in deciphering how job design influences employees' sense of wellbeing and job satisfaction. The survey also explored working-time arrangements, duration, and exposure to physical risks, illuminating the critical balance between work demands and employee health. This study examined work organisation and the usage of skills within the workplace, thereby assessing the comparison between employee capabilities and job requirements, a factor intimately linked to employee productivity and job satisfaction. Additionally, the survey probed work-life balance, an increasingly vital aspect in working environments, to understand the complex interactions between professional and personal lives. Furthermore, the survey addressed worker participation and representation in workplace decisions and explored the significance of employee engagement in organisational performance and job satisfaction (however, it is important to highlight that following further examination of the data, the items measuring productivity and performance were deemed unsuitable for analysis, as discussed in more detail in Chapter 4). The social environment at work, including relationships with colleagues and superiors, was another focal point, considering its implications for mental health and workplace harmony. Finally, the survey's attention to health and wellbeing underscores the direct impact of working conditions on physical and mental health outcomes. This detailed and timely data is essential for understanding the current state of the European labour market and the impact of job demands and resources on workers in the hospitality industry.

- The data collection methodology employed (e.g. stratified sampling, random sampling):** The data collection methodology for the 6th European Working Conditions Survey was a well-orchestrated effort involving various stages to ensure accurate and reliable data gathering from a wide demographic across 35 European countries. This process was spearheaded by Ipsos, an independent market research company. The survey included 43,850 workers, covering the EU28, candidate countries for EU membership, Norway, and Switzerland. The selection process was meticulously designed using a multi-stage stratified random sampling technique. In some cases, individuals were directly sampled, leveraging addresses or population registers, where available. This approach is critical for the capture of diverse and representative samples. Ensuring comparability across countries was a key challenge, particularly given the translation of the survey into 49 languages. The translation process adhered to the Translation, Review, Adjudication, Pretesting, and Documentation (TRAPD) model, thereby guaranteeing accuracy and cultural appropriateness. Actual data collection was predominantly conducted through online face-to-face interviews and telephone interviews in specific cases. This approach facilitated a clearer understanding of respondents' answers and minimised the risk of inaccuracies. The data collection methodology of the Eurofound 2017 EWCS was characterised by its systematic and detailed approach to sampling, questionnaire development, translation, data collection, and data management, which ensured the collection of high-quality, representative, and comparable data across Europe.
- For quantitative data, the management, recording, and coding procedures should all be well established and available in a technical report:** The data management also demonstrated high rigour. Open-ended questions were coded using international classification systems, such as ISCO and NACE, which allowed for standardisation and comparability. Moreover, the data were weighted using design, post-stratification, and cross-national weights, ensuring that the survey results were representative of the worker population in Europe. The management, recording, and coding of quantitative data in the Eurofound 2017 report are pivotal for understanding the thoroughness and reliability of the secondary data analysis used in the quantitative study. This study sought to assess the relationship between job demands, job resources, employee wellbeing, and productivity in the hospitality industry.

3.3.1.2. Strengths of using secondary data

Several scholars have listed the strengths of using secondary data in their respective fields of research (Hakim, 1982; Dale et al., 1988; Magee et al., 2006; Smith, 2008; Doolan & Froelicher, 2009; Smith et al., 2011). A few of the strengths that were useful for this thesis are listed below:

- Secondary data required no cost to acquire as compared to what primary research could have incurred.
- Time spent on collecting secondary data was less. The only investigation required for secondary data collection was the identification of the necessary data sources.
- Secondary data was easily accessible via data-sharing agencies and was available online once the necessary registration was completed.
- It allowed an opportunity to work with an extensive data set that had already been collected.
- One of the main strengths of the data was the quality of data collected as the data was collected by a professional organisation with rigorous quality criteria.

3.3.1.3. Limitations of using secondary data

With every strength of a secondary data set, a few limitations have to be dealt with as well. Secondary data can present disadvantages, mainly because it is rare that the instruments and techniques used are designed explicitly for the research that is employing it (Cowton, 1998). A few limitations that had to be addressed for this thesis were:

- There was no additional data that could be collected as all the participants remained anonymous due to the consent clause of the survey.
- A few questions in the survey did not answer the research question in an ideal way and required recoding.
- Some questions in the survey were not in the format ideal for the analyses.
- The survey questions were intended to answer the primary research question for which it was initially designed. This resulted in questions that were not suited for this thesis and had to be omitted.

3.3.2. Qualitative data sources

The study in Chapter 5 represents the qualitative phase of this research. Several qualitative methods could be used to explore the perceptions of employees and managers in understanding the relationships between JD-R theory within the hospitality industry. The common qualitative methods for sourcing data include surveys, interviews, text assessments, and focus group discussions (Bryman, 2019).

According to Yates (2008), qualitative sources are concerned with the participant's point of view and the interpretations they assign to things as they perceive them; in other words, "it is an effort to see through the eyes of the person being researched." The sample methods used in this research include a mix of purposive and convenience sampling. Purposive sampling is the process of randomly selecting sample units from a section of the population with the most information

about the feature the researcher is interested in studying (Guarte & Barrios, 2006). This is compared to convenience sampling, which selects participants based on their accessibility and proximity to the study site (Bornstein et al., 2013). Participants in this research were either now employed or had previously worked in the hospitality sector in the United Kingdom for more than three years. There was a balanced representation of workers and supervisors among those who attended. The following section details why using semi-structured interviews was ideal for this phase of the study and its strengths and limitations.

3.3.2.1. Semi-structured interviews

Semi-structured interviews are a variant of the structured interview used in qualitative research. This kind of interview differs from the structured interview as it involves the interviewer asking several open-ended questions from an interview guide but having the flexibility to vary the sequence of questions. Unlike structured interview questions, the questions are usually somewhat more general than specific. Furthermore, the interviewer enjoys the flexibility and latitude to probe (i.e., ask further questions outside the interview guide) when the interviewee's responses are significant (Bryman, 2016).

In this qualitative study, semi-structured interviews were conducted with 15 employees and 15 managers within the UK hospitality industry. Semi-structured interviews for this study were conducted based on an interview schedule with thirteen questions for all the participants and five additional questions for the managers. This study sought to understand the lived experiences of job demands and resources and their perceived impact on their well-being and engagement. The interviews were also used to gather input from the participants on the turnover intentions of hospitality employees in the UK. Different modes of using semi-structured interviews have been identified in the literature. Bryman (2016) identified computer-assisted interviews, telephone interviews, videoconferences, as well as face-to-face (personal) interviews. The qualitative study used an online video-based face-to-face approach using MS Teams to interview the participants due to the COVID pandemic.

3.3.2.2. Strengths of using semi-structured interviews

Hair et al. (2007) assert that semi-structured interviews are helpful when the topic under discussion is sensitive and there is a need to identify critical sources of difficulties for respondents. Additionally, it offers an opportunity to identify significant attributes of a situation and innovative ideas. Rowley (2012) suggested that semi-structured interviews are most valuable when the study relates to understanding attitudes, experiences, values, opinions, and processes. He also suggests that semi-structured interviews are most suitable in situations where the subject matter has been under-researched. Finally, face-to-face semi-structured interviews are more suitable

when the interviewees might mistrust the managers and researchers and may be unwilling to discuss work-related issues using any other mode.

Stephens (2007) went on to clarify that semi-structured interviews provide a chance to obtain first-hand knowledge of the personal experiences of interviewees, which is valuable information. It is also advantageous in that the researcher may concentrate on linguistic signals, personal dispositions, and mannerisms while responding to sensitive personal problems that may be relevant to this study and which can aid in evaluating truthfulness/validity and the urgency of responses (Hair et al., 2007).

3.3.2.3. Limitations of using semi-structured interviews

The use of semi-structured interviews has a few drawbacks that should be discussed. In qualitative research utilising semi-structured interviews, these difficulties may be encountered in the design, execution, and analysis of the study. One of the most significant constraints that interviewers encounter is that interviewees may provide incorrect information to answer the questions being asked. Even if the researcher can corroborate every piece of information presented by the interviewee with other workers who are known to him or her, this may create ethical concerns, and it may be difficult or impossible to do so via participant observation. According to Rubin and Rubin (2012), if the interviewee is comfortable with the interviewer, the likelihood of receiving a more accurate depiction increases. Furthermore, King and Horrocks (2012) "contend that, under the constructivist viewpoint, reality or knowledge will be interpreted differently at various periods and locations, and these interpretations will frequently be contradictory."

Additionally, Morris (2015) indicates that, consequently, due to being unable to draw a random sample of interviewees, data obtained cannot be generalised to the population. Furthermore, setting up interviews requires a lot of effort and time, and transcribing interview data as the large volume of data that may be generated for analyses could be laborious for the researcher. Additionally, an untrained interviewer may 'contaminate' the process with their prejudices, stereotypes, appearances and perceptions, which may alter the interviewees' response, though the extent and nature of this effect are inconclusive in the literature and are likely to vary from context to context (Bryman, 2016).

A few methods were used in this study to reduce the effects of the limitations discussed above, as guided by Dilley (2000) and Qu & Dumay (2011). The scholars suggest the following steps to achieve good, credible data:

- Careful attention needs to be given to developing the interview schedule.

- Mastering the skill of interviewing.
- Achieving a comfortable interaction with participants.
- Reach data-driven conclusions (literature and findings from studies).
- The researcher must be knowledgeable about the subject matter to ask relevant and informed questions.

Therefore, the interview schedule utilised in the qualitative research was established after a thorough knowledge of the results from both the systematic literature review and the quantitative investigation was obtained. Using the instructions provided by Creswell, a timetable for interviews was created (2014). In addition to elements of the work demands-resources theory, the questions were developed by studying the available literature. The questions answered during the interview were directed by the timetable set up beforehand (Adams et al., 2014). Moreover, it aided in improving the credibility of the interview technique since the interview guide is one of the pre-requisites for utilising the semi-structured interview method, as indicated by Kallio, Pietila, Johnson, and Kangasniemi (Kallio, Pietila et al.). (2016).

The specifics of creating the interview, the interviewers, and the process of recruiting participants are covered in depth in Chapter 5 of this thesis. In addition, the interview procedure was meticulously planned out before it began. The researcher attended a training course on research interviewing skills at the University of Nottingham. The course provided theoretical guidance on interviewing in qualitative research and practical video examples of excellent and lousy interviewing skills. Based on all mentioned in this section, it is acknowledged that the interview process is a data collection exercise that, if conducted well, can provide accurate and truthful information. The latter is relevant because each interviewee comes from a specific organisation within the country. Therefore, their perspectives will be influenced to some extent by the work environment within those organisations and the ethos the organisations follow. Considering all these factors, the semi-structured will be the preferred method for data collection in the qualitative study.

3.4. Analysis strategy

The current study presented in this thesis uses a combination of quantitative and qualitative data. The following sections go into more depth on the analysis technique used and why it was chosen to address the research questions.

3.4.1. Quantitative analyses

During this quantitative phase of the research, a confirmatory factor analysis (CFA) was carried out, followed by a path analysis for data analysis and interpretation. This approach was best suited for the research due to the multidimensional nature of the European Working Conditions Survey data and its significance in evaluating the relative strengths of direct and indirect connections among a given set of variables. The following sections will describe and examine in depth the fundamental assumption of CFA and path analysis and the advantages and disadvantages of this research.

3.4.1.1. *Confirmatory Factor Analysis (CFA)*

In numerous social and behavioural sciences areas, CFA has become an indispensable method for data interpretation (Brown, 2015). It belongs to the family of structural equation modelling techniques that permit the examination of causal relationships between latent and observable variables in a priori-specified, theory-derived model (Mueller & Hancock, 2015). CFA's primary benefit is its ability to bridge the frequently seen gap between theory and observation. Mueller and Hancock suggest that rather than analysing data with exploratory factor analysis (where each item is free to load on each factor) and potentially facing a solution inconsistent with the initial theory, a CFA can provide the investigator with valuable information regarding the fit of the data to the specific, theory-derived measurement model (where items load only on the factors they were designed to measure) and indicate the potential weakness of specific items. CFA is best understood as a process that begins with model conceptualisation, identification, and parameter estimate and ends with data-model fit evaluation and potential model modification. In contrast to exploratory approaches, the strength of CFA resides in its non-conformity: models or theories may be rejected, but results may also indicate potential alterations to be studied in the following studies (Mueller & Hancock, 2015; Brown, 2015). CFA is applicable when there is some theoretical information regarding the scales, the researcher is aware of the proposed pattern of item loadings of certain factors, and the goal is to determine if the data are consistent with what is known theoretically.

CFA was carried out to assess the reliability and validity of the measurement scales prior to testing paths of the model in the quantitative study in Chapter 4. CFA is regarded as the measurement component of structural equation modelling (SEM), which specifies the number of observable variables (i.e., items) associated with unobserved or latent variables (i.e., factors) (Van der Eijk & Rose, 2015). CFA was applied following the procedures proposed by several scholars, which included analytical aspects for model specification, model evaluation, and model re-specification (Bollen & Long, 1993; Lei & Wu, 2007; Brown, 2015). CFA was undertaken to validate and design

an empirical measurement instrument to evaluate the hypothesised JD-R models in analysing the effect of the working environment on employee health and wellbeing.

3.4.1.2. Path analysis

An investigation of the causal connections between two or more variables is carried out using the statistical method, Path Analysis. In effect, it is an extension of the regression model researchers use to determine whether a correlation matrix fits a causal hypothesis they are testing. Sewall Wright, a geneticist, was the first researcher to use path diagrams (causal graphs) to illustrate potential causal relationships between variables in 1918. Duncan and Hodge (1963) recognised the value of path analysis for studying socioeconomic success in the 1960s and introduced it into the social sciences. It not only aids in the comprehension of the relative strengths of direct and indirect connections among a collection of variables, but it also differs from other linear equation models in that it has the following features: When doing path analysis, it is possible to look at mediated paths (those operating via a mediating variable, such as "Y" in the pathway $X \rightarrow Y \rightarrow Z$). The pathways in path models represent the hypotheses of the study. The constructs investigated in this study are mentioned in Section 4.5.3 of Chapter 4 under the heading "Results."

Path analysis, according to scholars such as Alwin and Hauser (1975), Coffman and MacCallum (2005), and Edwards and Lambert (2007), is an extension of the regression model in which data is analysed. The academics also propose the following essential components for the flow of information:

- A path model is a diagram that depicts the relationships between the independent, intermediate, and dependent variables. Each independent, intermediate, and dependent variable is represented by a single-headed arrow pointing to its origin. The covariance between the two variables is shown by a double-headed arrow, which represents their relationship.
- When a path coefficient is used, it refers to a standardised regression coefficient (beta), which indicates the direct impact of an independent variable on a dependent variable.
- Exogenous and endogenous variables do not have any errors pointing towards them, except for the measurement error term. A double-headed arrow will represent the correlation between exogenous variables, while an arrow with both incoming and outgoing arrows will represent the correlation between endogenous variables.
- The path model has two kinds of effects: direct and indirect. An arrow pointing towards the dependent variable indicates a direct impact. It happens when one exogenous variable influences the dependent variable indirectly. A variable's total influence may be seen by combining direct and indirect impacts. Even if a variable has no direct influence, it may have an indirect effect.

- Disturbance terms: The disturbance terms are also residual error terms. Unaccounted variation and measurement error are reflected in disturbance terms.
- Significance and goodness of fit: The model's goodness of fit was evaluated by the overall chi-square (χ^2) measure, goodness of fit index (GFI), the degrees of freedom by the chi-square (χ^2/df), standardized root mean square residual (SRMR), adjusted goodness of fit index (AGFI), comparative fit index (CFI), and non-normed fit index (NNFI).

The concepts of the JD-R model (Bakker et al., 2003; Demerouti et al., 2001) were applied to the data from the 6th EWCS (2015) to create the study path model shown in Figure 4.1 in Chapter 4. When all the scales had been created, and all the variables had been checked for reliability, the model fit analysis was performed to assess whether the data fit the model and whether the hypotheses of this research were confirmed. The development of the scale, its dependability, and its model fit indicators are all covered in detail in Chapter 4 of this thesis.

Path analysis's capacity to analyse relationships among variables and to evaluate the validity of a theoretical viewpoint shows the quality of the methodology (Stage et al., 2004). Path analysis was advantageous in this study because it allowed for simultaneously investigating both direct and indirect impacts of many independent and dependent variables, which was especially useful when using the JD-R model. Path analysis enabled the specification of multiple models to distinguish relationships among variables based on the theoretical framework derived from the literature study. It could also do extensive statistical tests to see if and how relationships change concerning other factors.

3.4.2. Rationale for CFA and path analysis

The choice of Confirmatory Factor Analysis (CFA) and Path Analysis in this study was driven by a decision to validate the measurement of constructs and to understand the direct relationships between specific variables within a predefined theoretical framework derived from the findings of the systematic literature review in Chapter 2. This approach was well suited for the study, aiming to explain the links between job demands/resources and employee outcomes in the hospitality industry. In this study, the decision to exclude performance/productivity items from the quantitative analysis was driven by the need to focus on variables that align directly with the primary research objectives. Although productivity was a significant factor, this study ultimately revealed that the available data did not adequately capture this construct in a way that would meaningfully contribute to the analysis.

Schaufeli and Taris (2014) have highlighted that the JD-R model is highly adaptable, allowing researchers to tailor it to the specific context of their study. Consequently, this study prioritises

job demands and resources as the critical constructs for analysis, consistent with the findings of Bakker and Demerouti (2007), who emphasise the centrality of these factors in understanding employee wellbeing and productivity. Moreover, as Byrne (2013) notes, while excluding certain variables, such as productivity, may narrow the scope of the analysis, it allows for a more focused investigation of the relationships most critical to the study's aims. This approach aligns with the methodological recommendations of Hair et al. (2014), who argued that the reliability and validity of the remaining constructs must be rigorously tested to ensure the integrity of the research findings.

Despite excluding productivity/performance items, using Confirmatory Factor Analysis (CFA) and path analysis remains critical to this study. These methodologies were selected based on their ability to validate the constructs of job demands and resources and their impact on employee wellbeing.

The exclusion of productivity/performance does not diminish the validity of the CFA and path analysis; instead, it allows for a more concentrated examination of the variables most pertinent to the study's core objectives. As highlighted by Kline (2015), ensuring the reliability of the remaining constructs is paramount, and this study rigorously adheres to these standards. Refinement of the study's focus underscores the researcher's commitment to methodological rigour. This approach not only aligns with the theoretical underpinnings of the JD-R model but also ensures that the study remains tightly focused on variables that have been empirically validated as central to understanding employee wellbeing (Bakker & Demerouti, 2007). This study could delve into these critical relationships by narrowing the scope, providing more nuanced, theoretically robust and practically relevant insights, and the qualitative study allowed the exploration of the productivity/performance pathway, that could not be examined in the quantitative study.

3.4.2.1. Theoretical alignment

In examining the hospitality industry, this study aimed to identify the link between job demands, job resources, and their subsequent impact on employee health and wellbeing. CFA is particularly suited for this research, as it allows the validation of predefined constructs (job demands, job resources, and employee health and wellbeing) within the industry (Karatepe, 2014; Anasori et al., 2021). This method ensures that the measurement models are consistent with the theoretical understanding of these constructs, thereby lending credibility to subsequent analysis. Path analysis, on the other hand, offers a structured approach to explore the direct and indirect relationships between these constructs (Babakus et al., 2008; Karatepe & Olugbade, 2009). Given the nature of the study, understanding not only the direct impact of job demands and resources on health and wellbeing but also the indirect effects (e.g. how job demands may indirectly affect

health and wellbeing through stress and engagement as mediators) is crucial. Path analysis, with its ability to elucidate causal pathways, has become an invaluable tool in this research setting.

3.4.2.2. Data requirements and suitability

Both CFA and path analysis are adept at handling data typically encountered in studies within the hospitality industry. These methods suit the scales often used to measure constructs such as job demands, resources, and health and wellbeing. The data, derived from the 6th European Working Conditions Survey (Eurofound, 2017), fit well with the requirements of these methods, as detailed in Section 3.4.1.1, enabling a robust analysis of the relationships among the variables.

3.4.2.3. Complexity and interpretability

Another reason for choosing CFA and path analysis is their relative simplicity and interpretability compared to more complex models, such as SEM (Thompson, 2004). For this study, which focuses on specific constructs and straightforward hypotheses, these methods offer clarity without the complexity of SEM, which might be more than necessary for the research questions at hand. This simplicity aids in a clearer interpretation and communication of the results, which is particularly important in an industry-focused study where practical implications are as vital as theoretical insights.

3.4.2.4. Comparing with SEM and Hierarchical Linear Regression

Confirmatory factor analysis (CFA) and path analysis (PA) are preferred over structural equation modelling (SEM) and hierarchical linear regression (HLR) in certain research contexts, owing to their specific methodological strengths. CFA is beneficial for testing whether the data fit a hypothesised measurement model, which is essential for validating the structure of latent constructs (Kanyongo et al., 2022; Phakiti, 2018). This allows researchers to assess the relationships between observed variables and their underlying latent factors, crucial in establishing construct validity. Path analysis, a subset of SEM, is preferred when understanding the direct and indirect relationships between variables, assuming that these variables are measured without errors (Lee, 2018). This method is more restrictive than SEM, which can include latent variables and measurement errors, making PA more straightforward when the research question involves only the observed variables.

On the other hand, SEM is a broader framework that includes CFA and PA as exceptional cases but also allows for the estimation of causal interactions among both observed and latent variables (Igolkina & Samsonova, 2018). SEM is more flexible and can handle complex models with multiple levels of analysis, such as multilevel SEM (MSEM) (Meuleman, 2019). However, this complexity

may not be necessary for all the research questions. While Structural Equation Modelling (SEM) can potentially handle a study's requirements, it might introduce unnecessary complexity. SEM is typically more suited to research where the relationships between latent variables are less defined and exploratory. In this study, where the constructs and their relationships are theoretically explicit, and the focus is on confirming these specific pathways, more straightforward approaches to CFA and path analysis are more appropriate.

Hierarchical Linear Regression, which is appropriate for analysing nested data, was not deemed the optimal choice for this study. The primary interest of the research is not in the variations at multiple levels (e.g. individual versus organisational levels) but in the direct and mediated relationships between specific variables across the industry. Thus, the multilevel approach of Hierarchical Linear Regression does not align as closely with the study's objectives which CFA and path analysis allow. Hierarchical linear regression accounts for data with a hierarchical structure, such as students nested within schools. While it is powerful for analysing data with nested structures, it does not inherently model latent constructs or the associated measurement errors (Meuleman, 2019). In this study, the preference for CFA and PA over SEM and HLR is context-dependent. CFA was chosen for its strength in testing measurement models and construct validity, while PA was selected for its simplicity in modelling relationships between observed variables.

3.4.2.5. Advantages of the chosen methods

Adopting CFA in this study aligns with the need to measure constructs precisely. CFA is renowned for its ability to validate the factor structure of a set of observed variables, ensuring that it accurately represents the latent constructs (Thompson, 2004). In the hospitality context, where constructs such as job demands and resources are complex and multifaceted, CFA's rigorous testing of hypotheses regarding the latent variables ensures that these constructs are measured with high fidelity (Thompson, 2004). This is critical because precise measurements form the bedrock upon which reliable conclusions can be drawn.

Path analysis is a choice for mapping out the causal relationships between job demands, job resources, employee wellbeing, and productivity. Unlike more complex systems, such as SEM, path analysis offers a straightforward approach to understanding these relationships without the added complexity of latent variables (Loehlin & Beaujean, 2017). This method effectively illuminates how one variable, like job resources, may directly influence employee wellbeing and indirectly affect their productivity (Radic et al., 2020). This dual capability to demonstrate both direct and indirect effects is vital in a field such as hospitality, where the interplay between various job-related factors and their outcomes can be intricate and nuanced.

The combined use of CFA and path analysis extends beyond theoretical rigour and offers practical implications for the hospitality industry. The clarity provided by these methods allows for targeted intervention. For instance, understanding the exact nature of how job demands impact employee wellbeing can guide managers in developing specific strategies to mitigate the adverse effects (Karatepe, 2014). Similarly, insights from path analysis on how job resources boost's employee productivity can inform policy decisions aimed at resource allocation (Babakus et al., 2008). Another significant advantage of choosing CFA and path analysis is the accessibility and ease of communicating the findings to a non-technical audience (Narayan et al., 2008). The straightforward results generated by CFA and path analysis, free from the complexities inherent in SEM or Hierarchical Linear Regression, make it easier for industry stakeholders to understand and apply these findings.

3.4.3. Steps carried out for the quantitative analysis

Several steps were used to conduct the analysis, as detailed in the sections below.

3.4.3.1. Standardising and preparing the data

All items in the dataset were assigned indices ranging from 0 to 100. This allowed for range and variance equality and reduced multicollinearity (Kline, 2015). "0 = No" and "100 = Yes" denoted dichotomous replies. Second, the validity and reliability of both surveys have been established in their technical manuals (Eurofound, 2017) as well as in other research that rely on this data and have been published (e.g., Dediu et al., 2018; Houtman et al., 2020; Jain et al., 2022) for the CFA and path analysis. A series of meticulous procedures were undertaken to prepare the data for this quantitative study. Initially, the data underwent a cleaning process. This was followed by an Exploratory Data Analysis (EDA) to determine underlying patterns and trends. Subsequently, completeness checks were conducted to ensure the integrity and reliability of the data (refer to section 4.4.3 in Chapter 4 for further details).

A composite variable for job demands, job resources, stress and engagement, was calculated using the validity and reliability result from a confirmatory factor analysis on the job demands, job resources, stress and engagement factor, and reliability coefficients (Cronbach's Alpha between .65 and .93; Byrne, 2011). This study discusses the interface between theory and data in path analysis and the use of an additional variable type, the composite (Grace & Bollen, 2008). A composite variable specifies the influences of collections of other variables (Bogicevic & Bujisic, 2021) and can help model heterogeneous concepts used in the JD-R model. While long recognised as a potentially important element of SEM, composite variables have received minimal use, in part because of a lack of theoretical consideration but also because of difficulties that arise in

parameter estimation when using conventional solution procedures (Frauendorf et al., 2021; Grace & Bollen, 2008) (see section 4.4.5 in chapter 4).

3.4.3.2. Model specification

Model specification refers to specifying the hypothesised relationships between indicators and factors. Specifications occur by adding all aspects of factors, including the number of indicators in the model and the relationship between factors and indicators (i.e., factor loading or covariances). CFA attempts to produce a parsimonious model by model specification because it restricts indicators from loading on multiple factors. Therefore, the relationships between items and factors in this study were specified in advance based on the findings from the systematic literature review in Chapter 2.

A path model is susceptible to the model specification due to the inclusion of irrelevant items, or the exclusion of critical causal items can affect the value of path coefficients (Lleras, 2005). The theoretical underpinnings from the systematic literature review in Chapter 2 and the confirmatory analysis are essential, as they give this study robust inclusion and exclusion criteria. This is a critical process as the strength of the direct and indirect effects of the outcome variables in the path model are calculated based on the path coefficients. A path model is best used to test well-specified theories. It is ideal to test the relationships in the revised JD-R model proposed by Schaufeli and Taris (2014), as presented in Chapter 2 (figure 2.1).

3.4.3.3. Model identification

Model identification determines the parameters of such interactions, including factor loadings, whereas model specification describes the relationship between factors and indicators. When a model can estimate the distinctive paths between variables, identification has occurred. By estimating the degrees of freedom, models are categorised as over-, under-, or just identified. A model is deemed overidentified when the degree of freedom is more than zero, permitting various estimations (Weston & Gore, 2006). However, just-identified models provide a single solution for which a perfect match is always attained. In applied research, an over-identified model that generates several answers and allows researchers to test and refute these solutions is preferable (Brown, 2015). Because over-identified models allow for an endless number of potential solutions, model estimating is accomplished through iterative processes. Bollen (1989) proposed that models can be found when each element has at least three indications or when two indicators are permitted to correlate. In this study, variables include at least three indicators.

3.4.3.4. Model estimation

Given that a model is over-identified, it is possible to estimate an infinite number of potential parameters (Kelloway, 2015). Researchers can then estimate models using different software, such as STATA, AMOS, LISREL, and MPlus. In this study, AMOS 28 was used to estimate the parameters and factor loadings of the observed indicators. AMOS chooses the correct estimator for the type of analysis specified. Although there are various estimators to be used, the most popular is maximum likelihood (ML), which is known to be consistent and efficient in large samples. In a large sample size, the distributions of observed variables are assumed to be expected (Hoyle, 2011). When this assumption is met, ML produces parameter estimates with optimal large-sample properties: consistency, asymptotic efficiency, and asymptotic normality. It turns out that ML can be readily extended to handle missing data under the EMI (Estimates Mean and Intercepts) assumption in AMOS (Arbuckle et al., 1996; Allison, 2003). Additionally, Arbuckle (1999, 2005) has stated that AMOS's default method of computing parameter estimates is called maximum likelihood, and it produces estimates with desirable properties. In a path model, all the causal links are in one direction. In models where the hypothesised causality is in a single direction, the estimation can be done using maximum likelihood estimation (MLE) (Lleras, 2005).

3.4.3.5. Testing the fit of the model

It becomes essential to understand how to evaluate the model before analysing it. Model evaluation is one of the most unsettled and challenging issues connected with structural modelling. Bollen and Long (1993), MacCallum (1990), Mulaik et al. (1989), and Steiger (1990) have presented a variety of viewpoints and recommendations on structural equation modelling (SEM). Regarding model fit, researchers use various goodness-of-fit indicators to assess a model (Hu & Bentler, 1995; Hair et al., 1998; Kaplan, 2000; Bentler & Wu, 2002). Some standard fit indices are the Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), Non-Normed Fit Index (NNFI), and Comparative Fit Index (CFI). Generally, if most indices indicate a good fit, there is probably a good fit (Schreiber et al., 2006). In this study, the fit measures are reported for the proposed CFA and path analysis model and for two additional models called the saturated model and the independence model.

The saturated model, the most general model possible, does not constrain the population moments. It is a vacuous model guaranteed to fit any data set perfectly. Any AMOS model is a constrained version of the saturated model.

The independence model goes to the opposite extreme. In the independence model, the observed variables are assumed to be uncorrelated. When means are being estimated or constrained, the

means of all observed variables are fixed at 0. The independence model is so severely and implausibly constrained that you would expect it to provide a poor fit to any exciting data set.

The statistical programme SPSS 29.0 was used to conduct descriptive analyses as well as mean and standard deviation analyses, subgroup analyses, scale design, and reliability testing. The path analysis was carried out using AMOS 28.0.

Model fit was assessed using the Chi-square statistic (χ^2), the comparative fit index (CFI), the root mean square error of approximation (RMSEA), and the Tucker-Lewis Index (TLI). Several guidelines for interpreting model fit were consulted to identify the cut-off acceptance criteria (e.g. Brown, 2015; Hooper et al., 2008; Hu & Bentler, 1999; Schreiber et al., 2006) as detailed in Chapter 3 Section 3.5.1.2.

Table 3.3: Measures of Fit

Measures of Fit	Indications of Model Fit
Normed Chi-square CMIN/DF (χ^2/df)	A value close to 1 and not exceeding 3 indicates a good fit. A value less than 1 indicates an over-fit of the model.
CFI	The CFI value is between 0 and 1. A value close to 1 indicates a very good fit.
TLI	The TLI value lies between 0 and 1 but is not limited to this range. A value close to 1 indicates a very good fit. A value greater than 1 indicates an over-fit of the model.
NFI	The NFI value lies between 0 and 1. A value close to 1 indicates a very good fit.
GFI	The GFI value is always less than or equal to 1. A value close to 1 indicates a perfect fit.
AGFI	The AGFI value is bounded above by 1 and is not bounded by 0. A value close to 1 indicates a perfect fit.
RMSEA	A value about 0.05 or less indicates a close fit of the model. A value of 0.0 indicates the exact fit of the model. A value of about 0.08 or less indicates a reasonable error of Approximation. A value should not be greater than 0.1.

3.4.4. Mediation

The relationship between latent variables (constructs) in the path models was investigated through a mediator variable. A mediator is a variable that exists between the independent variable and dependent variable (Baron & Kenny, 1986; Mackinnon et al., 1995). One reason for testing

the mediation effect is to understand the mechanism through which the independent variable affects the dependent variable.

A variable may be considered a mediator to the extent to which it carries the influence of a given independent variable on a given dependent variable. Mediation can be said to occur when:

- the independent variable significantly affects the mediator,
- the independent variable significantly affects the dependent variable in the absence of the mediator,
- the mediator has a significant unique effect on the dependent variable and
- the effect of the independent variable on the dependent variable shrinks upon adding the mediator to the model.

Data analysis of the mediating constructs in the path model was used to investigate the impact of the mediator on the relationship between independent variables and dependent variables. The standardised coefficients for the indirect effect can be calculated by multiplying the path coefficients of (a) and (b) in Figure 3.4. The direct effect is reflected by (c). Finally, the total effect is obtained by summing up the direct and indirect effects. To assess whether mediation was present in the general theoretical model, the significance of the indirect effects was tested using the bias-corrected bootstrap confidence intervals (CIs). MacKinnon, Lockwood, and Williams (2004) conducted simulation studies to examine the accuracy of various tests on mediation effects and advocated the bias-corrected approach as the best way to test indirect paths in mediation analysis.

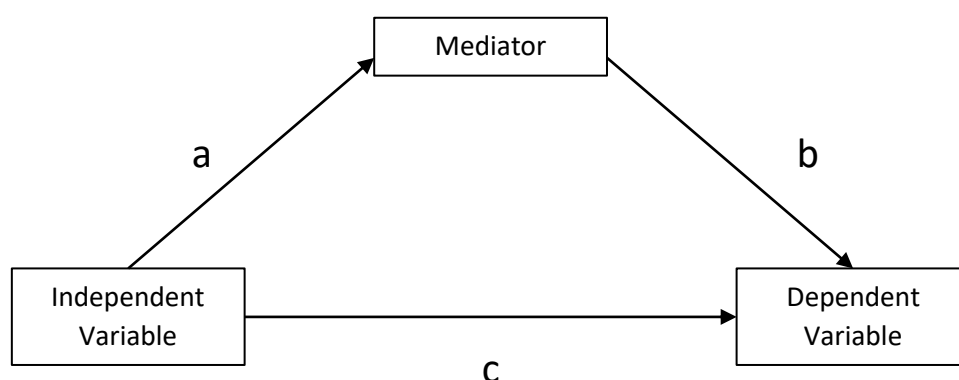


Figure 3.4: An illustration of mediation

a, b, and c are path coefficients. Values in parentheses are standard errors of those path coefficients.

3.4.5. Qualitative analyses: Thematic analysis

The qualitative analysis technique used for this study was a thematic analysis of the interviews. The following section details the rationale for why this method was chosen and its strengths.

3.4.5.1. *Thematic analysis*

Due to its explanatory nature, the thematic analysis process will be adapted to analyse and interpret the transcribed data obtained from the qualitative study. Thematic analysis is a qualitative technique that enables identifying, analysing, and presenting patterns within data (Braun & Clarke, 2006). First, it is necessary to realise that qualitative techniques exist on a continuum between constructionism (the view that meaning is constructed from external experiences, relationships, and events) and essentialism (supposing that the individual independently builds meaning based on their values and beliefs). This study will use a mixed epistemological approach, recognising that everyone's experiences are subjective to some extent (depending on their sense of reality) but also considering the importance of the broader social environment.

Thematic analysis is particularly suited for such a hybrid approach (Braun & Clarke, 2006). It is a versatile and competent tool for extracting complicated information from large amounts of information. A common approach, theme analysis did not always have a well-defined framework, and it has only lately been acknowledged as a full-fledged research method (Boyatzis, 1998; Joffe, 2011; Roulston, 2001; Tuckett, 2005). Even though there are many main methods that may naturally extract the theme from a data set, they should not be regarded as a stand-alone approach to data analysis. Others believe theme analysis is a technique (Ryan & Bernard, 2000), while others disagree (Braun & Clarke, 2006; Holloway & Todres, 2003).

Thematic analysis is a technique for finding and extracting recurrent patterns in data, referred to as themes, to create a concise but complete narrative of the events recorded (Willig, 2013). It assists the researcher in making sense of and comprehending the data collected (Boyatzis, 1998). What defines a topic is the relative freedom of thematic analysis, and its conceptualisation is largely reliant on the researcher doing the study. Consequently, the creation of themes is driven by the research questions and the epistemological methodology.

3.4.5.2. Considerations in conducting a thematic analysis

A researcher may choose from various qualitative analytical techniques, depending on the purpose of the study. Thematic analysis was chosen for this thesis because theoretical restrictions constrain it. Furthermore, it is simple enough to enable a systematic and thorough examination (Braun & Clarke, 2006). Thematic analysis provides the instruments necessary for a more accurate accounting of the events that have occurred.

When doing a thematic analysis, a few considerations should be kept in mind since they will impact how the interviews are understood. First, it is essential to identify what makes a topic since limited information is available on what defines a theme and how to extract it from a piece of writing (Braun & Clarke, 2006). It is the researcher's responsibility to choose a theme driven by the research topic under investigation rather than just the occurrence of an event (how often it is cited) or the extent to which something is addressed by the research team. (2006) (Braun & Clarke, 2006).

Another issue to examine is whether the themes were chosen using an inductive or a deductive method throughout the selection process (Frith & Gleeson, 2004). Because there is no theoretical basis to guide the researcher through his study, the inductive method is data-driven rather than hypothesis-driven. This provides for a more flexible interpretation and encourages the exploration of alternative interpretations of what has been stated. The deductive approach, on the other hand, is based on a framework developed through time. As a result, this method is often used by researchers who have questions they want answered or are investigating a specific issue discovered in the literature. In this instance, an inductive method will be utilised since the research questions are open-ended. The interviews themselves may be rich in potential themes that might otherwise be missed if the approach were conceptually driven and focused.

Finally, it is essential to determine the level of interpretation used: semantic or latent interpretation (Braun & Clarke, 2006). A theme will be extracted from what has been said on the surface, and once they have been described in detail, an interpretation of how the themes connect and the overall picture that this creates about the event will be developed (Patton, 2014). It is the latter that is more in-depth and is associated with a constructionist approach (Galbin, 2014), according to which underlying patterns and dogmas in a society assist in forming thematic ideas. It will be necessary to develop themes from a semantic perspective for this study, and their significance will be further assessed considering relevant literature and theory. To extract the themes from the interview (Braun & Clarke, 2006), a 6-step method was used (Braun & Clarke, 2006):

- Familiarity with the data: an initial process where the researcher, through the process of transcription, reads and immerses themselves in the data to identify ideas that will feed into the next step of the analysis.
- Generating initial codes: codes that are either semantic (explicit) or latent (underlying, implicit) are inferred from the features of the data.
- Searching for themes: the process of organising the initial codes identified; tables and thematic maps are used to group relevant codes into themes; this process can be theory or data driven (Fereday & Muir-Cochrane, 2006).
- Reviewing the themes: The initial themes are refined and reviewed to uncover relationships between codes (level 1) and the entire data set (level 2).
- Defining and naming themes: This stage involves finding true meaning, refining, clearly defining and giving themes appropriate names; the overall storyline of the analysis emerges currently.
- Producing the report: It is the final step of the analysis, whereby using representative and descriptive extracts (i.e., quotes), the findings are discussed in relation to the research questions and relevant literature.

In the context of a qualitative study in the hospitality sector, which explores job demands, job resources, engagement, and wellbeing from the perspectives of both employees and managers, the application of counting was described by Hannah and Lautsch (2011). The data analysis in this study used a visual representation in which the frequency of codes was used to prepare a graph representing the distribution of responses from the participants (counting). The authors explained several methods used for counting; for instance, autonomous counting could be effectively utilised to generate significant findings, such as quantifying the frequency of specific job demands or resources mentioned in participant interviews. This approach would identify the most pressing issues within the sector and lend a quantifiable aspect to the qualitative data, providing a clear picture of the predominant trends. Additionally, supplementary counting may be employed to enhance and build upon the study's initial findings. This type of counting aids in emphasising the prevalence or importance of newly identified themes, enriching the study's overall findings. Credentialing also plays a pivotal role in enhancing the study's methodological rigour. Researchers can provide a transparent view of their thorough approach by documenting the number of interviews, the diversity of interviewee roles, or the total hours of observation. This type of counting offers a layer of credibility to the research, ensuring that the conclusions drawn are based on a robust dataset.

In the qualitative study in Chapter 5, the method of corroborative counting was adopted, as Hannah and Lautsch (2011) described. The study's comparative nature – examining employee and manager perspectives – lends itself to corroborative counting. This method validated the

critical findings by highlighting the degree of consensus or discrepancy between the two groups. For example, if employees and managers frequently mention a particular job resource, counting them can substantiate their relevance and importance across different viewpoints in the hospitality sector. The objective of counting credentials is to illustrate why one should be confident in the findings of a qualitative analysis. Typically, this counting method does not provide independent conclusions. Instead, it focuses on either (a) establishing counts of data sources or (b) producing proof of the researchers' analytical integrity.

However, while counting can add value to the study, researchers must carefully navigate its application. It is crucial to recognise that there is a dilemma with counting because, as in Hannah & Lautsch (2011), point out that decisions about counting are likely to please some audience members while alienating others; in addition, it also ensures that the quantitative elements introduced through counting do not overshadow the qualitative richness and depth of the data. The qualitative nature of this study is its core strength, offering intricate insights into the lived experiences of those in the hospitality industry.

3.5. Ethical considerations

All the research performed as part of this study considered and adhered to rigorous ethical concerns set out in the University of Nottingham Faculty of Medicine and Health Sciences Research Ethics Committee guidelines, established in 2007. In particular, the Division of Psychiatry and Applied Psychology of the University of Pennsylvania School of Medicine. This research was evaluated and approved by the Research Ethics Sub Committee, which was responsible for the design and execution of the interview study (see Appendix C).

3.5.1. Ethical consideration for the quantitative study

No ethics approval was needed for the quantitative study, as it involved no direct data collection. “*The European Working Conditions Survey Integrated Data File*”, 1991–2015, is freely accessible on the UK Data Service website. The quantitative data was made available anonymously, and the organisation overseeing data collection (Eurofound, 2017) ensured that all ethical procedures were followed during that stage. Moreover, they ensured that all the individuals involved in the data collection process followed a training session and the same set of procedures outlined in a data collection guidelines manual (Eurofound, 2017). Furthermore, to protect the privacy rights of the participants, when data was requested from the online repository for the present study, the researcher completed a thorough questionnaire on the purposes of this research, as well as signed an agreement to use it without the intention to bring harm and only for the purposes outlined in the request.

3.5.2. Ethical consideration for the qualitative study

The interviewers considered a variety of factors while conducting the interviews. These included informed permission, confidentiality, anonymity, data protection, and transparency. The research process was carried out by the British Psychological Society's Code of Ethics and Conduct (BPS, 2009), Ethics Guidelines for Internet-mediated Research (BPS, 2014), Code of Human Research Ethics (BPS, 2010), and the Data Protection Act 1998, as well as the British Psychological Society's Code of Ethics and Conduct. Participants in the interviews were allowed to withdraw from the research at any time throughout the data-collecting process, which was beneficial in practice. Furthermore, individuals had the opportunity to contact the researcher personally within seven days after the completion of the interviews and request that their information be excluded from the results of the study. Afterwards, the transcribing process began, at which point their information became anonymous and difficult to differentiate from the data of the other participants. Everyone included in the study was informed of all these concerns, both orally and in writing, on the permission form they needed to sign to participate in the interviews. Ethical approval for the study was granted by the Ethics subcommittee, Faculty of Medicine and Health Sciences, School of Medicine, reference number 1686 for the qualitative study.

3.5.2.1. *Data protection*

From data collection and analysis to the conclusion of this study, data generated from participants was handled with strict confidentiality. All data was secured and stored according to the provisions of the Data Protection Act (1998) throughout different stages of data collection, analysis, reporting and archiving in the research process. Access to research data was limited only to the researcher involved. In accordance with the policy of the University of Nottingham, the data will be kept in an encrypted database at the University for seven years after completion of the study. During this period, the data will be secured and confidentiality safeguarded until the expiration of the seven years, after which the data will be securely disposed of.

In line with the Ethics Guidelines for Internet-mediated Research of the British Psychological Society (2017), responses from participants who confirmed their participation via email were safeguarded. The study design and implementation addressed difficulties ensuring appropriate control over the research environment and procedures. The link to the online interview was made available only to the employee or manager who had been invited to take part in the study. Additionally, they were instructed not to forward the link to other employees or managers.

3.5.2.2. Privacy

Participants in the qualitative study were assured that their responses would be held in confidentiality and that their responses would be anonymous. The researcher ensured that no information was provided by participants that would directly link them to their responses. This was especially important for participants who were interviewed. Only demographic information that is relevant to the analysis of data was sought from participants. During this process, the issues related to anonymity and confidentiality were reduced to a minimum in this study. Organisations from which participants were sampled were made to understand that while seeking permission to conduct the research, the study was purely for academic purposes and as such, no specific analysis with regard to employees will be available to them. However, the results findings and their implications could be made available to organisations upon completion of the study.

3.5.2.3. Integrity

The researcher was honest and transparent about the purpose of the research and clarified any areas that were unclear to the participants and organisations. This was important, as integrity is a crucial ethical principle in research. Participants eligible for the study were provided with the participation information sheet (see Appendix D for details). Also, participants read and signed a copy of the consent form (see Appendix E for details) before data collection. Participants kept a copy of the consent form and returned one to the researcher.

3.6. Research process and methodology: Reflection on implementation

Gathering information for the quantitative research was straightforward since it was publicly accessible on the UK Data Service website. Once access to the data was given, it was necessary to thoroughly filter the information to estimate the sectors of the industry that were important to the research. Seven job quality indicators were developed for the original study, each reflecting a distinct component of job quality: the physical environment, the intensity of the work, the quality of working time, the social environment, the skills and discretion, and the prospects and earnings. These indicators were chosen because their effect (whether good or bad) on the health and wellbeing of employees has been extensively documented. Because the study questions were primarily concerned with work demands and job resource theory, the indices were developed to answer the research questions. Remember that earlier data sets for the European Working Conditions Survey are still accessible, which is important to keep in mind (EWCS). The overall response rate was 42.5 percent, a reduction of 1.7 percent (when compared to EWCS 2010) for the set of countries that were also included in the previous edition of the survey, but an increase in 23 of the 33 similar nations, according to the study (Eurofound, 2017).

Aside from the constraints of the study methodology, data sources, and analytic methods, persuading organisations to conduct individual interviews proved challenging for various reasons. First was because work-related stress is associated with negative connotations by the person experiencing it or by other people, including gatekeepers in organisations within the hospitality industry. Work-related stress is well documented by numerous scholars as one of the leading causes of poor work environment, adverse health conditions, poor job engagement and a high turnover intent of employees (Kim, 2008; LePine et al., 2005; Beehr et al., 2000). As a result, organisations may not want to participate in a study investigating work-related stress, job engagement and wellbeing issues. Also, the psychosocial factors within the industry are misunderstood as they are applied differently depending on the context, the organisations feel that an individual who is stressed at work due to the working environment is not suited for the industry, resulting in a position where an individual either acclimatises or leaves the organisation (Cooper & Dewe, 2008).

To overcome this challenge, the research topic was amended to refer to work engagement and wellbeing rather than using the terms psychosocial factors and work-related stress during the research process. This was meant to bring about a positive dimension to the research since proper management of the work environment has a positive relationship with wellbeing and organisational performance and to avoid any misinterpretations. No changes were made to the methods by which the data was collected, and there was no effect on the study outcomes.

Second, the data for the qualitative phase of the study was collected in 2020-2021. This was severely hampered by the COVID-19 epidemic and lockdown regulations, which rendered the hospitality sector almost uninhabitable for months. Even though the hospitality sector is already vulnerable to major shocks, such as the economic crisis in 2008, the presence of the COVID-19 outbreaks has resulted in a significant decrease in demand (Chang et al., 2020). The hospitality sector has seen a significant fall in sales as occupancy rates have decreased significantly because of social alienation and a significant decrease in the number of visitors visiting the country (Sobieralski, 2020). Unlike other sectors, the hospitality industry saw a significant decrease in employment, with current workers being requested to take temporary leave, furloughed, and eventually asked to depart when the company went out of business (Edgecliffe-Johnson, 2020). It is possible that conducting qualitative research into topics such as job demands, stress, engagement, and wellbeing will be distressing for participants as a result of job uncertainty and additional occupational stressors, which can negatively affect employee satisfaction, commitment, job performance, subjective wellbeing, social behaviour, and intention to remain in the organisation (Darvishmotevali & Ali, 2020; Hwang et al., 2014; Kang et al., 2020; Kim et al., 2015; Yang & Lau, 2019).

Asking participants to re-live events during this time may be counter-productive due to the negative emotions it may elicit. In the current qualitative study, extra care was taken to allow participants time to settle down in the current situation and only do the interview when they felt comfortable doing so. As a result, it took a lot longer to conduct the interviews as initially planned. Furthermore, a clinical psychologist was readily available if a need arose. Participants were more willing to share their experiences after this assurance.

3.7. Conclusion

This chapter addressed the pertinent issues regarding philosophical positions that influence the choice of any methodology. Having adopted a mixed-method design relevant to answering the research questions, the research borrows from positivism and constructivism/interpretivism. It views these as distinct but complementary approaches to the overall pragmatism design of this research. The advantages and disadvantages of both methods were outlined.

The next chapter presents the first empirical study of this thesis, where quantitative techniques were used to analyse secondary data to determine the relationship between work demands and job resources, as well as their effect on employee welfare and organisational performance in the hospitality industry, as seen from the viewpoint of employees. Employee and management opinions on work engagement and wellbeing in the hospitality industry were compared using semi-structured interviews to understand the industry better. The study considers that the quality and reliability of any research results are determined by the thoroughness with which data is collected and analysed (Kallio et al., 2016). The quantitative and qualitative investigations are discussed more deeply in Chapters 4 and 5.

4. The relationship between job demands, job resources and health and wellbeing in the hospitality industry: The mediating roles of work-related stress and employee engagement

4.1. Overview

Guided by the Job Demands Resources model, this study sought to evaluate the relationship between work demands and resources, work-related stress, employee engagement, and health and wellbeing using a sample of 2393 participants working in the hospitality sector from 35 European countries, drawn from 6th European Working Conditions Survey (EWCS) (Eurofound, 2017).

This chapter briefly describes the underlying link between job demands and job resources (psychosocial factors) and their impact, as discussed in Chapter 2 (Sections 4.2 and 4.3). Sections 4.4 and 4.5 describe the current investigation and the methodology adopted in conducting the analysis, while Sections 4.6 and 4.7 synthesise and discuss the results. The chapter concludes with section 4.8, discussing the study's limitations and suggestions for future research.

4.2. Influence of psychosocial factors in the hospitality industry

Working conditions in specific industries, such as hospitality, are characterised by exposure to psychosocial factors, primarily perceived as natural obstacles in those organisations (Ariza-Montes et al., 2018). Chapter 2 of the thesis presented a systematic literature review aimed at exploring the intricate relationship between job demands, job resources, and their impact on employee wellbeing and productivity. This review compiled and analysed studies from various databases focusing on diverse industries to synthesise broad insights. The findings indicated a significant interaction between job demands and resources, suggesting that, while increased demands are typically related to lower wellbeing, enhanced resources could mitigate these negative effects. The literature review highlighted that limited research holistically examines the relationship between job demands and resources within the hospitality sector with outcomes on health and wellbeing via the health impairment or motivational processes as outlined in the JDR model (Schaufeli & Taris, 2014). This is particularly pertinent as in the hospitality industry, physical workload, work intensification, low wage, lack of control, precarious employment, working hours, work-life conflict, autonomy, and emotional labour are more prevalent than in some other sectors (Krause et al., 2005; McNamara., 2011).

Several research papers highlight the vulnerability of hospitality workers to specific types of adverse outcomes such as stress, poor engagement, and adverse health and wellbeing (Karatepe

et al., 2020; Lillis, 2014; Hoel & Einarsen, 2003; Gleeson, 2001; Seifert & Messing, 2006). In addition, a vast number of studies have shown that low levels of job resources relate to negative outcomes such as distress, illness, excessive absenteeism, and higher turnover in the workplace (Karatepe, 2015; Chiang et al., 2010; Babakus et al., 2008).

Employee wellbeing is a significant concern in the hospitality industry, and if not monitored well, can be costly for employers and employees alike. Uncertain economic conditions throughout the European Union (EU) have severely impacted organisations, with many being forced into foreclosure and others struggling to survive on the market, which has affected working practices. Employees are required to meet higher workloads for less pay in an attempt from employers to cut costs, or else face the possibility of losing their jobs (James, 2014). Often the response strategies implemented (e.g., mass lay-offs and drastic pay cuts) have done nothing but worsen the situation (Totterdill & Exton, 2014). Considering the sector's role in the European economy and its competitiveness on a global level, it is important to understand the complexities that govern the relationship between working conditions, wellbeing and employee engagement.

There is also a great practical need to assess psychosocial factors at work and improve employee wellbeing. As discussed in previous chapters, poor working conditions and burned-out employees are associated with, for instance, sickness absence, occupational injuries and accidents, and poor job performance, whereas the opposite is true for good working conditions and employee engagement (ILO, 2016; Schaufeli, 2017). So, ultimately, managing psychosocial risk and promoting employee wellbeing translates into financial business outcomes (Bakker & Demerouti, 2018; Van De Voorde et al., 2012; Harter et al., 2003). Therefore, it is in a company's self-interest to manage psychosocial risks at work and promote employee's wellbeing, so that timely and targeted measures can be taken to improve working conditions, reduce psychosocial risks and increase work engagement (Bakker & Demerouti, 2008).

4.3. Theoretical background and research objectives

This study used the Job Demands Resources (JD-R) model as an integrative conceptual framework to identify the link between job demands and job resources and their impact on employee wellbeing and productivity in the hospitality industry, as discussed in Chapter 2. Building on the reasons for using the JD-R model were because:

- It argues that all forms of job-related characteristics may be divided into two categories: job demands and job resources.
- It describes how job demands and resources affect health and wellbeing, and productivity/performance via stress (health impairment) and engagement (motivational) processes.

- It has a wide range, which enables it to cover all necessary work features.
- It is adaptable, allowing it to be adjusted to the specific needs of every organisation, and it serves as a single interface for all stakeholders (Bakker & Demerouti, 2017).

The JD-R model are critical in organisations that require a proactive solution to employee engagement and wellbeing (Berthelsen et al., 2018). Earlier models concentrated nearly entirely on the negative elements of the work and incorporated only a restricted selection of predetermined job attributes (Taris & Schaufeli, 2015). The JD-R model's wide, adaptable, and communicative character not only makes it popular among academic scholars, but also makes it well-suited for practical use in organisations (Schaufeli, 2017).

In the JD-R model, every job has both demands and resources available. Demerouti et al. (2001) defined job demands as: "aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs". To put it differently, these would be the "negatives" in the workplace that affect employee wellbeing, like work overload, work-related arguments, and manager/co-worker relations (Demerouti et al., 2014; Hsieh et al., 2016). In contrast, job resources are the 'positives' that are defined as "aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c) stimulate personal growth and development". Examples of job resources are support from others (which helps to achieve work goals), job control (which might reduce job demands), and job performance feedback (which may enhance learning).

The JD-R model integrates two basic psychological processes (Demerouti et al., 2001; Schaufeli, 2017). First, a *health impairment process* sparked by excessive job demands and lacking resources may lead to negative outcomes such as sickness absence, poor performance, impeded workability, and low individual commitment. When job demands (the 'negatives') are chronically high and are not compensated by job resources (the 'positives'), an employee's energy is progressively drained. This may finally result in mental exhaustion, which, in turn, may lead to negative outcomes for the individual (e.g., poor health) and the organisation (e.g., high absence, presenteeism). Second, a *motivational process*, which is triggered by abundant job resources and may — via work engagement — lead to positive outcomes such as commitment, intention to stay, extra-role behaviour, employee safety, increased productivity and organisational performance. In fact, job resources (the 'positives') have inherent motivational qualities; they spark employees' energy and make them feel engaged, leading to better outcomes. Improving working conditions has received increasing attention since it enhances organisational performance and profitability, saves resources, improves employee job satisfaction, and reduces absenteeism (European Economic & Social Committee, 2011).

This investigation sought to not only test the JD-R model in the context of the hospitality sector but also to refine the model based on the findings from the systematic review, which highlighted some additional direct relationships between job demands and job resources with negative outcomes (health problems), as well as positive outcomes (productivity/performance). Figure 4.1, therefore, depicts some additional relationships, as compared to those suggested in the revised JD-R model proposed by Schaufeli and Taris (2014), as presented in Chapter 2 (figure 2.1). This study used data from the 6th EWCS, collected from various hospitality organisations, to measure the variables of job demands and resources and their direct impacts on employee wellbeing and productivity/performance. The transition from the broad review in Chapter 2 to a focused empirical study in Chapter 4 was critical. This allowed the thesis to move from a general theoretical understanding to a targeted investigation of how these factors interact in a real-world setting. This progression was vital for validating and expanding the previously identified theoretical model. However, due to limitations of questions measuring productivity/performance in the 6th EWCS, the relationship of these variables could only be tested with health and wellbeing outcomes, as discussed in the next sections.

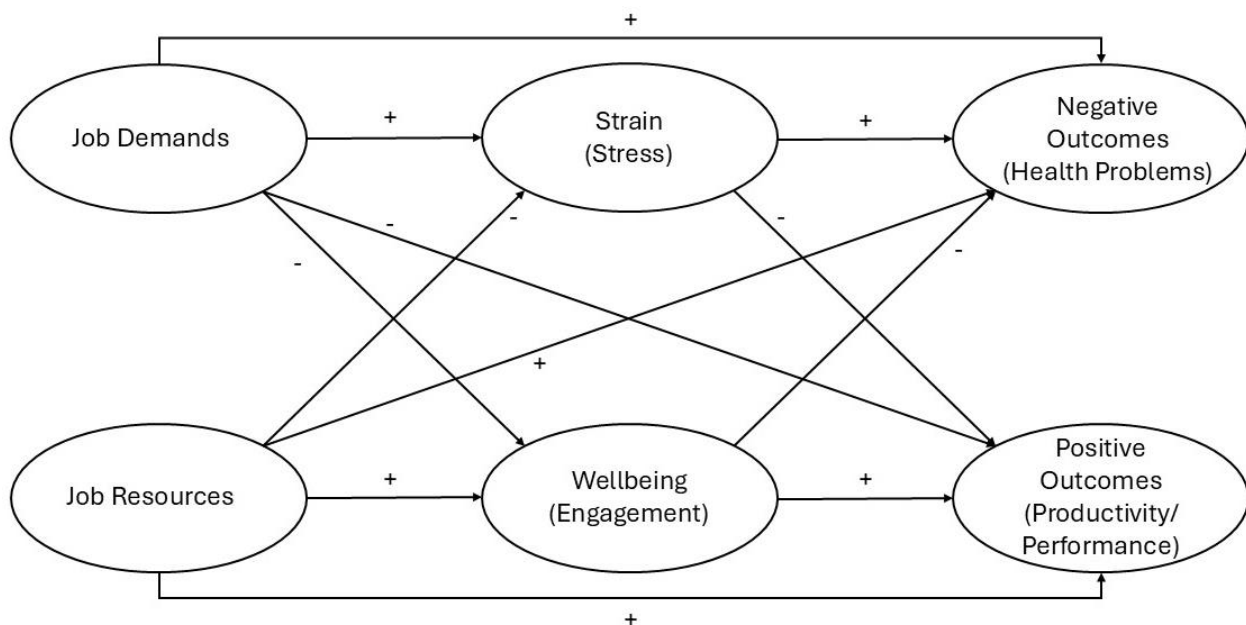


Figure 4.1: Conceptual research model - applying the JD-R model to the hospitality sector.

The main objective of this study was, therefore, to examine the relationship between job demands, job resources, work-related stress, and engagement on employee health and wellbeing in the hospitality industry. The literature review (see Chapter 2), highlights that several studies have been done to explore the link between working conditions and the health and wellbeing of workers in the hospitality sector. Prior studies have described, to some extent, the working

conditions that affect the health and wellbeing of hospitality industry employees. However, these studies have not examined the relationship between these variables in one model; in other words, they have not produced a thorough and adaptable model. Specifically, the aspects of job demand and job resources are addressed in a partial and disconnected manner. This study therefore focuses on addressing this significant research gap.

It is also important to note, as discussed in Chapter 3 (Section 3.4.2), although productivity of employees and organisational performance are significant factors, as identified in the systematic literature review in Chapter 2, the initial analysis of the data ultimately revealed that the available data from the 6th EWCS did not adequately capture this construct in a way that would meaningfully contribute to the analysis. This led to the conceptual model being adjusted (Figure 4.2) for a more focused investigation into the most critical relationships to the study's aims. This approach not only aligns with the theoretical underpinnings of the JD-R model but also ensures that the study remains tightly focused on variables that have been empirically validated as central to understanding employee wellbeing (Bakker & Demerouti, 2007). This also highlights that the Job Demands-Resources (JD-R) model is highly adaptable, allowing researchers to tailor it to the specific context of their study (Schaufeli & Taris, 2014).

In this context, the current study developed and tested a model that examines the simultaneous direct effects of job demands and job resources and the mediating effects of stress and engagement on health and wellbeing based on the organising framework of the JD-R model. This study is aimed at examining the following research questions:

1. What is the relationship between job demands, job resources, health and wellbeing within the hospitality industry?
2. To what extent does the presence of stress and engagement influence the relationship between job demands, job resources, health and wellbeing within the hospitality industry?

4.3.1. Job Demands and psychosocial work environment within the hospitality industry.

Job demands also referred to as role stressors (Thompson et al., 2005), can be defined as those physical, psychological, social, or organisational aspects of a job that require sustained physical and/or psychological effort (Bakker et al., 2003). Based on the findings of the systematic literature review (Chapter 2), this study focuses on the following indicators of job demands, a) lack of control, b) workload, c) long work hours, d) atypical contracts, e) exposure to bullying and violence and f) work-life imbalance.

Control is the amount of influence employees have in their workplace. Research has shown that ambiguity- the quality of being open to more than one interpretation of what one's job role entails,

is the biggest stressor in employees and managers within the hospitality industry (Hoel & Cooper, 2000). Lack of control and autonomy is faced by many in the hospitality industry. For example, hotel cleaners have little control over their shifts, the rooms they must clean, and the equipment/chemicals they are able to use (Hsieh et al., 2016b). Waiters and waitresses have limited influence on who they serve, when they work, or even what they wear. Workers who work in food preparation (whether in catering, canteens, or restaurants) also often have limited control, flexibility and autonomy as their work typically involves low-skill repetitive tasks (EU-OSHA, 2008a). Such repetitive behaviours have been associated with increased reports of musculoskeletal symptoms in housekeeping (Sanon, 2013) and restaurant staff (Ilban, 2013). Finally, the emphasis on management control, arguably prevalent in the hospitality industry, is often associated with poor consultation, communication, and feedback, all of which exaggerate workload and reduce the control of workers in the hospitality industry (Faulkner & Patiar, 1997). Research by Posig and Kickul (2003) and Jaramillo, Mulki, and Locander (2006) show that employees who experience high levels of role conflict and role ambiguity become emotionally exhausted.

Employee wellbeing is a critical component in determining the success and consequences of an organisation. A frequently asked question in this context is the effect of workload on employee wellbeing (Demerouti et al., 2001). Workload is a term that refers to an individual's evaluation of various tasks or activities involving mental activity, such as memory, focus, identifying issues, overcoming unexpected occurrences, and making rapid judgments (Hancock et al., 1995). If an employee has a favourable perspective, they will see the workload as a challenge in the workplace, encouraging them to take their job more seriously and create something that benefits both themselves and the organisation where they work. In contrast, if negative impressions prevail, the workload is seen as work pressure, impairing individual wellbeing and having a detrimental effect (Robbins, 2010; Ilies & De Pater, 2010). Analysis of the Fourth European Working Condition Survey in 2005 showed that the Catering, Hotels and Restaurants Sectors are amongst the least favourable sectors regarding workload (Eurofound, 2007). The Fifth EWCS revealed similar results where 43% of accommodation employees and 53% of Food and Beverage employees mentioned having to work at high intensity (Eurofound, 2010). This is higher than the EU-28 average of 37%.

Over the last few decades, the hospitality industry has been associated with long working hours (McNamara et al., 2011; Bohle et al., 2004; Soni & Rawal, 2014; Lawson et al., 2013; Mansour & Tremblay, 2018; Gordon, 2021; O'Neill & Davis, 2011; Chiang et al., 2010). Unlike most industries, the hospitality industry is busiest in the evenings and on the weekends and holidays. Hence, it requires most of its staff to work unsocial hours (Hoel & Einarsen, 2003). Several studies indicate that hotel employees consider long work hours to ensure job security and advancement

(McDowell et al., 2007; Van Wanrooy et al., 2013; Janta et al., 2011). Additionally, scheduling inconsistency, staffing levels, and varying levels of work can lead to an increase in such problems. In restaurants and hotels, shift work (including split shifts) is especially common, with an estimated 30% of staff working on shifts (Eurofound, 2007). Not only that, but they often work longer hours than those in other sectors, with a higher-than-average proportion of hospitality employees having to work more than 65 hours a week (Smith & Carroll, 2003). Early mornings, late evenings, weekends, and split shifts are all frequent job experiences in hotels, and they may lead to a variety of problems linked to unhealthy lifestyles, including disruptive sleeping habits, poor and erratic meals, lack of exercise, and disruptions in family and social life (Bohle et al., 2004). The irregular and variable work patterns of employees in this sector have been shown to affect employee health and increase conflict between their home and work life (Bohle et al., 2004).

Atypical work refers to employment arrangements that do not follow the 'typical' paradigm of full-time, regular employment with a single employer over an extended period, which is described as a socially secure and with conventional working hours that ensure a consistent income and, via wage earner-oriented social security systems, pension payments and protection against illness and unemployment (Eurofound, 2014). Atypical work (such as agency work; temporary, on-call and zero-hour contracts; and work performed outside the employment relationship, such as freelance and platform work) is associated with lower job satisfaction, higher perceived job insecurity, higher levels of sick leave and lower levels of mental and physical wellbeing (Eurofound, 2014; Lewchuk et al., 2003; Louie et al., 2006; Sluiter et al., 2020). In many organisations, work schedules for the following week are posted at most a week in advance, thus allowing workers minimal opportunity to balance work, social and family responsibilities (Zeytinoglu et al., 2004). Employees in the hospitality industry are often classified as permanent or casual. Permanent employees labour full-time continuously, with guaranteed benefits, compensation, and advancement. Casual employees often work part-time, preferably outside of standard work hours. The working conditions and welfare of casual employees are not as assured as those of permanent employees. Additionally, atypical employment arrangements fulfil the organisation's flexible needs and have become a common practice to control wage costs (Boeri & Garibaldi, 2007; Gallagher & Sverke, 2005; Blanchard & Landier, 2002; Kalleberg, 2000).

Bullying and violence from customers are especially prevalent in first-line service jobs, such as waiters, receptionists, and bartenders. According to the Fourth EWCS, the prevalence rates of violence (8%) and the threat of violence (9%), as reported by hospitality employees, were amongst the highest of all sectors. Statistics on research samples of hotel, bar, and restaurant staff have ranged between a reported 21.2% to 100% of staff having been subjected to or witnessed verbal aggression and assaults (Harris & Reynolds, 2004). Hotel staff typically has a

subordinate role to the customer, and with importance placed on customer satisfaction, these workers are pressured to meet the needs and desires of their customers. Consequently, this may place them in a position where they have difficulty leaving an undesired situation or disagreeing with a customer (Poulston, 2008). Customer dissatisfaction with service can motivate aggression, which can be due to unrealistic customer expectations due to organisations exaggerating their services (Bolton & Houlihan, 2005). This can be compounded further by 'trigger' factors, such as alcohol or stress. Finally, the exchange of money, working alone or in small groups in the early morning or late at night, and sites in high crime areas are risk factors for crime and physical violence, congruent to working in the hospitality industry (Chappell & Di Martino, 2000).

There are several interpretations of work-life balance, and researchers have yet to agree on what it means (Rothbard et al., 2021; Perrigino et al., 2018; Maxwell & McDougall, 2004). The phrase 'work-life balance' was first used in the middle of the 1970s to describe the equilibrium between an individual's work and personal life (Jones et al., 2006). Work-life balance is a term that refers to the tendency of employees to devote more time to work and less time to other aspects of their lives (Rantanen et al., 2011; Lockwood, 2003). Working long hours, rotating shifts, and dealing with demanding and challenging guests has become a norm in the hospitality industry (Wong & Ko, 2009). As a result of this stress, it becomes necessary for a person to determine how to strike a balance between work and family life, thus resulting in an imbalance. Additionally, the literature indicates that there are critical work-life balance concerns to address in the hospitality business, mostly connected to labour shortages and turnover (Deery & Jago, 2009). According to research conducted by Lee et al., (2015), in the hospitality industry, work-life balance concerns are determined by employee wants for greater job satisfaction and employer desires for enhanced individual commitment. Work-life balance initiatives in the hospitality industry focus mainly on working hours and fail to provide linkages in other areas of concern (Cushing, 2004). An imbalance between personal and work life can have serious or adverse effects on health and well-being. This imbalance usually occurs when the boundaries between professional and personal life are unclear (Chiang et al., 2010). Emotional tension, despair, and anxiety are all caused by a work-life imbalance (Arslaner & Boylu, 2017). Well-rested and engaged employees are more likely to handle stressful or high-pressure situations at work effectively (Adnan, 2019). Accordingly, the following hypothesis is proposed:

H1: Job demands are associated with a decline in the quality of employee health and wellbeing within the hospitality industry.

4.3.2. Job Resources and psychosocial work environment within the hospitality industry

Job resources refer to those physical, psychological, social, or organisational aspects of the work environment that assist the achievement of work goals or stimulate personal growth and development (Bakker et al., 2004; Halbesleben & Buckley, 2004). Resources may be located at the organisational and task levels, in interpersonal/social relations and the organisation of work and include things such as performance feedback, skill variety, autonomy, training, salary, supervisory support, empowerment, rewards, and service technology (Babakus et al., 2003; Bakker et al., 2003; Ben-Zur & Yagil, 2005; Demerouti et al., 2001; Lewig & Dollard, 2003; Maslach, 2005; Reynolds & Tabacchi, 1993; Wilk & Moynihan, 2005). The present study focuses on the following job resources based on the findings of the systematic literature review (Chapter 2): a) autonomy, b) reasonable work hours, c) supervisory support, and d) co-worker support that are widely recognised as being crucial to success.

The concept of job autonomy can be defined as the degree of control a worker has over his or her own immediate scheduling and tasks (Liu et al., 2005). Job autonomy—the ability to decide when, where, and how the job is to be done (Bailyn, 1993; Clark, 2001)—most likely has an influence on an employee's wellbeing. In fact, research to date suggests that employees who have a say over how they do their jobs are more satisfied with their jobs (Clark, 2001; Hackman & Oldham, 1976; Parasuraman & Alutto, 1984), and experience less stress (Parasuraman & Alutto, 1984).

Control over work hours has been found to improve stress, health, and wellbeing, while reducing work-life conflict (Mauno et al., 2006). A study carried out by Hughes et al. (2007) found that work-time control moderated the relationship between work hours and work-family interference (WIF); the form of this interactive effect showed that having a degree of control over work hours buffered the impact of longer work hours on WIF. These results are consistent with the view that employees who are permitted some flexibility in their work schedules (e.g., start and finish times or break times) experience less conflict between their work and home life, which, in turn, enhances family satisfaction. Indeed, having some control over work hours may aid employees' recovery from expended effort by allowing them to work at times most favourable to them and to take breaks when needed, thus reducing potential accumulation of strain and maintaining wellbeing (Ala-Mursula et al., 2005).

Co-worker support is the extent to which employees believe their co-workers are willing to provide them with work-related assistance to aid in the execution of their service-based duties (Susskind et al., 2003). Recent research by Rousseau et al., (2009), suggested that the support from co-workers far exceeds the provision of task-related information and helping but includes socio-

emotional support such as providing care, and empathy. Co-worker support can further enhance an employee's psychological identification with his or her work role through the internalization of the behaviours exhibited by co-workers (Nugent & Abolafia, 2006). Empirical research has shown that co-worker support is positively related to employee job satisfaction, job involvement, work engagement, and organisational commitment (Hiaburu & Harrison, 2008; Karatepe et al., 2010).

Supervisory support refers to "the degree to which employees perceive that supervisor offers employees support, encouragement and concern" (Babin & Boles, 1996, p. 60). As Thompson et al. (2005) argue, supervisory support can be an antidote to job demands such as role overload and role ambiguity, reducing emotional exhaustion. A meta-analytic review demonstrates that supervisory support reduces emotional exhaustion (Lee & Ashforth, 1996). Frontline service jobs, including those in the hospitality industry (Reynolds & Tabacchi, 1993), require frequent interactions between customers and employees. Whenever frontline employees feel that they cannot deal with customer needs and requests effectively during service encounters because of a lack of requisite job and/or interpersonal skills, they become emotionally exhausted. In that event, training programs in task-related and behavioural skills are invaluable in alleviating frontline employees' emotional exhaustion (cf. Karatepe, 2006; Wilk & Moynihan, 2005). In addition, training enhances employees' affective commitment to their organisation (Tsui et al., 1997) and reduces their turnover intentions (Cheng & Brown, 1998). Accordingly, it is hypothesized that:

H2: Job resources are associated with the improvement in the quality of employee health and wellbeing within the hospitality industry.

4.3.3. Stress within the hospitality industry

The literature review in Chapter 2 identified that work-related stress has surfaced as one of the most serious problems in modern times in industrialised countries, and burnout has been found to be prevalent in people-oriented professions such as healthcare workers (Jamal & Baba, 2000). Work-related stress has been shown to lead directly to health issues: physical (headaches, stomach problems, and even heart attacks) and mental (job dissatisfaction, anxiety, and depression) (WHO, 2010; ILO, 2016). These health issues have a negative impact on employee commitment and productivity and result (in addition to the employee health issues), lowers performance of the organisation (Gill et al., 2006). Work stress can be a particular problem in customer-oriented fields because employees often experience conflicting demands of the company, supervisors, and customers, and these conflicts create dissonance for employees (Ruyter et al., 2001). Stress at work is a ubiquitous and multifaceted phenomenon (Lazarus,

1993) that is costly for organisations because it contributes to expensive voluntary turnover (Villanueva & Djurkovic, 2009).

Work-related stress is a multi-dimensional phenomenon that includes emotional, physical, and cognitive exhaustion (Hock, 1988; Maslach & Jackson, 1984; Pines & Aronson, 1981), depersonalisation, and a lack of personal accomplishment (Hock, 1988; Maslach, 1982). Numerous studies have shown that stress is a predictor of a variety of negative outcomes, including depression, anxiety, and psychological and physiological illness (Slaski & Cartwright, 2003; O'Neill & Davis, 2011; Hon & Chan, 2013). Although the problem of stress may be acute in the hospitality sector, it is reasonable to believe that the most common stressor among hospitality employees would likely be the same as among a more general population (O'Neill & Davis, 2011).

The JD-R model posits that job demands, when excessive, lead to adverse health outcomes primarily through the health impairment process. Stress is central to this process, acting as the mechanism through which high job demands, such as a heavy workload, lack of control, and exposure to workplace violence, exert detrimental effects on employees' physical and mental health. When job demands are overwhelming, they deplete an individual's energy and coping resources, increasing stress levels. Chronic stress, in turn, is linked to a range of negative health outcomes, including anxiety, depression, and physical illnesses such as musculoskeletal disorders (Chela-Alvarez et al., 2020). This pathway justifies H3a, which hypothesises that work-related stress mediates the relationship between job demands and health and wellbeing in the hospitality industry (Babakus et al., 2008). By integrating stress as a mediator, the hypothesis aligns with the JD-R model's health impairment process, where stress is the conduit through which job demands impair employee health (Karatepe, 2011). Therefore, the following hypotheses are presented:

H3a: Work-related stress mediates the relationship between job demands and health and wellbeing within the hospitality industry.

H3b: Work-related stress mediates the relationship between job resources and health and wellbeing within the hospitality industry.

4.3.4. Engagement within the hospitality industry

The hospitality industry has faced many challenges throughout the years regarding managing, retaining, and motivating human capital (Enz, 2001). As the literature in Chapter 2 suggests, the service industry jobs have been touted to be high-stress and low pay, which are factors that work against employee engagement and organisational commitment (Stamper & Van Dyne, 2003).

However, engagement and organisational commitment are factors that vary among individuals, making it hard to measure, categorise, and generalise (Meyer et al., 1991; Mowday et al., 1979; Nicholson, 2003; Simons & Enz, 1995; Zaccarelli, 1985). Miller (2002) provided conceptual evidence that intrinsically motivated employees have higher job satisfaction. Low et al. (2001) demonstrated empirically that high levels of intrinsic motivation led to high levels of job satisfaction and engagement among salespeople.

The literature review from Chapter 2 also identifies employee engagement as a critical driver for organisational success in a competitive business environment. Employee engagement refers to the positive, affective, psychological, work-related state of mind that leads employees to actively invest themselves emotionally, cognitively, and physically in their work (Schaufeli et al., 2002). Using the JD-R model, the literature suggests that engagement positively influences employee health and wellbeing.

Engagement, a key construct in the JD-R model's motivational process, is hypothesised to mediate the relationship between job demands/resources and health and wellbeing (Bakker & Demerouti, 2007). Engagement is characterised by vigour, dedication, and absorption in work, which enhances job performance and improves health outcomes (Schaufeli & Bakker, 2004). According to the JD-R model, job resources play a pivotal role in fostering engagement, buffering the negative effects of job demands and supporting overall employee wellbeing (Bakker & Demerouti, 2014). The motivational process outlined in the JD-R model suggests that when employees are engaged, they are more resilient to job demands, leading to improved health and wellbeing (Hakanen et al., 2006). This justifies the formulation of H4a and H4b, where engagement is proposed as a mediator, linking job resources to positive health outcomes (Bakker & Leiter, 2010). The JD-R model thus provides a robust theoretical basis for understanding how job resources can lead to enhanced engagement, promote better health and reduce the risk of stress-related health impairments (Schaufeli, 2015). The following hypotheses are therefore proposed:

H4a: Engagement mediates the relationship between job demands and health and wellbeing within the hospitality industry.

H4b: Engagement mediates the relationship between job resources and health and wellbeing within the hospitality industry.

4.4. Methodology

4.4.1. Data source – 6th European Working Conditions Survey (EWCS)

Eurofound has been monitoring progress on improving working conditions in Europe through its European Working Conditions Survey (EWCS), since 1991. The survey's main objectives are to (Eurofound, 2017):

- Measure working conditions across European countries on a harmonised basis.
- Analyse relationships between different aspects of working conditions.
- Identify groups at risk, issues of concern, and areas of progress.
- Monitor trends over time.
- Contribute to European policy development – particularly on quality of work and employment issues.

The sixth wave was carried out in 2015 and covers 35 European countries: the 28 EU Member States (including the UK as it predates Brexit) plus the candidate countries for EU membership – Albania, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, and Turkey (all supported by the EU Instrument for Pre-accession Assistance (IPA)) – as well as Norway and Switzerland. The sample size ranges from 1,000 to 3,300 people per country, with three Member States (Belgium, Slovenia, and Spain) subsidising a bigger sample size in their countries. In total, 43,850 employees and self-employed workers were interviewed between February and September 2015 (Eurofound, 2017).

The Eurofound (2017) survey questionnaire covers a wide-ranging set of topics: worker characteristics (including household situation), job design, employment conditions, working time, exposure to physical risks, work organisation, skills use and autonomy, work-life balance, worker participation and representation, the social environment at work, and health and wellbeing. For each wave of the survey, the questionnaire has been thoroughly reviewed by a group composed of users, experts of national working conditions surveys, representatives of the research community, and representatives of Eurofound's Governing Board, the European Commission, and international organisations.

4.4.2. Sample

In this study, a secondary analysis was conducted on data obtained from the 6th EWCS. It was chosen because it is one of the only representative surveys carried out at the EU level, offering sufficient information for this research. The overall response rate was 42.5%.

This study focused on the sample section represented by salaried individuals, meaning self-employed people and freelancers were excluded from the analyses. The reason for this was because, as stated in other studies, self-employed individuals and freelancers have more control over their working conditions and are not so dependent on others (Dhondt et al., 2014). Conversely, it could be argued that some of the dimensions investigated in this study, like colleague and manager support, do not really apply to them. A second consideration was that the participants had to work in organisations associated with the hospitality industry, which employs over 10.7 million people in the European Union. Nearly 8 million of these people work in the food and beverage industry, while the accommodation sector (not including real estate) accounts for 2.7 million jobs in the EU (Eurostat, 2008). According to NACE (Rev. 2 classification: Section I), the provision of accommodation services (Division 55) covers hotels and other provision of short-stay accommodation. The food and beverage services subsector (Division 56) provides complete meals or drinks fit for immediate consumption, regardless of the type of facility supplying the service; sit-down and take-away restaurants are included, as well as bars, canteens, and catering services (Eurostat, 2008). Table 4.1 presents the summary of the responses from Division 55 and 56.

Table 4.1: Responses – Division 55 and 56

	Frequency	Percent
Accommodation	469	19.6
Food and beverage service activities	1924	80.4
Total	2393	100

Source: NACE Revision 2; 6th EWCS, 2017

Regarding country data, all 35 European countries (the 28 EU Member States plus the candidate countries for EU membership) were included. Although a point can be made that cultural differences are important, the reason all EU countries were included is that one aim of this study is to test the robustness and generalisability of the hypothesis that job demands and job resources have an impact on employee wellbeing. Table 4.2 presents the summary of the responses by country. After the initial data screening, a total of 2393 valid responses remained.

Table 4.2: Responses – by country

	Frequency	Percent
Austria	63	2.6
Belgium	116	4.8
Bulgaria	55	2.3
Croatia	64	2.7
Cyprus	114	4.8
Czech Republic	51	2.1
Denmark	19	0.8
Estonia	34	1.4

Finland	30	1.3
France	53	2.2
Germany	87	3.6
Greece	111	4.6
Hungary	41	1.7
Ireland	73	3.1
Italy	81	3.4
Latvia	42	1.8
Lithuania	32	1.3
Luxembourg	53	2.2
Malta	63	2.6
Netherlands	44	1.8
Poland	37	1.5
Portugal	60	2.5
Romania	35	1.5
Slovakia	46	1.9
Slovenia	85	3.6
Spain	303	12.7
Sweden	31	1.3
UK	70	2.9
Montenegro	77	3.2
FYROM	53	2.2
Serbia	39	1.6
Turkey	150	6.3
Norway	25	1
Switzerland	74	3.1
Albania	82	3.4
Total	2393	100

Source: 6th EWCS, 2015

4.4.3. Data preparation and pre-analysis checks

To prepare the data for this quantitative study, each step was methodically aligned using specific techniques to ensure the robustness of the dataset for analysis. Initially, data cleaning was conducted using SPSS 29, and this involved the use of descriptive statistics, which provided summary statistics such as frequencies, mean, median, standard deviation, and range (Van Den Broeck et al., 2005; Subudhi & Mishra, 2019). Following data cleaning, the dataset was subjected to Exploratory Data Analysis (EDA) to understand the underlying distributions and relationships between variables. EDA is widely recognised as an essential step in the data analysis process because it helps in understanding the structure of the data, identifying underlying patterns, and formulating hypotheses for more detailed investigations (MacInnes, 2020). Completeness checks were also conducted to ensure that all necessary variables were present and correctly formatted,

which is critical to avoid biased outcomes due to missing or misclassified data. The database was reviewed to identify missing values. The levels of missing data for items used from the survey (see tables 4.3 to 4.7) were low and ranged from 0.04% to 2.55%. Missing values were replaced with a series mean, which was critical for carrying out path analysis in AMOS 26 (Cheung & Lau, 2008).

Skewness and kurtosis are integral to the EDA process (Balakrishnan, 2003). Skewness is a statistical measure that reflects the asymmetry of the distribution around its mean. High skewness in data can distort the mean and standard deviation, leading to misleading interpretations, particularly in datasets where the assumption of normality is crucial (Ott & Longnecker, 2015). Kurtosis is a measure of the probability distribution of real-valued random variables. A high kurtosis implies a distribution with fat tails and a sharp peak, known as leptokurtic, indicating a higher likelihood of outliers. This can affect statistical tests that assume the normality of the data. Conversely, low-kurtosis or platykurtic distributions have thin tails and imply fewer extreme outliers (Westfall, 2014). A visual review of individual cases was conducted to identify possible causes for their classification as potential outliers. No data errors or respondent inadequacies were identified upon examination, and the data was normally distributed.

The reliability and validity properties of the EWCS survey have been confirmed in its technical guide (Eurofound, 2016). The concept of reliability in research pertains to the consistency of data-collection instruments, ensuring that repeated measurements under unchanged conditions produce similar results (Wilcox et al., 2012). Olayinka and Abideen (2023) specifically address the various approaches to determining the reliability of research instruments, highlighting methods such as internal consistency and reliability coefficients, which are essential for assessing the consistency of data collection tools. Internal consistency was evaluated using Cronbach's alpha to determine the coherence of the measurements with the constructed scales, as presented in tables 4.3 to 4.7, ensuring the reliability of the composite variables measured (Osburn, 2000). The threshold for composite reliability has been debated by researchers, with most suggestions ranging from an acceptable level of .60 or .70 and above (Netemeyer et al., 2003; Peterson & Kim, 2013). The constructs related to job demands and resources, engagement, and health and wellbeing, demonstrated Cronbach's alpha values well above, to close to the acceptable threshold of 0.70. The validity of the data was also systematically verified through content and construct validity (Avlund et al., 1993). Content validity was ensured by critically reviewing the data collection methods and sources in the secondary data to confirm their appropriateness and breadth relative to the study objectives (Sireci, 1998). Construct validity was assessed by employing confirmatory factor analysis (section 4.5.4) to explore the relationships between variables, verifying that these relationships conformed to established theoretical expectations

(Martin et al., 2011). This thorough and methodical preparation ensured that the dataset was primed for subsequent analysis, thus providing a dependable basis for generating reliable and valid findings.

4.4.4. Selection of survey items and scale construction

Demographic variables and other covariates: To account for as many confounding factors as possible, gender, education, age, whether the participant worked part-time or full-time, were an employee or self-employed, their type of contract, sector, and tenure (work experience) were controlled for in the analyses. Age and tenure were measured continuously; gender, part/full-time, and employee/self-employed were dichotomous, with the values 1 (male, part-time, employee) and 2 (female, full-time, self-employed); and education, contract and sector were categorical. Education was categorised as indicating the highest level an individual achieved (e.g., upper secondary, post-secondary) based on the International Standard Classification of Education (ISCED) norms. The type of employment contract was categorised as a contract of unlimited duration, limited duration, temporary employment agency contract, apprentice or other training schemes, no contracts, and others (spontaneous). The sector was categorised as private, public, joint private-public, not-for-profit, and others.

Job demands were measured by using six variables: a) lack of control, b) emotional demands, c) quantitative demands, d) work pace, e) exposure to bullying and violence, and f) work-life imbalance, using items derived from the 6th EWCS questionnaire and informed by the literature review. The selection of the variables is also supported by published research that relies on this data from the questionnaire to measure job demands (e.g., Dediu et al., 2018; Radic et al., 2020; Houtman et al., 2020). Table 4.3 presents a list of survey items selected, including how each item was scored, explains how they were used to create composite scales, and presents the reliability (internal consistency) for each scale.

The hospitality sector is synonymous with unpredictable long working hours resulting in poor employee outcomes. The number of hours worked per week or year and how labour is organised are major concerns and interests for both employees and employers. Working hours directly affect an employee's standard of living, degree of work-life balance, and overall viability of working life. Working time is a crucial factor for companies to consider when calculating costs, performance, and competitiveness (Morley & Sanoussi, 2009; Piso, 2022). However, the question on long working hours included in the 6th EWCS could not be included in analysis due to how participants were asked the question.

Similarly, the questions on atypical contract could not be included in the analysis. As already discussed in the theoretical background (see section 4.4.1.4.), atypical work involves - irregular work hours, such as shift work, night work, and weekends. Working within the hospitality sector often includes working irregular hours (Pizam & Shani, 2009). Shift and night work are linked to detrimental effects on health and wellbeing, including an increased risk of cardiovascular disease, fatigue, reduced sleep duration and quality, anxiety, depression, and gastrointestinal disorders (Eurofound, 2017). Due to how long work hours and atypical work impact employee productivity, wellbeing, and health, these issues were further discussed in the qualitative study in Chapter 5.

Table 4.3: Job demands – Survey items selected

Variable	Item from 6th EWCS	Scale/Scoring	Scale construction and reliability
Lack of Control	Q42. How are your working time arrangements set?	4-point scale, between 1 (set by the company) and 4 (set entirely by yourself)	$\alpha = 0.76$. 5 items were used to develop the lack of control scale. First Q42 was reverse coded, to match those from Q61, so that 1 means highest level of control and 5 (or 4 in case of Q42) means lowest form of control. Lack of control scale is the average of the responses of the participants on these 5 items. A high score denotes lack of control.
	Q61c. You are consulted before objectives are set for your work.	5-point scale, between 1 (always) and 5 (never)	
	Q61d. You are involved in improving the work organisation or work processes of your department or organisation?	5-point scale, between 1 (always) and 5 (never)	
	Q61e. You have a say in the choice of your work colleagues?	5-point scale, between 1 (always) and 5 (never)	
	Q61f. You can take a break when you wish?	5-point scale, between 1 (always) and 5 (never)	
Emotional Demands*	Q30g. Handling angry clients, customers, patients, pupils etc. [Does your main paid job involve...?]	7-point scale, between 1 (all of the time) and 7 (never)	$\alpha = 0.67$. 12 items were used to develop the workload scale, which correspond to the work intensity index developed in the 6 th EWCS (which include emotional demands Q30g, Q30h, Q61o; quantitative demands Q49a, Q49b, Q51, Q61g; pace determinants and interdependency (Q50a-e). First, all items (except Q61g) were reverse recoded. Then the emotional and quantitative demands scales were created by averaging the items.
	Q30h. Being in situations that are emotionally disturbing for you [Does your main paid job involve...?]	7-point scale, between 1 (all of the time) and 7 (never)	
	Q61o. Your job requires that you hide your feelings	5-point scale, between 1 (always) and 5 (never)	
Quantitative Demands*	Q49a. And, does your job involve working at a very high speed	7-point scale, between 1 (all of the time) and 7 (never)	
	Q49b. And, does your job involve working to tight deadlines	7-point scale, between 1 (all of the time) and 7 (never)	
	Q51. How often do you have to interrupt a task you are doing to take on an unforeseen task?	4-point scale, between 1 (very often) and 4 (never)	

	Q61g. You have enough time to get the job done	5-point scale, between 1 (always) and 5 (never)	The 'no' responses in Q50a-e, were coded as 0. The pace and interdependencies scale are the total of the responses of the participants on these 5 items. *These three scales were combined to create the composite workload scale. A high score indicates higher level of workload. See section 4.5.5.
Work Pace*	Q50. Is your pace of work dependent on...? (pace determinants and interdependency) a - The work done by colleagues b - Direct demands from people such as customers, passengers, pupils, patients. c - Numerical production targets or performance targets d - Automatic speed of a machine or movement of a product e - The direct control of your boss	dichotomous scale, with 1 (Yes), 2 (No)	
Exposure to bullying and violence	Q80a. Over the last month, during the course of your work have you been subjected to any of the following? Verbal abuse	dichotomous scale, with 1 (Yes), 2 (No)	$\alpha = 0.70$. 7 items were used to develop the exposure to bullying and violence scale. First, the 'no' responses were coded as 0. The scale is the total of the responses of the participants on these 7 items. A high score indicates increasing exposure to such incidents and therefore more exposure to bullying and violence. A 0 score on the scale indicates no exposure, while 7 indicates the highest level of exposure.
	Q80b. Over the last month, during the course of your work have you been subjected to any of the following? Unwanted sexual attention	dichotomous scale, with 1 (Yes), 2 (No)	
	Q80c. Over the last month, during the course of your work have you been subjected to any of the following? Threats	dichotomous scale, with 1 (Yes), 2 (No)	
	Q80d. Over the last month, during the course of your work have you been subjected to any of the following? Humiliating behaviours	dichotomous scale, with 1 (Yes), 2 (No)	
	Q81a. And since you started your main paid job, during the course of your work have you been subjected to any of the following? Physical violence	dichotomous scale, with 1 (Yes), 2 (No)	
	Q81b. And since you started your main paid job, during the course of your work have you been subjected to any of the following? Sexual harassment	dichotomous scale, with 1 (Yes), 2 (No)	
	Q81c. And since you started your main paid job, during the course of your work have you been subjected to any of the following? Bullying/ harassment	dichotomous scale, with 1 (Yes), 2 (No)	
Work Life Imbalance	Q45a. Kept worrying about work when you were not working [How often have you...?]	5-point scale, between 1 (always) and 5 (never)	$\alpha = 0.78$. 6 items were used to develop the work-life imbalance scale. First, each item was reverse coded, so that
	Q45b. Felt too tired after work to do some of the household jobs which need to be done [How often have you...?]	5-point scale, between 1 (always) and 5 (never)	

	Q45c. Found that your job prevented you from giving the time you wanted to your family [How often have you...?]	5-point scale, between 1 (always) and 5 (never)	1 means lowest level of imbalance and 5 means highest form of imbalance. Work-life imbalance scale is the average of the responses of the participants on these 6 items. A high score denotes high work-life imbalance.
	Q45d. Found it difficult to concentrate on your job because of your family responsibilities [How often have you...?]	5-point scale, between 1 (always) and 5 (never)	
	Q45e. Found that your family responsibilities prevented you from giving the time you should to your job [How often have you...?]	5-point scale, between 1 (always) and 5 (never)	
	Q46. - Since you started your main paid job, how often have you worked in your free time to meet work demands?	5-point scale, between 1 (daily) and 5 (never)	

Job resources were measured by using four variables (Table 4.4): a) autonomy, b) reasonable work hours, c) supervisory support and d) co-worker support, which were derived from the 6th EWCS questionnaire based on the seven job quality indices.

Table 4.4: Job resources – Survey items selected

Variable	Item from 6 th EWCS	Scale/Scoring	Scale construction and reliability
Autonomy	Q54a. Are you able to choose or change your order of tasks	dichotomous scale, with 1 (Yes), 2 (No)	<p>$\alpha = 0.75$. 5 items were used to develop the autonomy scale.</p> <p>First, the 'no' responses were coded as 0. The scale is the total of the responses of the participants on these 3 items.</p> <p>Q61n and Q61i was reverse coded, so that 1 means lowest level of autonomy and 5 means highest form of autonomy. The autonomy scale is the average of the responses of the participants on these 6 items. A high score denotes high autonomy.</p>
	Q54b. Are you able to choose or change your method of work	dichotomous scale, with 1 (Yes), 2 (No)	
	Q54c. Are you able to choose or change your speed or rate of work	dichotomous scale, with 1 (Yes), 2 (No)	
	Q61n. You can influence decisions that are important for your work?	5-point scale, between 1 (always) and 5 (never)	
	Q61i. You are able to apply your own ideas in your work?	5-point scale, between 1 (always) and 5 (never)	
	Q39a. Do you work...? The same number of hours every day	dichotomous scale, with 1 (Yes) and 2 (No)	$\alpha = 0.81$. 4 items were used to develop

Reasonable working hours	Q39b. Do you work...? The same number of days every week	dichotomous scale, with 1 (Yes) and 2 (No)	the reasonable working hours scale. First the 'no' responses were coded as 0. The scale is the total of the responses of the participants on these 4 items. A high score indicates increasing stability and therefore more reasonable work hours.
	Q39c. Do you work...? The same number of hours every week	dichotomous scale, with 1 (Yes) and 2 (No)	
	Q39d. Do you work...? Fixed starting and finishing times	dichotomous scale, with 1 (Yes) and 2 (No)	
Supervisory support	Q61b. For each of the following statements, please select the response which best describes your work situation. Your manager helps and supports you	5-point scale, between 1 (always) and 5 (never)	$\alpha = 0.90$. 7 items were used to develop the supervisory support scale. First, each item was reverse coded, so that 1 means lowest level of support and 5 means highest form of support. The supervisory support scale is the average of the responses of the participants on these 7 items. A high score denotes high support from supervisors.
	Q63a. To what extent do you agree or disagree with the following statements? Your immediate boss... Respects you as a person	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	
	Q63b. - To what extent do you agree or disagree with the following statements? Your immediate boss... - Gives you praise and recognition when you do a good job	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	
	Q63c. To what extent do you agree or disagree with the following statements? Your immediate boss... Is successful in getting people to work together	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	
	Q63d. To what extent do you agree or disagree with the following statements? Your immediate boss... Is helpful in getting the job done	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	
	Q63e. To what extent do you agree or disagree with the following statements? Your immediate boss... Provides useful feedback on your work	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	
	Q63f. To what extent do you agree or disagree with the following statements? Your immediate boss... Encourages and supports your development	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	
Co-worker support	Q61a. - Your colleagues help and support you? [For each of the following statements, please select the response which best describes your work situation]	5-point scale, between 1 (always) and 5 (never)	$\alpha = 0.71$. 3 items were used to develop the co-worker support scale. First, each item was reverse coded, so that 1 means lowest level of support and 5 means
	Q70e. - There is good cooperation between you and your colleagues [The next questions are about your workplace. To what extent do you	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	

	agree or disagree with the following statements]		highest form of support. The co-worker support scale is the average of the responses of the participants on these 3 items. A high score denotes high support from co-workers.
	Q89d. - I generally get on well with my work colleagues [To what extent do you agree or disagree with the following statements about your job?]	5-point scale, between 1 (strongly agree) and 5 (strongly disagree)	

The mediator variable, stress, was assessed using one item (Table 4.5).

Table 4.5: Stress – Survey items selected

Variable	Item from 6 th EWCS	Scale/Scoring	Scale construction and reliability
Work-related Stress	Q61m. For each of the following statements, please select the response which best describes your work situation. You experience stress in your work.	5-point scale, between 1 (always) and 5 (never)	Single item scale. Q61m was reverse coded, so that 1 means lowest level of stress and 5 means highest level of stress. A high score denotes high work-related stress.

The mediator variable, engagement, was assessed using three items (Table 4.6).

Table 4.6: Engagement – Survey items selected

Variable	Item from 6 th EWCS	Scale/Scoring	Scale construction and reliability
Engagement	Q90a. The following statements are about how you feel about your job. For each statement, please tell me how often you feel this way... At my work I feel full of energy	5-point scale, between 1 (always) and 5 (never)	$\alpha = 0.66$. 3 items were used to develop the engagement scale. First, each item was reverse coded, so that 1 means lowest level of engagement and 5 means highest level of engagement. The scale is the average of the responses of
	Q90b. The following statements are about how you feel about your job. For each statement, please tell me how often you feel this way... I am enthusiastic about my job	5-point scale, between 1 (always) and 5 (never)	

	Q90c. The following statements are about how you feel about your job. For each statement, please tell me how often you feel this way... Time flies when I am working	5-point scale, between 1 (always) and 5 (never)	the participants on these 4 items. A high score denotes high engagement.
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The outcome / dependant variable, health and wellbeing were assessed using 6 items (Table 4.7) designed to measure dimensions perceived to support the theory of the relation of job demands, job resources on health and wellbeing using stress and engagement as mediators.

Table 4.7: Health and wellbeing– Survey items selected

Variable	Item from 6 th EWCS	Scale/Scoring	Scale construction and reliability
Health and Wellbeing	Q78c - Backache [Last 12 months, have any health problems?]	dichotomous scale, with 1 (Yes), 2 (No)	$\alpha = 0.75$. 6 items were used to develop the health and wellbeing scale. First the 'no' responses were coded as 0. The scale is the total of the responses of the participants on these 6 items. A high score indicates increasing health issues and therefore worse general health and wellbeing.
	Q78d - Muscular pains in shoulders, neck and/or upper limbs [Last 12 months, have any health problems?]	dichotomous scale, with 1 (Yes), 2 (No)	
	Q78e - Muscular pains in lower limbs [Last 12 months, have any health problems?]	dichotomous scale, with 1 (Yes), 2 (No)	
	Q78f - Headaches, eyestrain [Last 12 months, have any health problems?]	dichotomous scale, with 1 (Yes), 2 (No)	
	Q78h - Anxiety [Last 12 months, have any health problems?]	dichotomous scale, with 1 (Yes), 2 (No)	
	Q78i - Overall fatigue [Last 12 months, have any health problems?]	dichotomous scale, with 1 (Yes), 2 (No)	

4.4.5. Composite variables

Composite variables in data analysis are typically created by combining multiple individual variables, often based on theoretical or empirical justification, to represent a single underlying construct (Song et al., 2013). As presented in the previous section, creating composite variables involves summing or averaging observed variables or using more complex algorithms that weigh variables differently based on their contribution to the construct (Schamberger et al., 2022). In creating the composite variables for this study, the observed variables that theoretically reflected the latent construct were identified, and SPSS 29 was used to calculate composite scores by averaging the values of individual items that conceptually represented a construct (Do-Thi & Do, 2022).

Confirmatory Factor Analysis (CFA) (Section 4.5.4) was then used to confirm whether the set of observed variables could be combined to represent valid latent constructs proposed by the theoretical framework (Brown, 2007; Marsh et al., 2013). The strength of the relationship between an observed variable and its corresponding latent factor is quantified by factor loading,

which represents the contribution of the latent factor to the observed score of the variable (Hoyle, 2011). This analysis was pivotal for confirming that each set of observed variables appropriately represented the underlying latent constructs associated with job demands and resources, engagement, and health and wellbeing. The maximum likelihood estimation method was used to perform CFA. Model fit was assessed using several fit indices, including the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and standardised root mean square residual (SRMR). These indices provided evidence that the proposed factor structure was acceptable to the data, suggesting that the items grouped under each factor effectively captured the constructs of job demands and resources.

Additionally, convergent validity was confirmed through the Average Variance Extracted (AVE) scores, which exceeded the recommended value of 0.50, indicating that a significant portion of the variance in the items was accounted for by the constructs (Table 4.8). AVE must be greater than 0.50, but a value of 0.40 is permissible if the composite reliability is above 0.60, provided that the convergent validity of the construct is deemed acceptable (Fornell & David, 1981; Wipulanusat et al., 2017). All constructs have achieved convergent validity. Discriminant validity was established by ensuring that the square root of the AVE for each construct was greater than the correlations between the constructs, affirming that the constructs were distinct and measured different phenomena (Lowe & Ryan-Wenger, 1992; Maerlender et al., 2013; Harris, 2004; Kollman et al., 2008).

Table 4.8: AVE and CR calculation of the constructs

Construct	Average Variance Extracted (AVE)	Composite Reliability (CR)
Job Resources	0.66	0.88
Job Demands	0.53	0.73
Engagement	0.65	0.84
Health & Wellbeing	0.44	0.82

4.4.6. Data analysis

4.4.6.1. Confirmatory Factor Analysis (CFA)

Analysis was performed using the SPSS 29 and AMOS 28 statistical software. To perform CFA, the data was first standardised, followed by the five steps suggested by Bollen & Long (1993), Lei & Wu (2007) and Brown (2015) to test the validity of these measures. These steps include model specification, mode identification, model estimation, testing the model's fit, and re-specification, as detailed in Chapter 3, section (3.5.1). In the study, constructs involved latent variables tested through observed items or indicators. In most applications of CFA, latent

variables are assumed to cause or predict indicators. Items used in this research were either developed or translated to examine the psychosocial hazards experienced by hospitality workers. Validating these items was essential to identify the ability of the selected items to measure risks and outcomes variables related to employee health and wellbeing.

4.4.6.2. Path analysis

A path analysis in structural equation modelling (SEM) was fitted to the model proposed in Figure 4.2. The data was first standardised to perform the path analysis, followed by three steps. These steps included model estimation, specification, and testing the model's fit, as detailed in Chapter 3, section (3.5.1). As discussed in Chapter 3, path analysis allows for incorporating both observed and unobserved (latent) variables into theoretically based models such as the JD-R model. SPSS 29 and AMOS 28 were used for statistical analysis comprising descriptive analysis, analysis of means and standard deviations, subgroup analysis, and path analysis.

This study used several variables, and incorporating those variables in path analysis may provide several challenges, including multicollinearity and overfitting of the model, as Heise (1969) and others (Lee, 2012) have pointed out. Some of the proposed path model variables served as multiple indicators of the same theoretical attribute. According to McDonald (1996) an alternative to presenting the theoretical attributes as common factors, it was possible to represent them as composites by properly choosing combinations of their indicator variables. A composite variable is comparable to a latent variable. It is used to present concepts that include several variables or measures highly related to one another conceptually or statistically (Ley, 1972; Song et al., 2013).

For this study, it was important to have well-defined and theoretically meaningful concepts and carefully select items that best measure them. Confirmatory factor analysis was then used to assess the degree to which the measurement items were valid indicators of the concepts. These defined concepts were then specified in a path model, and hypotheses were tested. As the purpose of this study was to develop a theoretically and statistically sound model to identify the relationship between job demands and job resources and their impact on employee wellbeing in the hospitality industry, the SEM technique of confirmatory factor analysis followed by a path analysis was best suited for achieving the desired results as well as being a widely accepted method among researchers (Byrne, 2011; Loscalzo & Giannini, 2019). Section 4.6.3 will present the Mediation Analyses by considering the coefficients or effects estimates of the various paths of the model. This study will examine whether the mediator mediates the relationship between independent and dependent variables.

4.4.6.3. Analysis model

Based on the literature review (chapter 2) and variables identified, analysis model figure 4.2 was developed to examine the link between job demands and job resources and their impact on employee wellbeing in the hospitality industry.

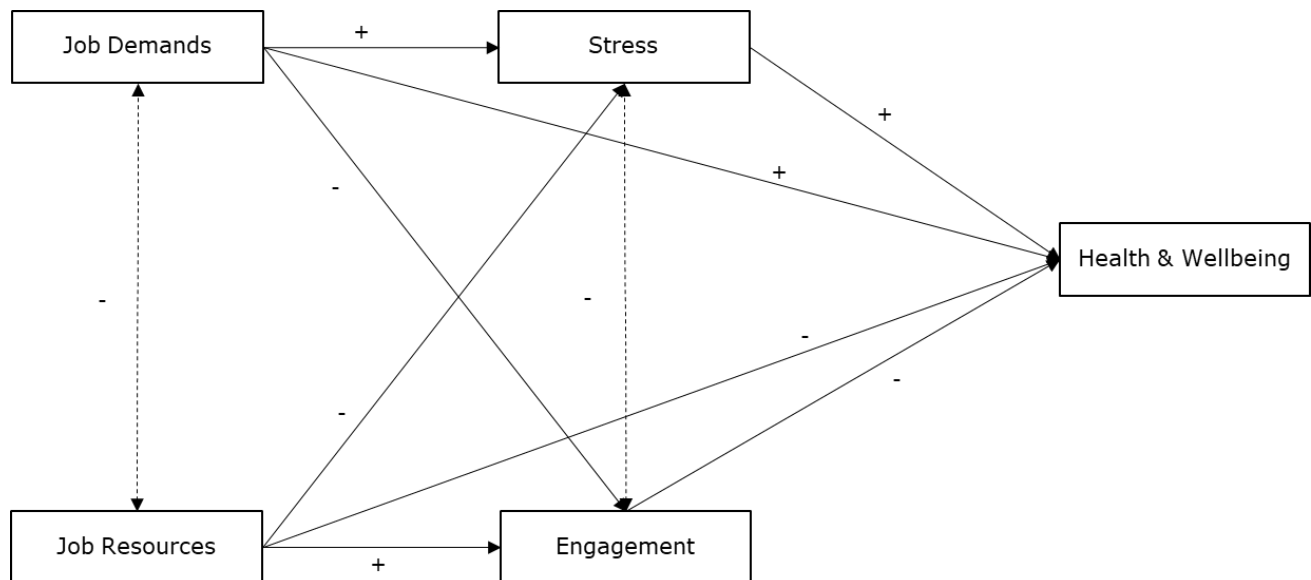


Figure 4.2: Proposed analysis model: J-DR Model

4.5. Results

4.5.1. Preliminary analyses and descriptive statistics

The total number of participants for this study was $n=2393$ (detailed in section 4.5.3.), of which the male participants were 47.8% ($n=1145$) and females were 52.2% ($n=1248$). The average age of the participants in the sample was 37.5 years old ($M = 37.5$, $SD = 12.9$); nearly 8% were below 20 years old, 28.4% were aged between 21-30, 25% were aged between 31-40, 20.3% aged between 41-50, just over 14% were aged between 51-60, and less than 5% were over 60 years old. In terms of work experience, while the average tenure of participants was 5.7 years ($M = 5.7$, $SD = 7.3$), just over 23% of the participants ($n=552$) had less than 1 year experience, 22.5% ($n=529$) had between one- and two-year's experience, 38% ($n=899$) had between 3-10 years of tenure, while just over 16% ($n=384$) had over 10 years of tenure. Table 4.9 presents the sample characteristics by country across the covariates identified in Section 4.5.4.1.

Table 4.9: Sample Characteristics

Country	Gender		Part-time/ Full-time		Employee/ Self-employed		Employment contract				Sector		Highest level of education or training				
	Male	Female	Part time	Full time	Employee	Self-employed	Contract of unlimited duration	Contract of limited duration	Temporary employment agency contract	Other*	Private sector	Public sector	Other**	Low Education ¹	Medium Education ²	High Education ³	Total
	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	Count
Austria	42.90%	57.10%	32.20%	67.80%	77.40%	22.60%	66.00%	14.00%	0.00%	20.00%	96.80%	0.00%	3.20%	4.80%	81.00%	14.30%	63
Belgium	56.90%	43.10%	31.70%	68.30%	67.50%	32.50%	76.60%	15.60%	3.90%	3.90%	90.50%	9.50%	0.00%	9.60%	67.80%	22.60%	116
Bulgaria	32.70%	67.30%	20.00%	80.00%	83.60%	16.40%	76.10%	15.20%	0.00%	8.70%	98.20%	1.80%	0.00%	0.00%	89.10%	10.90%	55
Croatia	45.30%	54.70%	3.40%	96.60%	85.90%	14.10%	66.10%	26.80%	0.00%	7.10%	95.30%	4.70%	0.00%	0.00%	90.60%	9.40%	64
Cyprus	62.30%	37.70%	24.80%	75.20%	79.80%	20.20%	42.40%	8.70%	0.00%	48.90%	95.60%	0.00%	4.40%	4.40%	54.40%	41.20%	114
Czech Republic	29.40%	70.60%	14.90%	85.10%	90.20%	9.80%	57.40%	23.40%	6.40%	12.80%	92.20%	5.90%	2.00%	0.00%	78.40%	21.60%	51
Denmark	47.40%	52.60%	16.70%	83.30%	94.70%	5.30%	83.30%	0.00%	0.00%	16.70%	100.00%	0.00%	0.00%	0.00%	63.20%	36.80%	19
Estonia	29.40%	70.60%	34.50%	65.50%	93.90%	6.10%	77.40%	12.90%	6.50%	3.20%	87.90%	3.00%	9.10%	0.00%	47.10%	52.90%	34
Finland	16.70%	83.30%	34.60%	65.40%	83.30%	16.70%	73.10%	11.50%	3.80%	11.50%	73.30%	23.30%	3.30%	3.30%	50.00%	46.70%	30
France	28.30%	71.70%	30.60%	69.40%	88.70%	11.30%	74.50%	23.40%	2.10%	0.00%	94.30%	5.70%	0.00%	1.90%	75.50%	22.60%	53
Germany	42.50%	57.50%	38.60%	61.40%	85.90%	14.10%	66.70%	22.70%	0.00%	10.70%	98.80%	0.00%	1.20%	0.00%	87.40%	12.60%	87
Greece	64.90%	35.10%	24.80%	75.20%	77.50%	22.50%	38.80%	20.00%	0.00%	41.20%	88.30%	0.00%	11.70%	2.70%	66.70%	30.60%	111
Hungary	53.70%	46.30%	5.00%	95.00%	90.20%	9.80%	78.40%	16.20%	0.00%	5.40%	80.50%	17.10%	2.40%	0.00%	78.00%	22.00%	41
Ireland	41.10%	58.90%	47.80%	52.20%	84.90%	15.10%	44.30%	16.40%	3.30%	36.10%	94.40%	5.60%	0.00%	6.80%	39.70%	53.40%	73
Italy	46.90%	53.10%	41.00%	59.00%	86.40%	13.60%	52.80%	16.70%	1.40%	29.20%	93.80%	4.90%	1.20%	1.20%	87.70%	11.10%	81
Latvia	23.80%	76.20%	13.90%	86.10%	92.90%	7.10%	69.20%	17.90%	0.00%	12.80%	100.00%	0.00%	0.00%	0.00%	37.50%	62.50%	42
Lithuania	9.40%	90.60%	6.50%	93.50%	96.90%	3.10%	96.80%	3.20%	0.00%	0.00%	96.90%	3.10%	0.00%	0.00%	50.00%	50.00%	32
Luxembourg	41.50%	58.50%	12.20%	87.80%	83.00%	17.00%	86.40%	6.80%	2.30%	4.50%	84.30%	13.70%	2.00%	14.60%	68.80%	16.70%	53
Malta	63.50%	36.50%	33.30%	66.70%	87.30%	12.70%	50.00%	13.00%	0.00%	37.00%	92.10%	4.80%	3.20%	7.90%	66.70%	25.40%	63
Netherlands	40.90%	59.10%	56.40%	43.60%	81.80%	18.20%	50.00%	41.70%	2.80%	5.60%	74.40%	20.90%	4.70%	11.40%	70.50%	18.20%	44
Poland	16.20%	83.80%	28.10%	71.90%	100.00%	0.00%	37.80%	13.50%	2.70%	45.90%	83.80%	8.10%	8.10%	2.70%	89.20%	8.10%	37

Portugal	46.70%	53.30%	19.30%	80.70%	70.00%	30.00%	66.70%	11.90%	2.40%	19.00%	96.70%	3.30%	0.00%	36.70%	60.00%	3.30%	60
Romania	37.10%	62.90%	6.50%	93.50%	88.60%	11.40%	80.60%	16.10%	0.00%	3.20%	97.10%	2.90%	0.00%	0.00%	62.90%	37.10%	35
Slovakia	26.10%	73.90%	12.80%	87.20%	89.10%	10.90%	68.30%	17.10%	0.00%	14.60%	95.70%	2.20%	2.20%	0.00%	95.70%	4.30%	46
Slovenia	25.90%	74.10%	11.60%	88.40%	92.90%	7.10%	57.00%	25.30%	8.90%	8.90%	87.10%	9.40%	3.50%	0.00%	91.70%	8.30%	85
Spain	46.50%	53.50%	31.00%	69.00%	80.70%	19.30%	47.80%	40.00%	1.20%	11.00%	97.70%	1.70%	0.70%	12.30%	49.30%	38.40%	303
Sweden	64.50%	35.50%	25.00%	75.00%	87.10%	12.90%	73.10%	7.70%	3.80%	15.40%	90.30%	6.50%	3.20%	0.00%	93.50%	6.50%	31
UK	54.30%	45.70%	36.90%	63.10%	81.40%	18.60%	64.90%	5.30%	1.80%	28.10%	89.90%	8.70%	1.40%	5.80%	62.30%	31.90%	70
Montenegro	72.70%	27.30%	5.60%	94.40%	81.80%	18.20%	39.70%	36.50%	1.60%	22.20%	92.20%	7.80%	0.00%	0.00%	89.60%	10.40%	77
FYROM	64.20%	35.80%	21.70%	78.30%	81.10%	18.90%	46.50%	11.60%	2.30%	39.50%	96.20%	0.00%	3.80%	17.00%	60.40%	22.60%	53
Serbia	38.50%	61.50%	9.70%	90.30%	78.90%	21.10%	28.10%	18.80%	3.10%	50.00%	92.10%	0.00%	7.90%	0.00%	92.30%	7.70%	39
Turkey	77.30%	22.70%	13.00%	87.00%	82.00%	18.00%	56.60%	1.60%	0.80%	41.00%	96.70%	0.00%	3.30%	19.30%	61.30%	19.30%	150
Norway	20.00%	80.00%	40.00%	60.00%	92.00%	8.00%	77.30%	9.10%	0.00%	13.60%	91.70%	4.20%	4.20%	4.00%	72.00%	24.00%	25
Switzerland	40.50%	59.50%	29.20%	70.80%	83.60%	16.40%	80.60%	6.50%	0.00%	12.90%	97.30%	1.40%	1.40%	2.70%	87.80%	9.50%	74
Albania	63.40%	36.60%	15.20%	84.80%	71.60%	28.40%	27.10%	0.00%	0.00%	72.90%	100.00%	0.00%	0.00%	0.00%	68.30%	31.70%	82

Note:

- A. Column Q11 - What kind of employment contract do you have in your main paid job? - *Others is a combined aggregate of apprentice or other training schemes, no contracts, and others (spontaneous)
- B. Column Q14 - Are you working in...? [private sector; public sector; joint private-public; not-for-profit sector; other (please specify)] - **Others are a combined aggregate of a joint private-public organisation or company, the not-for-profit sector or an NGO and Others.
- C. Column ISCED - Q106 - What is the highest level of education or training that you have successfully completed? - ISCED aggregated levels 2011 (data from 2014 onwards)
 - ¹. Low education Levels 0-2
 - ². Medium education Levels 3-4
 - ³. High education Levels 5-8 (&9)

4.5.2. Confirmatory Factor Analysis (CFA)

4.5.2.1. Factor loadings

Table 4.10 shows seven proposed factors with factor loadings of items: Lack of Control (LOC), Emotional Demand (ED), Quantitative Demand (QD), Work-Life Imbalance (WLI), Autonomy (AUT), Supervisor Support (SS), and Co-Worker Support (CS).

Table 4.10: Measuring the construct and estimate for CFA (n = 2393)

Constructs	Items	β	Estimate	S.E.	C.R.	P
Lack of control	Q61c	0.646	1			
	Q61f	0.511	0.761	0.037	20.378	***
	Q61e	0.689	1.166	0.042	28.007	***
	Q61d	0.74	1.187	0.04	29.558	***
	Q42R	0.511	0.879	0.04	21.809	***
Emotional Demands	Q61o	0.504	1			
	Q30g	0.535	0.921	0.096	9.607	***
	Q30h	0.791	1.08	0.094	11.46	***
Quantitative Demands	Q61g	0.858	1			
	Q51	0.66	0.933	0.087	10.772	***
	Q49b	0.804	1.36	0.111	12.266	***
	Q49a	0.858	1.325	0.105	12.587	***
Work Life Imbalance	Q46	0.611	1			
	Q45e	0.569	0.822	0.053	15.632	***
	Q45d	0.631	0.92	0.057	16.08	***
	Q45c	0.719	1.372	0.079	17.466	***
	Q45b	0.579	1.085	0.069	15.806	***
	Q45a	0.63	1.187	0.069	17.168	***
Autonomy	Q61i	0.766	1			
	Q61n	0.814	1.117	0.029	38.533	***
	Q54abc	0.533	0.809	0.033	24.888	***
Supervisory Support	Q63f	0.824	1			
	Q63e	0.769	0.895	0.021	42.471	***
	Q63d	0.723	0.918	0.024	39.054	***
	Q63c	0.797	0.894	0.02	44.624	***
	Q63b	0.786	0.947	0.022	43.711	***
	Q63a	0.755	0.802	0.019	41.572	***
	Q61b	0.651	0.809	0.023	34.773	***
Co-worker Support	Q89d	0.653	1			
	Q70e	0.773	1.248	0.049	25.568	***
	Q61a	0.536	1	0.047	21.346	***

***significant at < 0.001 level

The 'p-value' is relevant to assess whether a significant relationship exists between the items and constructs. This 'p-value' must be less than 0.05 for the relationship to exist

(Kock, 2016). In this case, all the sub-factors or aspects have a 'p-value' of 0.00. Therefore, there is a significant relationship. The standardised factor loading of the items is relevant as several items, such as Q61g, Q51, Q49b, and Q49a, show high factor loading on Quantitative Demands. Similarly for other constructs too, the factor loading is above 0.5 (Figure 4.3). Thus, this shows that the items selected are based on the theoretical underpinnings from the systematic literature review (chapter 2) and section 4.4. measure the constructs – Lack of Control (LOC), Emotional Demand (ED), Quantitative Demand (QD), Work-Life Imbalance (WLI), Autonomy (AUT), Supervisor Support (SS) and Co-Worker Support (CS). Confirmatory factor analysis helps to determine the construct's effectiveness. It is a fundamental step and analysis in SEM models. Since the model has been shown to be functional, each of the selected items contributes positively to measuring the key construct (Shi et al., 2019).

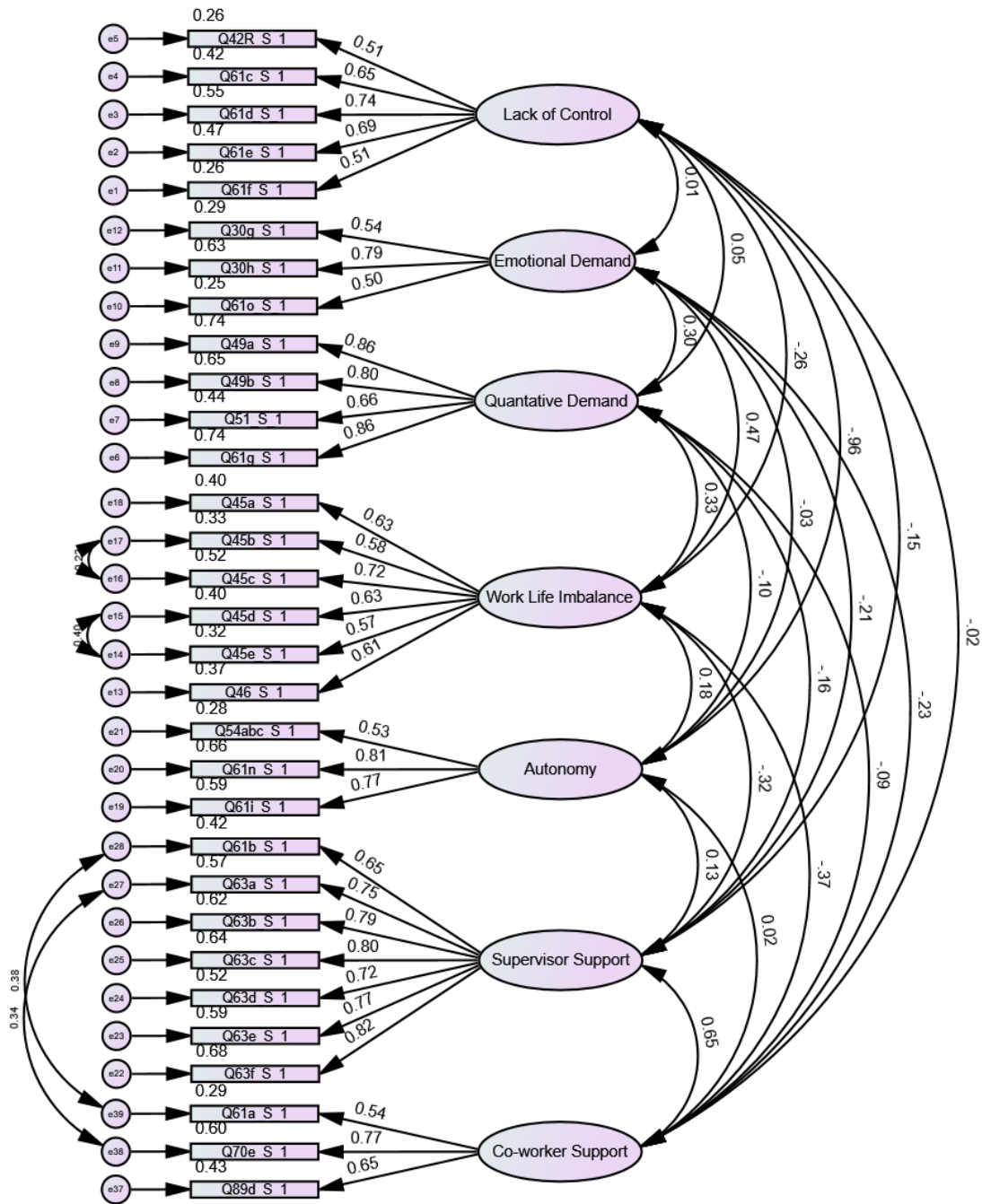


Figure 4.3: CFA model

4.5.2.2. CFA model fit

The study sample (n = 2393) was used to perform CFA analyses and assess the model's goodness of fit. Seven factors of the model were examined using ML, which did not provide a satisfactory fit to the data as detailed in Chapter 3 section (3.5.1), $\chi^2(390) = 3940.580$, $p < 0.001$, CFI = 0.879, RMSEA = 0.062, and SRMR = 0.069. Although χ^2 was significant, indicating that the sample variance cannot be reproduced by the model estimates, this

test is sensitive to large sample sizes (Meade et al., 2008). The CFI and RMSEA, however, indicated poor fit to the model and were below the recommended values as discussed in Chapter 3 (see section 3.5).

To improve the fit of the model, modification fit indices (MI), calculated by AMOS, were estimated and showed improvement after adding error covariances between the second and third items (MI = 269.650) and from the fourth and fifth from the work-life imbalance measure (MI = 112.871). Furthermore, an error covariance between the first (MI = 309.113) and the second items (MI = 153.744) from the supervisor support to the co-worker support was suggested to improve the model's fit. Schaubroeck et al. (1989) and Yang et al. (2015) found similar recommended error covariances between those items from supervisor support to the co-worker support construct that improved the goodness of fit. The model improved after adding error covariances and was evident through the goodness of fit indices: χ^2 (383) = 2865.79, $p < 0.001$, CFI = 0.915, RMSEA = 0.052, and SRMR = 0.064. The results of the model fit are illustrated in Table 4.11.

Table 4.11: CFA Model Fit Analysis Summary

Model	χ^2	Df	NFI	TLI	CFI	GFI	RMSEA
Proposed Model*	2865.79*	383	0.904	0.900	0.915	0.923	0.052

Note. χ^2 =chi-square; df =degrees of freedom. CFI =Comparative Fit Index; NFI =Normed Fit Index; TLI =Tucker–Lewis Index; GFI=Goodness-of-Fit Index; RMSEA =Root Mean Square Error of Approximation. * p value < 0.000

4.5.2.3. Mean, standard deviations and correlations

Table 4.12 shows a strong negative correlation between autonomy and lack of control ($r = -0.646^{**}$) and a strong positive correlation between co-worker support and supervisory support ($r = 0.559^{**}$). There is a moderate correlation between most of the extracted factors such as Quantitative Demand and Work-life imbalance ($r = 0.368^{**}$), Emotional Demand and Work-life imbalance ($r = 0.368^{**}$), Emotional Demand and Quantitative Demand ($r = .298^{**}$), low correlation between Lack of Control and Quantitative Demand ($r = 0.090^{**}$), Autonomy and Supervisor Support ($r = .094^{**}$), Autonomy and Co-Worker Support ($r = .054^{**}$). Additionally, all job demands showed negative correlations to job resources ranging from strong to low, such as Quantitative Demand and Autonomy ($r = -.115^{**}$), Quantitative Demand and Supervisor Support ($r = -.128^{**}$), Quantitative Demand and Co-Worker Support ($r = -.051^{*}$). Surprisingly, Emotional Demand and Autonomy ($r = -0.014$) and Lack of Control and Emotional Demand ($r = 0.009$) showed

non-significant correlations. The complete correlation matrix of the items and the constructs can be found in Appendix J.

Table 4.12: Means, standard deviations, and correlations between proposed factors

Constructs	Mean	Std. Deviation	1	2	3	4	5	6	7
1 Lack of Control	57.980	24.195	1						
2 Emotional Demand	35.186	22.364	0.009	1					
3 Quantitative Demand	45.041	21.788	.090**	.298**	1				
4 Work Life Imbalance	27.987	18.720	-.130**	.368**	.361**	1			
5 Autonomy	59.888	29.534	-.646**	-0.014	-.115**	.110**	1		
6 Supervisor Support	69.468	21.540	-.145**	-.153**	-.128**	-.283**	.094**	1	
7 Co-Worker Support	78.691	18.520	-.125**	-.126**	-.051*	-.257**	.054**	.559**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.5.3. Path analysis

Path analysis (as detailed in section 4.5.5.2.) in structural equation modelling (SEM) was fitted to the model proposed in Figure 4.2. Bias corrected bootstrapping (set at 1500 at 95% confidence intervals) was used to test the confidence intervals for the direct and indirect effects between job demands, job resources, stress, engagement, health, and wellbeing. Scale construction for the analysis is mentioned in section 4.5.4, and the factors identified in the confirmatory factor analysis.

4.5.3.1. Mean, standard deviations and correlations

Table 4.13 presents the variables' means, standard deviations, and correlations. It is worth noting that the correlation between all the variables is significant. Stress and Health and wellbeing are the strongest correlations ($r = 0.521^{**}$). As predicted, a moderate negative correlation exists between Job Demands and Job Resources ($r = -0.407^{**}$). Job Demands have a moderate positive correlation between stress ($r = 0.405^{**}$) and a weak correlation with Health and Wellbeing ($r = 0.289^{**}$). Job Resources negatively correlate negatively with Stress ($r = -0.179^{**}$) and Health and Wellbeing ($r = -0.090^{**}$). Job Resources positively correlate with Engagement ($r = .370^{**}$).

Table 4.13: Means standard deviations and correlations of variables

	Mean	Std. Deviation	1	2	3	4	5
1 Job Demands	33.010	9.570	1				
2 Job Resources	67.239	15.387	-.407**	1			

3	Stress	37.853	21.045	.405**	-.179**	1		
4	Engagement	72.001	19.230	-.358**	.370**	-.286**	1	
5	Health & Wellbeing	35.369	31.252	.289**	-.090**	.521**	-.208**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.5.3.2. Model fit analysis

The standardised estimates model demonstrates standardised regression weights, correlations, and square multiple correlations.

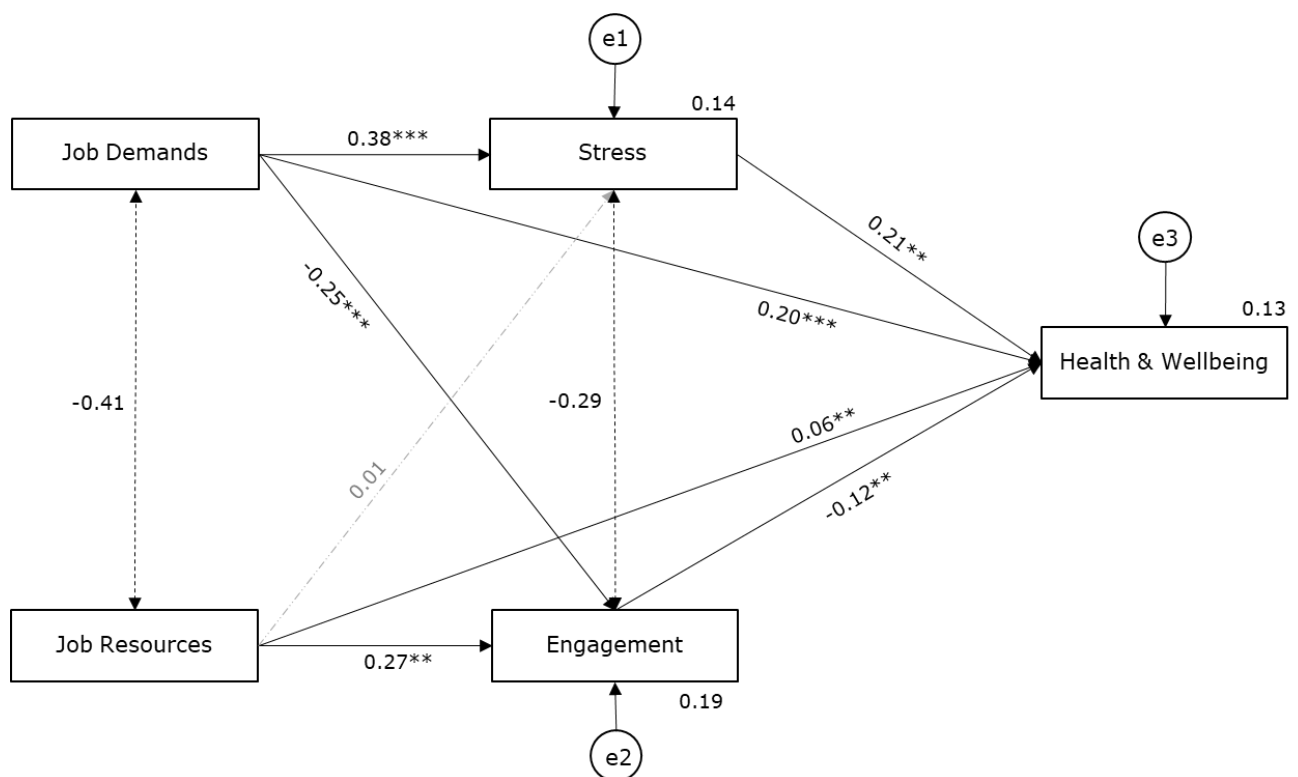


Figure 4.4: Path Model with Standardised Estimates

Table 4.14: Model Fit Analysis Summary

Model	χ^2	Df	NFI	TLI	CFI	GFI	RMSEA	SRMR
Proposed Model*	23.008	1	0.986	0.867	0.987	0.996	0.096	0.0216

Note. χ^2 =chi-square; df =degrees of freedom. CFI =Comparative Fit Index; NFI =Normed Fit Index; TLI =Tucker–Lewis Index; GFI=Goodness-of-Fit Index; RMSEA =Root Mean Square Error of Approximation. * p value < 0.000

The model fit summary of the proposed model yields a χ^2 (chi-square) of 23.008, degrees of freedom = 1 and p value < 0.000. However, because the chi-square statistic is very

sensitive to the sample size, looking at other fit measures is more appropriate. The other fit measures also indicate the model's goodness of fit to the data (NFI = 0.986, TLI = 0.867, CFI = 0.987, GFI = 0.996, RMSEA = 0.096 and SRMR = 0.0216). The proposed model was used to see if the secondary data used in the analysis would fit the model, and as the model fit summary indicates, the model fits the data very well (see Table 4.15). Job demands and job resources account for 19% of the variance of engagement and 14% of the variance of stress. Job demands, job resources, engagement, and stress account for 13% of the variance in health and wellbeing.

4.5.4. Hypothesis testing

4.5.4.1. Direct paths

Path analysis was used to assess the degree to which job demand and job resources were related to stress and engagement and the degree to which stress and engagement were related to health and wellbeing.

Table 4.16 presents the standardised regression estimates and helps examine the direct association between the study constructs. Also note that the significance level is based on the regression estimate's critical ratio (CR) (Biswas et al., 2006; Byrne, 2011). Thus, when CR values are greater than or equal to 2.58, it indicates a 99 per cent level of significance.

Table 4.15: Standardised (β) Regression Estimates of the proposed model

			β	S.E.	Direct effect [95% CI] (BC)		t(CR)
					UB	LB	
Job Demands	→	Stress	0.379***	0.065	0.415	0.34	18.245
Job Demands	→	Engagement	-0.249***	0.041	-0.21	-0.294	-12.326
Job Demands	→	Health & Wellbeing	0.195***	0.075	0.243	0.153	8.541
Job Resources	→	Stress	0.269**	0.025	0.307	0.223	13.356
Job Resources	→	Engagement	0.01	0.041	0.051	-0.03	0.481
Job Resources	→	Health & Wellbeing	0.063**	0.044	0.105	0.018	2.909
Stress	→	Health & Wellbeing	0.206**	0.021	0.244	0.166	10.049
Engagement	→	Health & Wellbeing	-0.117**	0.034	-0.072	-0.157	-5.553

***significant at < 0.001 level; **significant at the 0.01; *significant at the 0.05 level

The study will also look at the total effect of one variable on another, which can be divided into direct effects (no intervening variables involved). The bootstrapped bias-corrected confidence intervals and p-values for the direct effects are shown in Table 4.20.

The analysis results show the direct effect of job demands on declining health and wellbeing as positive and significant ($\beta = 0.195$, $p < 0.001$, 95% CI [0.243, 0.153]); hypothesis H1 was accepted. The effect of job resources on declining health and wellbeing was positive and significant ($\beta = 0.063$, $p < 0.01$, 95% CI [0.104, 0.025]); hypothesis H2 was accepted.

4.5.4.2. Mediation hypothesis

As discussed in Chapter 3, a mediator is a variable that exists between the independent variable and dependent variable (Baron & Kenny 1986; Mackinnon et al. 1995). A reason for testing the mediation effect is to understand the mechanism through which the independent variable affects the dependent variable. Several studies have supported the JD-R in work environments (Schaufeli & Bakker, 2004). One of the main purposes of this study was to explore the indirect effect of stress and engagement between psychosocial job demands and job resources on the health and wellbeing of hospitality employees. Consequently, the paths as per the hypothesis were identified and were calculated by specifying user-defined estimand (in AMOS – a quantity that will be estimated in the statistical analysis), and bootstrap was used to generate 1500 samples and 95% bias-corrected CIs. Table 4.17 displays the estimates for specific indirect effects and bias-corrected 95% CI.

Table 4.16: Specific indirect effects and their respective confidence intervals for the path model

Path	Standardised	Bias-corrected 95% CI	
	Estimate (β)	Upper	Lower
Job Demands → Stress → Health & Wellbeing	0.255*	0.311	0.202
Job Resource → Stress → Health & Wellbeing	0.004	0.023	-0.013
Job Demands → Engagement → Health & Wellbeing	0.095*	0.136	0.056
Job Resource → Engagement → Health & Wellbeing	-0.064*	-0.039	-0.092

*Significant indirect effect $< .05$

The analysis results show that the indirect effect of job demands via stress on declining health and wellbeing was positive and significant ($\beta = 0.255$, $p < 0.001$, 95% CI [0.311, 0.202]). The findings of the analysis of the indirect effect of job resources via stress on declining health and wellbeing were positive and non-significant ($\beta = 0.004$, $p = 0.619$, 95% CI [0.023, -0.013]). Stress as a mediator significantly mediates the relationship between job demands and health and wellbeing, thus supporting hypothesis H3a, whereas,

even though the results show that job resources help reduce the adverse effect of stress as a mediator is not statically significant, hypothesis H3b was not supported.

Further, the results show the indirect effect of job demands via engagement on improving declining health and wellbeing as positive and significant ($\beta=0.095$, $p = 0.002$, 95% CI [0.136, 0.056]). The results also show the indirect effect of job resources via engagement on declining health and wellbeing as negative with a statistically significant p-value ($\beta=-0.064$, $p = 0.001$, 95% CI [-0.039, -0.092]). This means that engagement mediates the effect of job demands and job resources on health and well-being; hypotheses H4a and H4b are supported.

4.6. Discussion

The aim of the current study was to test a research model that specifies possible predictors and consequences of stress and engagement based on a health impairment-driven and a motivational-driven process of the JD-R model as discussed in section 4.3. The health impairment process of the JD-R model postulates that jobs with high demands exhaust employees' mental and physical resources and therefore yield adverse outcomes (such as exhaustion, fatigue, and poor health), whereas the motivation process assumes that jobs with higher resources help negate the adverse effects of job demands (Bakker et al., 2003). The research model of this study also extends the JD-R model as it examines the direct relationship between job demands and job resources to the health and wellbeing of hospitality employees. 6th EWCS (Eurofound, 2017) scales were tested as instruments for measuring job demands and resources, stress and engagement, and to see its effects on health and wellbeing. Hypothesis testing was done in two parts: a) hypothesis that tested the direct effect of job demands and job resources on health and wellbeing, and b) hypothesis that tested the mediation of stress and engagement on health and wellbeing. The summary of the hypothesis results is illustrated in Table 4.18.

Table 4.17: Hypothesis results

No.	Hypothesis	Result
H1	Job demands are associated with the decline in the quality of employee health & wellbeing within the hospitality industry.	Supported
H2	Job resources are associated with the improvement in the quality of employee health & wellbeing within the hospitality industry.	Supported
H3a	Work-related stress mediates the relationship between job demands and health & wellbeing within the hospitality industry.	Supported
H3b	Work-related stress mediates the relationship between job resources and health & wellbeing within the hospitality industry.	Not supported

H4a	Engagement mediates the relationship between job demands and health & wellbeing within the hospitality industry.	Supported
H4b	Engagement mediates the relationship between job resources and health & wellbeing within the hospitality industry.	Supported

4.6.1. The relationship between job demands, job resources, health & wellbeing in the hospitality industry

In line with the research analytical model, the analysis results confirmed that job demands, as expected, produced a response from employees at work such that job demands resulted in the decline in the quality of employee health and wellbeing (H1), whereas job resources were also significantly related employee health and wellbeing (H2). The analysis findings are consistent with the literature, where several studies have suggested that good health and wellbeing are achieved in situations where job demands are low and job resources are high (Bergh et al., 2018).

Job demands in this study were found to be significantly related to health and wellbeing (negative health outcomes). The results are supported by research that highlights that job demands such as high work pressure, emotional demands, and role ambiguity may lead to sleeping problems, exhaustion, and impaired health (e.g., Karatepe, 2010; Karatepe & Uludag, 2007; Doi, 2005; Halbesleben & Buckley, 2004). Extensive empirical evidence shows that the combination of high job demands, and low job control is an important predictor of psychological strain and illness (Karasek, 1979; ILO, 2016; Schnall et al., 1994). These findings are also in line with Ross (1995), who concluded that within the hospitality industry, work stress has been regarded as one of the most important issues facing managers because, among other things, it affects the productivity of all levels of employees, including both managers and employees. Working in this sector is often reported to be physically demanding and tiring, as discussed in detail in Chapter 2. Long working hours, working under time pressure and with a large workload at peak times, work requiring a high degree of flexibility, performing different tasks at the same time, repetitive tasks, etc., contribute to the related stress in the sector (Burke et al., 2019; Zohar, 1994). The results are also supported by studies in the service sector (Hwang et al; 2022; Ruyter et al., 2001), which highlight that work-related stress can be a particular problem in customer-oriented fields because employees often experience conflicting demands of the company, supervisors, and customers, and these conflicts create dissonance for employees.

Additionally, the job resources in this study were also found to be significantly related to the constructs of health and wellbeing (negative health outcomes). There is clear evidence which shows that job resources such as social support, performance feedback, and autonomy may instigate a motivational process leading to job-related learning, work engagement, and organisational commitment (e.g., Demerouti et al., 2001; Salanova et al., 2005; Taris & Feij, 2004). The physical, mental, social, and organisational job circumstances of hotel employees would improve if they were provided with job resources in the form of support that promotes work autonomy, involvement in decision-making, and development of job skills and abilities. Employees would endure unhealthy physical and psychological situations that would have a severe impact on their wellbeing if they were required to meet high job expectations while receiving little to no meaningful support in the form of job resources. These findings are supported by previous studies in which work autonomy and decision-making processes positively affect work engagement and wellbeing (Amin & Akbar, 2013; Haver et al., 2019). Similarly, the findings were also in line with other sectors, for instance, as demonstrated by Ceschi et al. (2017) in Italian companies operating in the private service sector (i.e., administrative office sector, general service assistance, company support services).

4.6.2. Impact of stress and engagement on the interaction between job demands, job resources, health and wellbeing in the hospitality industry

One of the aims of this research was to analyse the indirect effects which refer to the mediating role of the dual process constructs of the JD-R model (work-related stress and employee engagement) on relationships between job demands and job resources and organisational outcomes (Schaufeli et al., 2003; Schaufeli & Taris, 2014). The mediation hypotheses in this study further explored how stress and engagement influenced these foundational relationships in the hospitality sector. Hypothesis H3a, which is supported, indicated that work-related stress mediated the relationship between job demands and employee health and wellbeing. This suggested that the negative impact of high job demands on health and wellbeing was largely due to the stress they generated, aligning with findings that stress is a critical pathway through which job demands exert harmful effects (Schaufeli & Bakker, 2004). However, H3b was not supported, indicating that stress does not significantly mediate the relationship between job resources and health and wellbeing. This finding implied that the positive effects of job resources on employee health were direct or possibly mediated by other factors not encompassed by stress. Furthermore, the supported H4a and H4b hypotheses underscored the pivotal role of engagement in mediating the relationships between job demands and resources with health and wellbeing. Engagement played a dual role: enhancing the positive impacts of job resources and potentially mitigating some of the negative effects of high job demands

on employee health & wellbeing (Hakanen et al., 2008). This emphasised the complex and intricate nature of stress and engagement in the hospitality industry. This is covered in further depth in Sections 4.7.2.1. and 4.7.2.2.

4.6.2.1. Indirect effects of stress on the relationship between job demands and job resources on health and wellbeing

In analysing the effects of job demands and job resources on health and wellbeing, the roles of direct and indirect relationships, particularly through stress as mediators, were crucial. The direct effect on health and wellbeing was significant for job demands, indicating a moderately strong relationship where increased job demands were associated with poorer health and well-being. The indirect effect of job demands on health and wellbeing through stress was also significant. This significant indirect effect suggests that stress partially mediates the relationship between job demands and health and wellbeing (H3a), which implies that some of the adverse effects of job demands on health and wellbeing operate through the increased stress generated by these demands.

By contrast, the analysis of job resources revealed a different story. The direct relationship between job resources and health and wellbeing was significant but weaker, suggesting that higher job resources were positively associated with better health and wellbeing. However, the indirect effect of job resources on health and well-being through stress was extremely weak and statistically non-significant. This indicates that stress does not serve as a meaningful mediator in the relationship between job resources and health and wellbeing (H3b). In other words, while job resources contribute positively to health and wellbeing, they do so independent of their impact on stress.

From these findings, the study concluded that while stress significantly mediates how job demands impact health and wellbeing (H3a), it does not have a similar effect on job resources (H3b). The differences in the mediation effect of stress between job demands and job resources may be attributed to the nature of the mechanisms by which these factors influence health. Job demands typically exert their influence through pathways that generate stress (e.g., overload, pressure), whereas job resources may improve health directly through enhanced support and opportunities for growth, which may not necessarily reduce stress but improve wellbeing through other mechanisms such as increased work engagement or job satisfaction. These findings are in line with previous research, which shows that stress has an inverse relationship with psychological health (Tyagi & Lochan Dhar, 2014). It has also been reported that stressed employees were less active and attentive in accomplishing tasks and showed signs of nervousness (Steinisch et al., 2013). The literature shows that, stress could develop if the employees experience a

loss of resources (Crawford et al., 2010). The findings that job demands and resources have a significant relationship with health and wellbeing can be explained by the same process (De Beer et al., 2012, 2016).

According to the findings of a study by Mansour and Mohanna (2018), there has been very little research done on the impact that stress and burnout play in mediating the relationship between job demands or job resources and organisational outcomes. For instance, the research conducted by Lang et al., (2007) demonstrate that work-related stress (sometimes referred to as psychological strain) acts as a mediator between work demands and performance. Along the same lines, Rod and Ashill (2009) concluded that depersonalization, which is a component of burnout, acts as a mediator in the interaction between the demands of work and service recovery. The results are also supported by evidence about the relation between work-related stress and work outcomes. Several studies, over time, have nonetheless shown a negative link between stress and job satisfaction (e.g., Jackson & Frame, 2018; Richardson & Burke, 1991) and a positive link between stress and turnover (e.g., Nguyen, Hoang, & Luu, 2023; Hemingway & Smith, 1999; Keller, 1984). With a sample of U.S. managers, Cavanaugh et al. (2000) showed that work-related stress was significantly related to both lower job satisfaction and higher turnover and that stress acts as a mediator.

The results of this study are also in line with research that has shown a negative correlation between job stress and quality customer service delivery, that is, less stressed employees provide better customer service than more stressed ones (Varca, 1999), and customer service employees reporting chronic stress exhibit particularly poor job performance (Beehr et al., 2000). In general, work-related stress has resulted in declines in employee health and wellbeing (McNamara et al., 2011; O'Neill & Davis, 2011), increases in exhaustion, and decreases in employee ability to learn (Lepine et al., 2004). The results are also supported by recent research that has found that employee stress in the hospitality industry is important because it can result in workers becoming exhausted and cynical (Kim, 2008), which can negatively affect service delivery. Research carried out by O'Neill & Davis (2011) within the hospitality industry has shown that work-related stress is linked to stress-related illnesses. Other research has shown that work-related stress results in not only increased blood pressure at work but also physiological reactions that continue after employees have left work, and potentially health-impairing responses to jobs carry over to home settings and pose a high long-term risk of health impairment (Shirom, 2003; Brunner et al., 2019).

Stress can become counterproductive once excessive levels of unresolved stress begin to affect the workforce's health. Employers in any setting, therefore, have both commercial and moral reasons for being sensitive to the incidence of stress and developing management approaches for controlling it. This is particularly so in industries such as the hospitality industry, which are both labour-intensive and dependent upon face-to-face contact with guests in the delivery of services. While the relevance of stress in the workplace to the health and wellbeing of individuals has been recognised (Chela-Alvarez et al., 2020; Faulkner & Patiar, 1997; Erkutlu & Chafra, 2006), little attention has been given to the incidence of this problem in the service industry despite the growth of this sector and the obvious relevance of stress to relatively fluid situations where much depends on inter-personal relations (Choi et al., 2019). Even less attention has been given to work-induced stress, specifically in the hospitality industry (Zohar, 1994; Jung & Yoon, 2013).

The JD-R model suggests that job resources predominantly influence outcomes through the motivational process, enhancing employee engagement and job performance. However, when job resources are insufficient, they may still affect employee wellbeing via stress, though this effect is typically weaker. The lack of significant findings supporting H3b—that stress mediates the relationship between job resources and health—may not be surprising when viewed through the lens of the JD-R model. This model primarily associates job resources with positive outcomes, such as enhanced engagement and productivity, rather than reducing stress or preventing negative health outcomes. For instance, Babakus et al. (2008) found that job resources and intrinsic motivation decrease emotional exhaustion, a key predictor of turnover intentions, underscoring the motivational role of job resources. Additionally, Radic et al. (2020) noted that job resources positively influence work engagement more than wellbeing, highlighting the JD-R model's focus on motivational states rather than direct stress reduction. Furthermore, Karatepe (2012) demonstrated that work engagement fully mediates the effects of coworker and supervisor support on outcomes such as career satisfaction and job performance, reinforcing the motivational process posited by the JD-R model. Therefore, the weaker or non-existent mediation effect of stress in H3b is consistent with the JD-R model's emphasis on the role of job resources in promoting positive motivational states rather than directly counteracting stress.

The implications of these findings are significant for workplace strategies aimed at improving employee's health and wellbeing. Strategies focusing on reducing job demands or managing their stressful components might be more effective in improving health outcomes than those that only increase job resources. However, enhancing job resources

remains critical, as it directly boosts wellbeing, which is also beneficial for overall health. Thus, to create a healthier work environment, organisational policies should consider reducing detrimental aspects such as high job demands and enhancing positive factors such as job resources.

4.6.2.2. The indirect effect of engagement on job demands and resources and health and wellbeing

The study's findings on the influence of job demands and job resources on health and wellbeing illustrate the importance of both direct and indirect connections, particularly through the intervening role of engagement. This offered a refined comprehension of how workplace factors affected employee wellbeing, emphasising engagement as a mediator. The mediator for the motivation process, employee engagement, mediated the effect of job demands and job resources on employee health and well-being as a hypothesis (Korunka et al., 2009; Schaufeli et al., 2009;), hence supporting hypotheses H4a and H4b.

The direct relationship between job demands and health and wellbeing suggested a significant and positive impact. This implied that higher job demands, potentially reflecting increased workload or pressure, had a noticeable direct effect on reducing employee wellbeing. Interestingly, there was also an indirect relationship through engagement. This significant indirect effect suggests that job demands influence engagement levels, which, in turn, affect health and wellbeing. Both significant direct and indirect effects indicate partial mediation by engagement (H4a). Job demands might lower engagement, negatively impacting health and wellbeing. However, the stronger direct effect than the indirect effect suggests that while engagement mediates the relationship, the bulk of the impact of job demands on wellbeing operates independently of engagement.

On the other hand, the direct relationship between health and wellbeing was weaker but still significant, indicating that increases in job resources such as support or autonomy directly enhanced wellbeing to a smaller extent. The indirect effect of engagement was slightly higher, which was also significant (H4b). This finding is particularly interesting because it suggests that job resources primarily impact poor health and wellbeing by boosting employee engagement. The equivalence of the magnitude of direct and indirect effects in this scenario could indicate full mediation, meaning that engagement could fully account for how job resources influence health and wellbeing. The contrast between how job demands and job resources influence health and wellbeing through engagement is also telling. Although both have significant indirect effects through engagement, the nature of these effects diverges. Job demands seemed to have a more detrimental direct impact on

wellbeing, with engagement partially mediating this effect. By contrast, job resources have a less pronounced direct effect, with engagement playing a potentially more central role in mediating their positive impact on wellbeing.

Previous research has demonstrated that engaged employees are inclined to be more productive than non-motivated employees (Chaudhary & Sharma, 2012; Afful-Broni, 2012; Johnson et al., 2018). Studies also suggest that job resources and work engagement would reciprocally stimulate each other (de Lange et al., 2008). Research also suggests that engaged employees are normally positive and healthy employees (Bakker & Demerouti, 2008b). A study by Demerouti et al. (2001) found moderate negative correlations between engagement (particularly vigour) and psychosomatic health complaints (e.g., headaches and chest pain). Hakanen et al. (2006) showed that work engagement was positively related to self-rated health and workability. Further, Peterson et al. (2008) found that engaged healthcare workers reported fewer back and neck pain problems and lower anxiety and depression. Shirom (2010) and Wefald (2008) have shown that vigour (physical strength, cognitive liveliness, and emotional energy) is positively related to mental and physical health. Recent research has also provided evidence for a link between engagement and physiological health indicators. For instance, Shuck et al. (2017) found that employees who reported higher levels of employee engagement also reported more positive overall individual-level health outcomes and more positive levels of mental health.

Evidence suggests that employee engagement influences the relationship between predictor variables and outcomes (Saks, 2006; Bakker & Demerouti, 2008; Shuck et al., 2011; Bhardwaj & Kalia, 2021). Saks (2006) found that job and organisational engagement influenced the connection between employee engagement's antecedents and outcomes. The concept of engagement proposed by Bakker and Demerouti (2008) implies that work engagement mediates the link between job resources and organisational performance. In the setting of increasing employment demands, resources assume significance. However, resources are not just required to meet high work demands; they are also essential in and of themselves. A study by Hanif et al. (2015) in the banking sector found that employee engagement mediates the link between job qualities, incentives, job security, and supervisor support on one side and job satisfaction, job participation, and organisational citizenship behaviour on the other.

Research has also revealed that engaged employees are highly energetic, self efficacious individuals who exercise influence over events that affect their lives (Bakker, 2009; Schaufeli et al., 2001). Because of their positive attitude and activity level, engaged

employees create their own positive feedback regarding appreciation, recognition, and success. Salanova et al. (2005) concluded that work engagement predicted service climate, predicting employee productivity and customer loyalty among Spanish hospitality employees. These findings were also in line with the predictions of the analysis results. The analysis supports that even though there have been enormous advances in how best to understand and manage engagement, much more can be done to explore the effect of engagement on employee health and wellbeing in the hospitality industry. These results also highlight that strategies aimed at enhancing employee wellbeing could benefit from focusing on reducing job demands and increasing job resources to boost engagement. This dual approach might optimise organisational efforts to improve employee health and wellbeing effectively.

4.7. Limitations

A limitation of the study is that the analysis was based on secondary data, meaning that there was no direct control over the survey design. As a result, the measures used are not standardised. However, many were adapted from well-validated instruments, such as the JCQ (Karasek et al., 1998), and other studies that aimed to examine effects at the EU level also used some of these items (Dhondt et al., 2014).

Another limitation of the study stemmed from selecting specific items for analysis, constrained by the methodological approaches to measurement. It is well-documented that path analysis is incompatible with dichotomous and categorical data, potentially limiting the scope and relevance of the findings. The dichotomous nature of the variables such as work pace, reasonable working hours, and exposure to bullying and violence presented a significant limitation in the analysis. Dichotomous variables, by definition, take on one of two possible values, which indeed constrains their variability relative to continuous variables. This reduction in variability can lead to a lack of sensitivity in detecting subtle differences or nuances in the data. One issue that arises from using dichotomous variables in path analysis is the potential for misestimation of relationships and effects. Dichotomous variables can lead to biased estimates if the underlying assumptions of the path analysis, such as multivariate normality, are violated (Dimitruk et al., 2007). In path analysis, which typically benefits from continuous data to estimate more precise effect sizes and relationships between variables, the use of dichotomous variables resulted in oversimplified assumptions and weaker statistical power. Consequently, this limited the ability to fully explore and understand complex interactions that could exist between these variables. Composite variables were therefore constructed, as explained in sections 4.4.4 and 4.4.5.

As outlined in the systematic literature review in Chapter 2, absenteeism and presenteeism were initially identified as critical variables for assessing employee productivity. Additionally, the variable of long work hours was considered important. However, these variables were ultimately excluded from further analysis for multiple reasons. The survey data were not collected in a sufficiently detailed format to accurately quantify these variables. As such, the survey's data collection methods and the framing of its questions were not sufficiently tailored to isolate and measure these specific aspects of employee productivity and long working hours. Moreover, the data format was incompatible with the requirements of path analysis, as the collected data were categorical and could not be easily converted into a numerical format requisite for path analysis. Consequently, although the significance of absenteeism and presenteeism in assessing employee productivity is well acknowledged, absenteeism, presenteeism, and long working hours were not included as variables in the analysis conducted for this study on the 6th European Working Conditions Survey.

The findings of a study, which show a significant relationship between the constructs of job demands and resources with stress and engagement and a significant relation between stress and health and wellbeing, give a better understanding of the relationship of JD-R with individual outcomes, particularly in the hospitality industry. As mentioned earlier, little is known about the effect of stress and engagement on health and wellbeing in the hospitality industry. This study provides evidence for the relationship between job demands, resources, and perceived individual outcomes. More specifically, looking back on the main results, the study suggests that several factors seem crucial to a productive and innovative workforce. Further examination of the results attained in this study via semi-structured interviews of the gaps identified, especially the effect of engagement on both health and wellbeing, and productivity outcomes, is warranted.

4.8. Conclusion

This study sought to holistically examine the relationship between job demands and resources, work-related stress and employee engagement in the health and wellbeing of workers in the hospitality sector. It sought to not only test the JD-R model in the context of the hospitality sector but also to refine the model based on the findings from the systematic review (Chapter 2), which highlighted some additional direct relationships between job demands and job resources with negative outcomes (health problems), as well as positive outcomes (productivity/performance). However, due to limitations of

questions measuring productivity/performance in the 6th EWCS, the relationship of these variables could only be tested with health and wellbeing outcomes.

The results showed that job demands and resources are directly related to health and wellbeing and partially established a link between stress and a complete link between engagement in health and wellbeing outcomes. It is important to note that such links have also been made in prior research conducted outside the hospitality industry. The results highlight that while increased demands are typically related to lower wellbeing, enhanced resources could mitigate these negative effects. Questions raised by the study's results can be used to examine the links further, as discussed, to improve the health and wellbeing and the productivity and job performance of those working in the hospitality industry. It also provided evidence which can be used to design measures for prevention and intervention at all levels. While it would be unrealistic to expect to remove all the negative impacts from the hospitality workplace, it is plausible that employee coping strategies could be implemented and tested, which could minimise the harmful effects of demands and work-related stress that were found in this study.

These findings provide further evidence to highlight that employee wellbeing is a significant concern in the hospitality industry and, if not monitored well, can be costly for employers and employees alike. Given the importance of the sector in the European economy and its competitiveness on a global level, it is important to understand the complexities that govern the relationship between working conditions, wellbeing and productivity. The next study, therefore, builds on the findings of this study by further examining the perspectives of hospitality workers (employees and managers) to identify the drivers and barriers to creating positive psychosocial work environments and which factors are considered important to improve health and wellbeing, productivity of employees and organisational performance.

5. Perspectives of managers and employees on the drivers and barriers to creating positive psychosocial work environments

5.1. Overview

While previous research has extensively documented psychosocial working conditions in this sector, this study offers a distinct contribution by providing an in-depth and nuanced understanding of these conditions through the lens of those directly affected. Unlike earlier studies that have predominantly relied on quantitative data, this study utilised semi-structured interviews to capture the lived experiences and personal insights of both employees and managers. This approach allows for the exploration of subtle context-specific dynamics and perceptual differences between these two groups, which have often been overlooked in previous research (e.g. Chela-Alvarez et al., 2020; Cleveland et al., 2007). The findings from this qualitative study not only corroborate existing knowledge, but offer practical implications for improving health, wellbeing, and productivity of employees and organisational performance in the hospitality industry.

The context of the study is discussed in Section 5.2, and the study aims are presented in Section 5.3. Section 5.4 outlines the method used in this study, including information about the study participants, sampling and population, data collection procedure, interview schedule, and ethical considerations. The data analysis of this study is presented in Section 5.5. The findings are then interpreted and synthesised considering the study's research questions, literature review, and conceptual model in Section 5.6. The chapter concludes with a discussion of the findings in sections 5.7, 5.8, 5.9 and 5.10.

5.2. Introduction

The objective of this study is to examine the perspectives of managers and employees to identify which factors were considered important to improve health and wellbeing, productivity of employees and organisational performance, and identify the drivers and barriers to creating positive psychosocial work environments. As highlighted in Chapter 2, most studies focused on examining employee perspectives, with a limited number of studies examining manager/employer perspectives, and very few studies comparing both perspectives to corroborate the evidence (e.g. Lu et al., 2016; Lee et al., 2017; Cleveland et al., 2007). For instance, various studies have observed that managers and employees can develop different perceptions of psychosocial risks at work, with managers rating the

psychosocial work environment more positively (i.e. lower prevalence of psychosocial risks) than employees (Houtman et al., 2020). More studies which compare and contrast these different perspectives are therefore needed.

This study therefore uses a qualitative methodology to uncover the subjective meanings that managers and employees attach to their work conditions, paying particular attention to the perceptual disparities that exist between these two groups and how these disparities affect workplace dynamics. This study provides a fresh perspective on the complexities of workplace interactions and offers valuable insights for enhancing understanding and collaboration within the workplace. The conceptual model tested in Chapter 4 examined the simultaneous effects of job demands, and job resources on employee health and wellbeing whilst also examining the mediating effects of stress and engagement by using the organising framework of the job demands-resources model (JD-R) as discussed in previous chapters (Bakker et al., 2003; Demerouti et al., 2001).

The systematic literature review in Chapter 2 of the thesis identified that the industry suffers from poor wages, low job security, long working hours, and shift work, among a few (Back et al., 2011; Mirkamali & Thani, 2011). The interest in job engagement and employee wellbeing has been highlighted in the literature reviewed in previous chapters. Research evidence suggests that most employers know that an engaged workforce is more likely to be a more productive one, but less acknowledged is the link between engagement and the health and wellbeing of staff (Gray, 2014). Research evidence also suggests that high levels of psychological wellbeing and employee engagement play a central role in delivering some of the important outcomes that are associated with successful, high-performing organisations (Wright & Cropanzano, 2000). Research carried out by Shuk et al. (2013) reported that employees with higher levels of employee engagement were more likely to report higher levels of both personal accomplishment and psychological wellbeing.

Employees play a critical role in enabling organisations to deliver on strategic intent and achieve a sustainable competitive advantage (Wagner & Hollenbeck, 2015). Overall, employee wellbeing has been found to predict outcomes related to health, productivity, and retention (Sears et al., 2013). It could be argued that this should make the wellbeing of employees a critical focus area for organisations, yet this is seldom the case. In the current economic climate, employees are often expected to deliver greater outputs with fewer resources, often expressed by the mantra "Do more with less" (Evenstad, 2015 p. 53). This leads to increased pressure experienced by employees, negatively affecting their wellbeing and leading to an eventual state of burnout (De Beer et al., 2012; Steinhardt et al., 2011).

Studies have shown that both a lack of job satisfaction and perceived work-life balance are mediators of an intention to quit in various sectors (Turnley & Feldman, 2000). The hospitality sector is one of the most stressful work settings (Ariza-Montes et al., 2018). Research has identified factors leading to high levels of stress, burnout, and exhaustion in the hospitality industry, such as work overload (O'Neill et al., 2011; Faulkner & Patiar, 1997) time pressure (Hsieh et al., 2016; Lee et al., 2002), work intensification (Oxenbridge et al., 2011; Hsieh et al., 2014), lack of flexibility, conflict, low task control, the work environment (Borralha et al., 2016), work/tools equipment, support from supervisor and body pain (Hsieh et al., 2020). Negative effects of work-related stress on workers' physical and mental health have been reported, such as depression, anxiety, chronic mental health problems, cardiovascular diseases, and musculoskeletal disorders (Rosenberg et al., 2019; EU-OSHA, 2010).

For the purposes of the current study, the research focused on the job demands, job resources, engagement, and health-impairment process of the JD-R model as a foundation to explore demanding aspects of employees' lives. It sought to build on the findings from the systematic literature review in Chapter 2 and the quantitative study in Chapter 4. This chapter also revisits several critical factors related to workplace dynamics and productivity of employees, that were identified as significant in the systematic literature review presented in Chapter 2 but could not be included in the analysis in Chapter 4, e.g., exposure to bullying and violence, productivity of employees and organisational performance.

5.3. Research aims and objectives

This study aims to understand the experiences of workers (both employees and managers) in the hospitality industry through the lenses of their lived experiences and the meanings they construct from these experiences on the nature and impact of psychosocial factors on individual and organisational health (in terms of health and wellbeing and organisational factors like job performance, job satisfaction, turnover intention/retention, commitment and work engagement and to determine the key challenges concerning working conditions and resources within the hospitality sector. The decision to interview these two groups stems from their unique, but interconnected, roles within the workplace. Managers and employees offer critical perspectives that reflect different levels of interaction with psychosocial factors, such as job demands, resources, and work-related stressors.

Therefore, the study's objectives were to examine the perspectives of managers and employees to identify the drivers and barriers to creating positive psychosocial work environments and identify which factors are considered important to improve health and wellbeing, productivity of employees and organisational performance. This will help inform future interventions to manage the psychosocial work environment better and promote employee wellbeing and engagement based on the perspectives of the employees and managers, thereby improving employee retention and productivity within the hospitality sector. The inclusion of both groups ensures that the research captures the full spectrum of experiences and challenges within this sector.

Research Questions:

1. What is the nature of the psychosocial work environment (job demands and job resources) as experienced by managers and employees within the hospitality industry?
2. What are the drivers and barriers to creating positive psychosocial work environments within the hospitality industry?
3. What measures could be taken to improve employee health and wellbeing and increase productivity of employees and organisational performance in the hospitality industry?

5.4. Method

This study utilised a qualitative methodology and is based on 15 semi-structured interviews with managers and 15 employees working in the hospitality industry in the UK. This section provides the details of the interviewees regarding how they were contacted, selected, interviewed, and the data analysed.

Semi-structured interviews were conducted with managers and employees to explore their perceptions of the nature and impact of psychosocial factors on individual and organisational health (various organisational outcomes outlined previously). Semi-structured interviews were selected because of their ability to elicit information on participants' experiences, understanding, opinions and meaning. Semi-structured interviews provide several advantages in that they allow the researcher to explore topics of interest in such a way as to take into consideration the opinions, values, experiences and attitudes of those involved (Rowley, 2012); at the same time, the researcher can retain the flexibility to explore emergent themes that would be impossible to foresee (Doody, 2013; Whiting, 2008). They have the advantage of providing an opportunity to explore issues thoroughly (Longhurst, 2009). They are flexible in that the researcher can

probe and make follow up questions or rephrase to enhance understanding. They provide rich data where perceptions and understanding are the focus of the study (Coolican, 2019; Potter et al., 2019).

In addition, although semi-structured interviews may provide answers, pre-written questions allow for greater concentration and customisation. This means that interviewing may be completed more rapidly than in unstructured interviews, which can be time-consuming. This is especially true in this research, which is being completed under tight deadlines for the interviewees. Pre-determined questions may help guarantee that interview data is tailored and relevant to important research topics while yet allowing for in-depth answers (Cassell et al., 2009). The research questions were developed based on the literature review and guided by the findings from the quantitative study.

5.4.1. Participants

The aim of the research is to understand the perspectives of managers and employees and fill a void in existing literature, which has focused on either only employees or managers and rarely both.

The differing perspectives and experiences of employees and managers in the hospitality industry are crucial aspects to consider in a qualitative study exploring job demands, resources, work-related stress, engagement, wellbeing and productivity (Kim & Spears, 2022; Gil et al., 2023). This differentiation is important because employees and managers play distinct roles within the industry, each with a unique set of responsibilities, challenges, and viewpoints. Employees are typically more involved in day-to-day operations and interact directly with customers. They may face immediate, on-the-ground challenges and gain insights into day-to-day operational stresses and customer-related issues (Hsieh et al., 2016). By contrast, managers usually handle broader strategic, operational, and personnel-related challenges. Their insights often focus on long-term planning, staff management, and organisational policies. These differing roles mean that their perceptions of job demands, resources, and work-related stressors can differ substantially (O'Neill & Davis, 2011; Lee & Madera, 2019). It is important for a study to capture these varied perspectives to obtain a full view of workplace dynamics.

Moreover, inherent power dynamics between managers and employees in the hospitality industry cannot be overlooked. Conducting separate interviews allows employees to speak openly and candidly, providing honest and detailed feedback. Similarly, managers might be more forthcoming about their challenges and viewpoints when not in the presence of

their subordinates, which can lead to more genuine responses. Employees' and managers' job demands and resources tend to differ significantly (Luu, 2021), while the factors influencing work-related stress, engagement, wellbeing and productivity can also vary between these two groups O'Neill & Davis (2011), as summarised in chapter 2. Understanding these differing sources of engagement and wellbeing is crucial for developing targeted approaches to enhancing them (Radic et al., 2020).

Conducting separate interviews allows for a more detailed and nuanced exploration of each group's experiences. This approach enabled the researcher to tailor the questions and discussion topics to the relevant group, enhancing the information's depth and relevance. This methodological approach ensures that the diverse experiences and perspectives of different groups within the industry are adequately represented, leading to more effective and targeted recommendations for workplace improvement.

The managers who participated in the study worked in varied roles and departments to ensure diverse perspectives. The distinct management levels were:

General managers: Individuals responsible for all aspects of operations, including day-to-day staff management and guest satisfaction. (Tavitiyaman et al., 2014).

Line managers: Managers who are responsible for managing employees, planning, coordinating, and controlling the daily affairs of their department while reporting to a higher-ranking manager. They play an important role in the operations of hospitality organisations, supervising and managing workers daily and acting as liaisons between supervisors, employees, and upper management (Walker & Miller, 2009).

Supervisors: Employees hired to oversee daily employee duties and assist the operations manager or general manager with all management tasks. Supervisors are hired by hotels, motels, restaurants and resorts to work full-time hours during all shifts, including nights, weekends, and holidays (Walker & Miller, 2009).

Similarly, employees were also from various levels and departments within the hospitality sector.

Hospitality employee: Individuals performing work in connection with the care and maintenance of hospitality establishments and servicing

of guests, including but not limited to housekeeper, kitchen employee, laundry employee, room attendant, house attendant, public area attendant, turndown attendant, bell attendant, door attendant, driver, telephone operator, server, bus attendant, bartender, cashier, host, concierge, reservation attendant, waiter, chef, and front desk attendant (Babakus et al., 2017).

Since they were relevant to the research questions, 15 full-time managers and 15 employees working in the hospitality sector were selected based on purposive sampling. Participants eligible for this study met the following criteria:

- resided in the United Kingdom (this was primarily due to data collection taking place during the Covid-19 pandemic, as discussed in the next section).
- would have worked in organisations associated with the hospitality industry (accommodation (Division 55) and food service (Division 56) activities (NACE Rev. 2 classification: Section I)).
- for managers, at least 5 years of leadership experience and for employees, at least 2 years of work experience within the hospitality industry.

The distribution of participants was 53.3% male (n=16) and 46.7% female (n=14). Whilst the research questions do not directly relate to gender, age, or different job roles, an attempt to attain varied views is important. Additionally, referring to these groups may be useful when analysing the research findings. Having this data available is useful to examine differences depending on age, gender, or job level if they occur.

The management participants ranged between 29 and 57 years (mean age = 38.1 years). The participants had years of experience in the industry ranging from 7 to 37 years (mean tenure=17.9 years) in various management roles and departments. The participants are roughly half, with males at 53.3% and females at 46.7%. Participants have been identified with pseudonyms 'HM' in this study. Demographic information of participants is presented in Table 5.1.

Table 5.1: Demographic information of management participants

Participant	Gender	Age	Tenure	Department	Designation
HM01	Male	34	15	Front Office	Line Manager
HM02	Female	34	14	Front Office	Line Manager
HM03	Female	36	19	Food & Beverage	Line Manager
HM04	Male	42	21	Administration	General Manager
HM05	Female	29	7	Food & Beverage	Supervisor
HM06	Male	40	21	Maintenance	Line Manager
HM07	Male	41	22	Food & Beverage	Line Manager

HM08	Female	52	35	Administration	General Manager
HM09	Male	57	37	Franchise Operations	Vice President
HM10	Female	33	13	House Keeping	Line Manager
HM11	Female	31	11	Food & Beverage	Line Manager
HM12	Male	34	15	Food & Beverage	Line Manager
HM13	Male	38	18	Administration	General Manager
HM14	Male	33	9	Food & Beverage	Line Manager
HM15	Female	38	11	Administration	General Manager

The employee participants ranged between 19 and 28 years (mean age = 23.2 years). The participants had years of experience in the industry ranging from 2 to 6 years (mean tenure=3.4 years) in various roles and departments. The participants are roughly half, with males at 53.3% and females at 46.7%. Participants have been identified with pseudonyms 'HS' in this study. Demographic information of participants is presented in Table 5.2.

Table 5.2: Demographic information of employee participants

Participant	Gender	Age	Tenure	Department
HS01	Female	21	2	Front Office
HS02	Male	22	3	Front Office
HS03	Male	25	2	Food & Beverage
HS04	Female	24	4	Food & Beverage
HS05	Male	21	3	Food & Beverage
HS06	Female	22	2	Front Office
HS07	Male	22	2	Administration
HS08	Male	28	6	House Keeping
HS09	Female	26	4	House Keeping
HS10	Female	22	5	Food & Beverage
HS11	Male	19	2	Food & Beverage
HS12	Female	20	2	Food & Beverage
HS13	Female	24	5	Front Office
HS14	Male	27	5	Food & Beverage
HS15	Male	25	4	Maintenance

5.4.2. Sampling and population

Most sampling techniques are classified as either probability or non-probability sampling (Hair et al., 2007). Sampling is critical in the research process since it is directly linked to the final study's validity (Lee & Lings, 2010). Probability sampling techniques include stratified and random sampling, in which participants are selected to ensure that results are generalisable (Hair et al., 2007). On the other hand, non-probability sampling includes methods such as quota sampling, with less focus on generalisation. Instead, researchers

utilise expert judgment and experience to select the most beneficial participants to the study, reducing randomness (Tansey, 2007).

Probability sampling is often considered ideal; however, this method is mostly used alongside quantitative studies. Sampling is more complex in a qualitative research context. Non-probability sampling is most often used in qualitative research, where the focus is not on representativeness. Qualitative research is more about “generating” new data than merely collecting it. Therefore, exploratory methods are more appropriate. Non-probability sampling in qualitative research is often denoted as “convenience” (Lee & Lings, 2008: p212). However, it can be effective if purposive sampling is used. This is where researchers actively select participants who are most relevant to research questions and most likely to address key questions with the most insightful information (Lee & Lings, 2008).

The choice of purposive sampling aligns seamlessly with these considerations. As Tansey (2007) noted, purposive sampling is particularly effective for generating new, in-depth data. Having worked in this industry, the researcher deeply understands its dynamics, challenges, and opportunities. This experience is invaluable in identifying the key issues and areas of interest that are most pertinent to this study. Moreover, the researcher’s background facilitated deeper engagement with participants, enabling a more insightful and empathetic understanding of their responses. This allowed the researcher to select participants based on specific criteria relevant to the study, such as experience, position within the industry, or involvement in particular areas of interest. This method is especially advantageous in a context where the researcher has substantial industry knowledge and can thus identify respondents who are representative and capable of providing rich, detailed insights.

The selection of participants from the UK hospitality industry was largely due to the access limitations imposed due to the Covid-19 pandemic. The UK’s hospitality industry is large, diverse, and comparable to the wider European hospitality context regarding the market structure, customer expectations, and regulatory environment. By narrowing the scope to the UK, this research could delve deeper into any specificities of the national context, allowing for more detailed and contextual analysis and, at the same time, allowing for findings to be generalisable to the wider hospitality sector in Europe and beyond.

Two key concepts often guide the determination of participant numbers in qualitative research. The first method is data saturation, which involves four components: initial sample size, number of necessary interviews, reliability of data analysis through multiple coding, and ease of data evaluation (Cleary et al., 2014). Data saturation occurs when no

new findings emerge from the data, a point supported by Finfgeld-Connett (2014) and Malterud et al. (2016). The second concept, proposed by Malterud et al. (2016), focuses on the information power of the sample, influenced by the study's aim, sample specificity, use of established theory, quality of dialogue, and analysis strategy.

There is no widely accepted standard sample size for qualitative research. It is, therefore, essential to carefully evaluate the available data and make informed decisions regarding the sample size. This will ensure that the study is robust and valid and that the findings can be reliably interpreted. Elo et al. (2014) highlight this lack of a standard, while Draper and Swift (2011) suggest that a sample size between five and twenty-five individuals is typically appropriate for qualitative studies. Palinkas et al. (2015) recommend choosing a sample size that is large enough to lend credibility to the research and provide rich, detailed information about the study topic. Rowley (2012) notes that 12 participants can be suitable for conducting semi-structured interviews, a view echoed by Guest et al. (2006), who found that 97% of important themes were identified within 12 interviews in their study.

These criteria guided the determination of the sample size for this study. Data saturation was achieved following 12 interviews with managers and 13 interviews with employees). Three additional interviews were conducted with managers and two with employees, ensuring comparability between the manager and employee samples and allowing detailed coverage of the relevant themes in exploring job demands, resources, work-related stress, engagement, wellbeing and productivity within the hospitality industry. The final sample size of 30 (15 managers and 15 employees) in the current study ensured the identification of all significant themes. This approach aligns with workplace health and wellbeing research practices, as evidenced in the peer-reviewed literature of qualitative studies, such as those conducted by Passey et al. (2018) and Roodbari et al. (2022).

5.4.3. Procedure for data collection

The researcher used their experience and knowledge of the industry to identify hospitality businesses and senior managers who could aid in gaining access to participants and in conducting initial screenings to determine whether participants met the qualifying criteria. The researcher provided the purpose of their doctoral study and explained the criteria to the gatekeepers. This explanation provided senior managers with context and assisted them in identifying potential participants. The process was time-consuming, as several gatekeepers could not assist with recruiting participants due to brand or organisation confidentiality policies and the ongoing Covid-19 pandemic. The researcher also directly

contacted several participants by emailing them with a participant information sheet (PIS) attached to an email, clearly outlining the study's details and expectations for participants. A participant consent form (Appendix I) was attached to the email. Invitation emails were sent from January 2021 to February 2021, with follow-up continuing until April 2021.

Participants meeting the study's criteria were contacted to schedule a virtual interview, emulating face-to-face interviews to observe nonverbal cues (Iacono et al., 2016; Seitz, 2016). Interviews were conducted online using MS Teams. Participants completed a short form detailing their demographic characteristics, and a subject number was assigned to each participant.

During the Covid-19 pandemic, conducting interviews presented unique challenges. The researcher was mindful of how conducting online interviews might have influenced the sample of respondents. There was some resistance from a few participants to recording during the interviews due to confidentiality concerns. The researcher assured participants of taking every precaution to protect their privacy and anonymity. Building rapport and personal ties was found to be more time-consuming in online interviews. The researcher was open and adaptable to various communication methods, including phone calls and interviews without video, but this was eventually unnecessary.

5.4.4. Interview schedule

The information was gathered via semi-structured interviews, which included sixteen open-ended questions (for the complete interview guide, please see Appendix F) for all participants and five additional questions for managers. These questions focused on areas that needed more research and understanding. These questions were designed based on literature and findings from the previous chapter to further explore and build on the findings. The questions addressed the primary objective of the research.

The interview questions were piloted with a volunteer colleague who did not participate in the study to ensure that the questions were appropriate in terms of the content they yielded and that they matched the timescale under which the interviews were to follow.

The interviews began with an initial confirmation of a few demographic questions that were sent to the participants. Questions such as:

- How long have you worked with your current company?
- What is your current designation?
- How long have you been in a management position? (For managers)

It was necessary to establish that participants met the selection criteria for the study, as mentioned in section 5.3.1. to get the desired quality of data based on the experience and understanding of the workings of the hospitality industry of the participants. Next the participants were briefed about the study's objectives, what to expect and what will happen to the information they provide. A conversational introduction to ensure a rapport was built between the interviewer and participants (Cassell et al., 2009).

Then, questions focusing on understanding how job demands and resources can affect productivity and general wellbeing were asked. These included: What employment components do you find difficult/demanding? How do you believe your job affects your health? What kind of workplace assistance do you get now, and who gives it to you? (Follow up if no help received: What support would you want to get in the workplace?) What occurs at work that helps you manage better with high expectations? What is your company doing to boost employee engagement?

Finally, A few additional questions were included for the managers. Participants were asked about their awareness of workplace job demands, and where required, necessary definitions and explanations were provided to the participants. Each interview lasted between 40 and 50 minutes, and individuals were debriefed and thanked for their time after the interview. Interviews were recorded on two audio devices and transcribed by the researcher. People and place names were removed, i.e., the data was anonymised when transcribed.

5.4.5. Data transcription

The researcher used Microsoft Teams' built-in transcription features to transcribe the data during their study. During the call, Teams automatically generated a transcription of the conversation in real-time. This transcription is powered by advanced speech recognition technology that can accurately capture spoken words and convert them into text. This technology is especially beneficial in a research context, as it allows for the efficient and precise recording of verbal communication, which is essential for data analysis and record-keeping (de Villiers et al., 2022). Microsoft Teams ensured that the transcriptions were securely stored and managed following data protection policies. This was particularly relevant for the researcher, as their work complied with the university's research data management policy and its handling restricted data policy. Each transcript was checked for accuracy manually before being used for the analysis. The digital format of the transcriptions allowed for seamless integration with other data analysis tools, enhancing

the researcher's ability to analyse and draw insights from the data (Andersone et al., 2022). Three interviews were conducted via phone, which were not audio recorded due to participant requests. Detailed notes were kept, which were then written up, so they were comparable to the transcripts from the online interviews.

5.4.6. Ethics

As stated earlier in Chapter 3, all the interviews adhered to the ethical standards outlined in the British Psychological Society's Code of Ethics and Conduct (BPS, 2009), the Ethics Guidelines for Internet-mediated Research (BPS, 2013) and the Data Protection Act of 1998. Ethical approval was granted by the Faculty of Medicine & Health Sciences Research Ethics Committee of the University of Nottingham, UK (Ethics Reference number: 1686, see Appendix G).

"There are ethical issues in every aspect of the research process" (Bryman, 2016, p. 125). Working within the hospitality industry, most of the management staff members' main concern for the study was anonymity and confidentiality. The researcher ensured that ethical issues were understood and addressed in advance throughout this research project. At each engagement with the participants, the researcher endeavoured to outline that the purpose of any information sought was to support this study only. The key benefit of maintaining a duty of care to all respondents and the organisation can assist in developing future research in the workplace. As suggested by Bryman (2016), the researcher needs to be aware of the ethical issues faced by the participants in the research projects and should consider that the following questions focused on:

- How can I guarantee anonymity?
- How can I guarantee confidentiality?
- Have I provided participants with enough information about the research project?
- Are the participants aware that they can withdraw from the research anytime?

Participants who met the inclusion criteria to participate in the study were provided with a participation information sheet (see Appendix H for details). The participant information sheet detailed the study aims and objectives, the procedure, and the research ethical guidelines. This was sent to the participants before the interviews were arranged. Participants in this study were assured that their responses would be confidential. The researcher ensured that no information provided by participants would directly link them to their responses. As such, only demographic information that was relevant to the analysis of data was sought from participants. It was clearly communicated that involvement in the study was voluntary and free from any coercion. Therefore, participants could decide

whether they wanted to participate in the project and could end their involvement in the study at any point.

The researcher obtained informed consent from the participants and the organisation (when required) where the data were collected, with the commitment that all data would be treated in a confidential manner. Participants were informed that the interview would be recorded, and data would be stored by the researcher and the University for a period of 7 years. To increase participants' willingness, they were assured that if they opted to participate in the study but did not want their voice recorded, the researcher would take notes and write out their responses. Of the 30 participants, 27 were happy to do a video call, and 3 preferred a phone call. Two copies of the consent form (see Appendix I for details) were given to participants to read and sign before data collection. Participants kept a copy of the consent form and returned one to the researcher. After the interviews, participants were debriefed. The study's aims were once again elaborated upon, and they had the opportunity to seek further clarification.

5.4.7. Data analysis

Semi-structured interviews were used in this study to allow for the in-depth exploration of both manager and employee perspectives on psychosocial factors influencing job demands, resources, engagement, and wellbeing. This methodology is particularly suited for capturing the complex and nuanced realities of work life within this sector, which are often shaped by diverse and context-specific variables. Thematic analysis, as outlined by Braun and Clarke (2006), aligns with the study's aim of uncovering underlying themes that may not be immediately apparent through more quantitative methods. The choice of this approach is informed by the existing body of literature, which suggests that thematic analysis is highly effective in research settings in which the goal is to interpret patterns of meaning within qualitative data (Braun & Clarke, 2013). The use of NVivo 12 software further enhances the reliability and validity of data analysis by providing a systematic and replicable means of coding and theme identification. A theme grid was created using NVivo, as shown in Table 5.3. The process involved the following steps:

- Familiarisation of the data: All interview recordings were transcribed, requiring repeatedly listening to and reading what was mentioned. This procedure enabled me to begin finding and recording potentially intriguing data characteristics relevant to the research question.

- Initial code generation: To group together comparable notes and transcripts from different interviews, they were reread and compared to one another. Initial codes were created by expressing information in small sections of the transcript with a few words or phrases that represented the primary research question addressed by the interviewee. These codes were then used to code the rest of the transcript. These codes were collected in NVivo in various nodes and sub-nodes at varying levels of detail.
- Searching for themes: The data and code groupings were then analysed further to see how the various codes might be grouped together to create overarching themes (Braun & Clarke, 2006). Themes were discovered by analysing participant answers to the research questions (job demands, job resources, work-related stress, employee engagement, health and wellbeing, productivity of employees and organisational performance); sub-themes and keywords defining sub-themes were also collected, as detailed in Table 5.3. The frequency of the codes was counted to represent the distribution of responses from the perspectives of managers and employees.
- Review of themes: The initial themes were reviewed and agreed upon by the research supervisor and the researcher during several review sessions. Time was spent ensuring that each theme presented a compelling narrative about the data and establishing the boundaries between each theme (Clarke & Braun, 2017). Throughout the process, the node structure of NVivo was repeatedly modified.
- Theme defining and labelling: The final themes were given appropriate titles and short explanations that conveyed the essence of the JD-R model. The purpose of this analytical refining process was to create a description of each topic and demonstrate how they connect to one another (Clarke & Braun, 2017). Subthemes were also revised at this phase, and descriptive keywords for the sub-themes were completed, resulting in the construction of the final thematic grid, shown in the diagram below.
- Writing the study: The last stage of the theme analysis was to write up the data so that the results were presented clearly and correctly. The goal was to integrate the analytical narrative with data abstraction to contextualise the results and to strengthen the validity of the conclusions made in the study (Clarke & Braun, 2017).

This methodological choice also extends the theoretical framework of the Job Demands-Resources (JD-R) model (Demerouti et al., 2001; Bakker et al., 2003) by applying it to a qualitative research paradigm. Majority of studies using the JD-R model rely on quantitative measures, but the model is also applicable for qualitative research. This study seeks to build on the findings of the quantitative study (Chapter 4), by providing insights which can deepen our understanding of how these factors manifest in the hospitality industry. The data collected through this approach not only corroborate existing findings from other quantitative studies, but also provide a richer, more textured understanding of the psychosocial environment that shapes both positive and negative outcomes. Moreover, the findings derived from this approach offer significant empirical contributions by challenging and extending the current theoretical understanding of the JD-R model. Specifically, this study reveals that the interplay between job demands and resources in the hospitality sector is heavily influenced by contextual factors such as organisational culture and leadership style, which are often overlooked in more traditional, quantitative applications of the model.

The data analysis in this study used a visual representation where the frequency of codes was used to prepare a graph representing the distribution of responses from the participants (counting). In this research, a method of corroborative counting was adopted, as termed by Hannah and Lautsch (2011). The objective of counting credentials is to illustrate why one should have confidence in the findings of a qualitative analysis. Typically, this method of counting does not provide independent conclusions. Instead, it focuses on either (a) establishing counts of data sources or (b) producing proof of researchers' analytical integrity. For instance, Reay et al. (2006) created a table listing the total number of interviews conducted with various participants, the total number of interviews done, and the total volume of transcribed and archived data analysed. Pie charts and bar graphs are the most common ways of displaying qualitative data (Chandler et al., 2015; Henderson & Segal, 2013; Verdinelli & Scagnoli, 2013; Slone, 2009). Slone (2009) states that visual displays may give immediate and observable answers to queries such as who said what, why a trend happened, and what caused the occurrence, allowing multiple researchers to see the same data and validate or dismiss conclusions. A well-designed visual presentation may help researchers get a common understanding of the links, ideas, phenomena, and participants in a qualitative dataset.

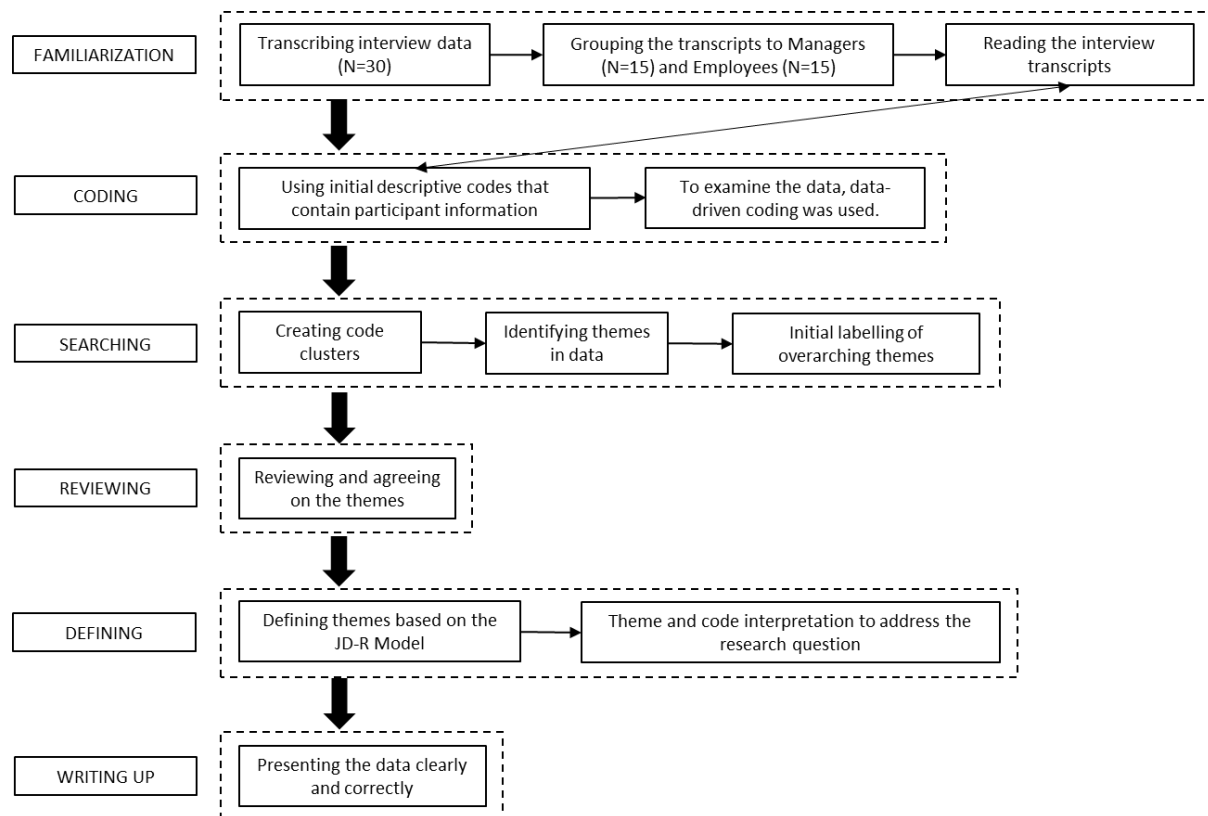


Figure 5.1: Illustration of the data analysis process

Source: Adapted from Braun & Clarke (2006)

The quality of the data, as well as the data collecting and analysis methods, were given much attention in this research. This was done to verify that the study results were reliable and valid. In Chapter 3, these topics were thoroughly discussed.

Table 5.3: Themes generated from the thematic analysis

Theme	Subthemes	Codes	Descriptive keywords
1 Psychosocial factors (job demands and resources) prevalent within the hospitality industry	Organisational culture and function	Lack of communication; unclear organisational objectives	Objectives do not get communicated properly; lack of information; taking on different responsibilities; welcoming onboarding experience; departmental gatherings to get to know one another; transparency in the workplace information; lack of information on monthly targets; constant change in yearly budget; poor leadership
	Job content	Efficiency; lack of variety; appropriate use of skills	Unable to work independently; proficient in all aspects of the job; meaningless tasks; must do the same thing every day; nothing new to learn
	Workload and work pace	Work overload; labour intensive; realistic workload; time pressure	Always working hard; no other option than to do that; try and get everything done; come in early and leave late; work almost every weekend; workload is very high;

			work late every night; works longer; must work late to meet targets and perform; perceived workload to be very high; swamped at work; high volume of work demands; workload is very high; often feels overloaded; a lot happening in the workplace
	Work schedule	Long working hours; reasonable working hours; shift work	Working long hours; working extremely long hours; works longer and harder; put in a lot of extra hours; nonflexible shifts; working unsociable hours; work requires late nights
	Control	Autonomy; decision making; lack of control	Micromanaged at work; clarity in making decisions; freedom to work in the ways that one feels comfortable; lack of participation in decision-making; lack of control over work processes
	Environment and equipment	Inadequate resource availability; physical work environment	Don't have enough office equipment; there is no storage place; the room is loud; proper ventilation; dark crawl spaces; budgets are too tight
	Interpersonal relationships at work	Bullying; harassment; violence; incivility	Irate customers abuse or threaten; threat of physical violence; offensive remarks; being given unpleasant tasks; being shouted at; feedback is taken as a complaint; achievement is not recognised
	Role in organisation	Unclear roles and responsibilities; responsibility for staff	Not aware of what must be done; managing untrained staff; constantly monitor work; unclear role; conflicting roles
	Career development	Poor pay; job satisfaction; career development opportunities; job insecurity	Pushed and challenged to learn, grow, and evolve; no opportunity to develop professionally; lack of opportunity to expand skill set; lack of promotion opportunities; personal development plan provided; opportunity to move up the ladder; professional development courses offered; lack of incentives; poor pay.
	Home-work interface	Work-life balance; work-family conflict	Conflicting demands of work and home, lack of leisure time; vacations
2	Drivers for creating positive psychosocial work environments	Organisational support and leadership commitment	Leadership; organisational culture; communication
	Impact on health and wellbeing	Fatigue; stress; mental health	Organisation supports development, supportive leadership, positive organisational culture; clear and effective communication
			Difficulty in concentration; increased accident rate on the job; getting upset; control over emotions; frequent absence; is usually withdrawn; unable to sleep because of work-related issues; cannot show how

			you feel at work; work requires standing for long hours
	Impact on employee productivity and organisational performance	Making mistakes; customer satisfaction; job satisfaction; engagement; turnover intention	Ability to handle difficult customers; service quality; don't seem to care; lack of commitment; happy taking on any job; is dependable in tough situations
3	Barriers to creating positive psychosocial work environments	Lack of support	Lacking knowledge; unclear objectives; unhelpful
			There is no support at the workplace; cannot find manager when required; don't get help from the organisation; manager is not approachable; employees lack the support they need to grow; seem invisible to management; want to be recognised; not acknowledged
	Lack of psychological safety	Staff respect; lack of control; employee voice	persistent criticism of work; attempts to constantly find fault; unwilling to try new ideas; need constant supervision and reassurance; poor relationships with colleagues; micromanaged at work; lack of participation in decision-making
	Lack of awareness and skills	Maintain status quo; policies not followed	unclear job expectations; mismatch between jobs and employees; not a 9 to 5 job; high-pressure work environment
	Socio-political barriers	Government representation; Government support	Lack of representation of the hospitality sector; limited support during challenging times; importance ascribed to hospitality jobs
4	Measures to improve employee health and wellbeing and increase productivity of employees and organisational performance	Supervisor and co-worker support	Personal development; giving help when requested; providing guidance; being attentive to needs
			Assistance from team members; relationship with work colleagues; team manager is supportive; open door policy; engagement in continual professional development.
	Recognition and rewards	Acknowledgement; incentive schemes; team activities	Recognises employees when they exceed expectations or go above and beyond; transparent and fair performance evaluation systems; employee of the month; bonuses
	Training and development	Development plan; training provided;	good onboarding process; clear objectives for performance and development
	Work-Life balance	Time for family; flexibility; reasonable working hours	Managing conflicting demands of work and home; clear organisational rules and policies to support work-life balance

5.5. Findings

The research focuses on the perspectives of managers and employees from various backgrounds within the hospitality sector. In the interviews, the participants described their work situation with examples of job demands and resources they experienced at their workplace. The interviewees described how various job resources and demands affected their engagement and wellbeing and how they overall impacted their productivity, and organisational performance.

The analysis of the interview transcripts revealed the following four major themes, which corresponded closely to the research questions:

1. Psychosocial factors (job demands and resources) prevalent within the hospitality industry.
2. Drivers to creating positive psychosocial work environments.
3. Barriers to creating positive psychosocial work environments.
4. Measures to improve employee health and wellbeing and increase productivity of employees and organisational performance.

The main themes were categorised under subthemes to enhance understanding by organising similar issues under one theme. Subthemes also assisted in defining the themes. The major themes and their subthemes are shown in Table 5.3.

5.5.1. Psychosocial factors (job demands and resources) prevalent within the hospitality industry

Most participants in the research study came from various departments and organisations within the hospitality industry. One element that can be inferred from their personal experience is that all participants are exposed to varying job demands and resources at their workplace. The dynamic interplay of job demands and resources significantly influences the wellbeing and productivity of managers (HM) and employees (HS). The thematic analysis indicated that the most common factors experienced were inadequate wages, long working hours, poor communication, lack of autonomy, work overload, no control over decision-making, lack of clear roles and responsibilities, lack of variety, career development opportunities, lack of clear organisational objectives, inadequate resource availability, bullying and violence job insecurity and lack of control. The findings were categorised into ten sub-themes, which map onto the ten dimensions of the psychosocial

work environment (Cox, 1993) that reflect the data and are explored in more detail in the following sections.

5.5.1.1. Organisational culture and function

According to Markovi (2008), the modern concept of 'organisational culture' includes everything valued within the organisation, including the leadership style, the language and symbols, the processes and routines, and the organisation's usual success criteria. Strategic management and planning are generally beneficial to organisations because they provide a clear direction for the organisation. Table 5.4. Represents the distribution of responses from the participants.

Table 5.4: Distribution of responses - organisational culture and function

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Organisational culture and function	Communication	HM03, HM06, HM09, HM12, HM13, HM15	6 (40%)	HS04, HS06, HS09, HS15	4 (27%)
	Clear organisational objectives	HM02, HM03, HM04, HM06	4 (27%)	HS01, HS15	2 (13%)

There were discrepancies in perceptions of organisational culture between managers and employees, with employees seeing it as more important. The data collected from the employees suggests that many managers frequently neglect or dismiss organisational culture, stating that it is vague. Managers reported that they felt that organisations do not support them enough with information being withheld or that they lack the knowledge. One of the reasons for this may be that organisational culture is not always acknowledged as a component of the strategic management process (Belias & Koustelios, 2014). This was illustrated by a quote from a senior manager who said:

"There is a limit to what you can share with others and it's not about dishonesty or being deceptive. It's simply that when there's too much information, people tend to rush to conclusions, so you must be selective about what you provide. And I promise that at our level, information was withheld, but only for a specific reason." HM04

This gap in understanding and support can contribute to the job demands that managers face, affecting their effectiveness and the morale of their teams. The analysis also revealed that managers who understand the value of their employees have a more caring approach to them by being open, honest, engaging, and supportive. Participants also mentioned

that a lack of communication and clarity in the organisation's goals led to the job demands they were experiencing.

"Our manager should be able to talk to us. If they don't talk to us, we don't know what is expected of us. They need to communicate." HS09

Employees, on their part, reported experiencing significant job demands when there is poor communication about organisational expectations and procedures. Participants reported that the absence of clear, direct communication from management leaves employees uncertain about their roles and organisational protocols. This lack of communication contributes to a feeling of disconnection and undervaluation, which can escalate stress and reduce job satisfaction.

Some managers also emphasised the importance of being approachable, transparent, and communicative. For instance, a manager elaborated:

"I think transparency is the key thing for me. Understanding what the business is doing, what the strategy of the business is using, really, really keeps me going." HM06

They recognise that these qualities foster a supportive environment and build trust within the team. Transparency and open lines of communication are vital job resources that can mitigate the job demands employees face, helping them feel integrated and valued within the organisation. Organisations should make the effort to properly communicate their strategies, objectives, and goals to assist managers and employees in contributing to the organisation's successful functioning.

The comments from participants underscore the importance of clear communication. Managers who adopt an open and engaging communication style can create a nurturing environment that recognises and addresses the needs and concerns of their employees, thereby enhancing job resources. Ultimately, aligning organisational culture with the strategic management of job demands and resources is essential. Proper communication of strategies, objectives, and goals is crucial for enabling both managers and employees to contribute effectively to the organisation's success, fostering a work environment characterised by mutual support and understanding.

5.5.1.2. Job content

Job content varies according to occupations within the hospitality industry. In analysing the interview transcripts, I found that lack of variety, efficiency, and appropriate use of skills were the most common aspects of job content from the perspectives of managers and employees. A participant in the front office department (receptionist) mentioned that they are usually faced with too many repetitive things needing their attention. Also, a participant from the food and beverage department (waiter) stated that they are given the same tasks over a short time, which makes them feel undervalued.

Several different aspects of job content can be identified as job demands. These include low value of work, the low use of skills, lack of task variety and repetitiveness in work, uncertainty, lack of opportunity to learn, high attentional demands, conflicting demands, and insufficient resources (Cox et al., 2000; Khaksar et al., 2019). Table 5.5 represents the distribution of responses from the participants.

Table 5.5: Distribution of responses – job content

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Job content	Efficiency	HM01, HM04, HM05, HM09, HM11, HM12, HM15	7 (47%)	HS04, HS05, HS09, HS11	4 (27%)
	Lack of variety	HM02, HM05, HM11	3 (20%)	HS01, HS08, HS12, HS13	4 (27%)
	Appropriate use of skills	HM01, HM05, HM13, HM14	4 (27%)	HS04, HS12	2 (13%)

Zhang et al. (2020) reviewed the physical and psychological health effects of such work and reported that exposure to repetitive and monotonous work is often associated with the experience of boredom and, in turn, anxiety and depression, resentment, and generally poor psychological health. Managers and employees identified a lack of variety as a part of work, which negatively impacted their health and was seen as a job demand. However, a slight change from the routine, as mentioned by the participant, added to their work quality:

"From my point of view, this job is quite repetitive. I know that receptionists do the same things again and again. But there are problems we need to solve, and new guests and visitors we talk to. Some tasks may repeat, but it doesn't make the time in work boring. At least that's how I feel about my job." HS13

A participant from the housekeeping department mentioned that repeated tasks such as the lifting of a heavy mattress to make the bed results in backaches, also mentioned that using the vacuum cleaner (noise from the machine) at times has resulted in headaches:

"Everything needs to be done fast. We use heavy mattresses (...) imagine in every room having to change the sheets for five or six mattresses by yourself, it is not easy, it's back breaking work." HS09

Research has shown that exposure to repetitive and monotonous work is often associated with increased incidence of postural and musculoskeletal problems, including work-related upper limb disorders, disorders of the digestive system and various changes in health-related behaviours, such as smoking and drinking (Cox, Griffiths & Rial-González, 2000; ILO, 2016).

Managers feel that re-allocating tasks to staff members is a key to negating the effects of repetitive tasks, whilst employees feel that managers or supervisors often overlook their competency for the job they are allocated:

"I think they try their best to pick the right person for the job. And when whenever they were employing new staff members, they made sure to put them in the right place according to their skills. ... I think that on a personal level, on the level of the employee, we need to know what they are capable of, and what could be improved on their skills." HM05

Managers and organisations can introduce various resources to mitigate the adverse effects of job demands. By redistributing tasks, integrating technology to handle monotonous activities, or providing opportunities for diverse responsibilities and growth, job satisfaction, engagement, and wellbeing can be enhanced. This aligns with the idea that understanding and effectively managing the balance between job demands and resources are crucial for maintaining a healthy and productive workplace environment in the hospitality industry.

5.5.1.3. Workload and work pace

In the hospitality industry, managers and employees frequently confront significant job demands that amplify workplace pressures and diminish work engagement. Both groups report that heavy workloads and labour-intensive tasks, often compounded by unrealistic deadlines set by department heads or organisational leaders, are common. A few

comments by employees and managers, such as “I am always working too hard”, “I often feel overloaded with tasks”, and “I need to try and get everything done”, are a few of the common notions shared by the participants alike.

"It felt like I was constantly at work, because when I would come home, I would still get phone calls. On my day off, I would still get a phone call from work. And it never really felt like I was completely relaxed because I would feel like I must keep my phone next to me all the time. And the moment somebody calls you to ask you something, you straightaway go into work mode. Or if it's a question you didn't like, you get into frustration mode (...)." HM12

"Let's say a lot of customers come at the same time. And then we've got to make sure we can manage each one of them timeframe. But sometimes it does mean that there is bit of a mismatch between what they expect us and our time frame they're expecting versus what we can offer, or what we can do, which can cause extra workload for you." HS07

Participants indicated that work overload and unreasonable deadlines are common in the hospitality industry. Managers and employees both mention that they are often given tasks that cannot be accomplished within a time frame specified by their department heads or organisation leaders. Some managers also mentioned that even though the scope of the task seems unrealistic, it forms part of their performance evaluation, thus adding to workplace pressures.

"I don't care how you do it, just get it done. It is your responsibility as the department head to get the job done." HM08

"This has happed a few times you know (...) supervisor won't let you finish what you're meant to do for the day and instead calls you to another assignment." HS06

Numerous psychosocial factors can lead to job strain in the hospitality industry, and management strategies such as workload planning, good communication, and clear roles and responsibilities can significantly influence whether these factors manifest as debilitating job demands or motivating challenges.

Table 5.6: Distribution of responses – workload and work pace

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Workload and work pace	Work overload	HM01, HM09, HM11, HM12, HM13, HM14, HM15	7 (47%)	HS06, HS09	2 (13%)
	Labour intensive	HM02, HM08, HM15	3 (20%)	HS12, HS15	2 (13%)
	Realistic workload	HM07, HM08	2 (13%)	HS07	1 (7%)
	Time pressure	HM06, HM09	2 (13%)	HS03	1 (7%)

5.5.1.4. Work schedule

The study participants identified long working hours as the most detrimental component of their jobs, followed by shift work. A participant identified that long working hours are a common factor in the hospitality industry due to its 24-hour operation year-round, regardless of holidays, to accommodate customers. Also, to note was the mention of shift patterns (like split shifts) to cover the daily operations and staffing constraints due to set budgets.

"It's a known fact that non-standard working time is a feature of the restaurants, you know. Bodies are always needed over a long period of time, basically meaning, from the beginning of preparation to the end of service and more (...). You are there for longer than the opening times mentioned at the door (...)." HM14

Some of the employee participants mentioned that they don't prefer to stay longer than the time allocated for their shift as the organisation does not pay for overtime. This usually pressures the managers and supervisors to push the employees harder to finish all the daily tasks, which can invariably add to physical and mental exhaustion. A few other consequences they mentioned were being unable to have a break or use the toilet while working.

"I used to really work very long hours, sometimes without breaks. I didn't have time to eat, I would sometimes even like I remember that I started smoking like this, because I didn't have time to eat, all I had time for was five minutes, take a cigarette and come back in. So obviously, that was bad because I mean, I started smoking, I wasn't eating well, and I also didn't have time to exercise. Sometimes didn't have time to sleep for like long periods of time, several

months and you know, we all know how this can affect anybody. Most of the time I must work until I feel as if I am going to collapse.” HS04

A few participants mentioned that organisations clearly state the hours they are contracted to work in a week. However, what was worrying is that the organisation asked that a disclaimer be signed, which mentions that the employee agrees to work more hours as the business requires, usually for no benefit to the employee.

“I don’t understand why if the contract says something, I have to sign a disclaimer. (...) not going to paid for extra hours, so why should I sign?” HM13

If the employee opts not to sign the disclaimer, it usually is detrimental to the employee’s progress within the organisation. This also causes a conflict between staff members as some feel it shows a lack of commitment and not to work long hours.

“I like to see my staff members committed to the hotel as I am. I put in long hours to get work done and look after the customer, so why can the staff members not do the same?” HS11

Analysing the distribution of responses, there was a near split between the managers and employees, who mentioned long working hours. However, there was a noticeable difference between the managers when it came to working in the evenings and at night, and split shifts. Based on the systematic literature in Chapter 2, both these are considered as job demands as they are detrimental to employee health and productivity; alternatively, working set shift patterns and fixed hours is construed as a job resource. Table 5.7. Represents the distribution of responses from the participants.

Table 5.7: Distribution of responses – work schedule

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Work schedule	Long working hours	HM01, HM03, HM15, HM04, HM07, HM13, HM12, HM05	8 (53%)	HS03, HS05, HS15, HS12, HS04, HS11, HS10	7 (47%)
	Shift work	HM06, HM10, HM14	3 (20%)	HS02, HS03, HS04, HS06, HS07, HS08, HS10, HS11, HS12, HS13, HS15	11 (73%)
	Reasonable Working Hours	HM08	1 (7%)	HS02, HS07	2 (13%)

The participant's responses underscore the dual nature of job demands and resources in the hospitality industry. This reveals a clear divide in experience between managers and employees, particularly concerning the flexibility and predictability of work schedules. This distinction aligns with the literature that categorises non-standard work hours and split shifts as job demands owing to their detrimental effects. In contrast, fixed schedules are considered beneficial job resources (Arlinghaus et al., 2019).

5.5.1.5. Control

According to the findings, individuals in managerial positions within the hospitality industry highlight the significance of autonomy, decision-making authority, and control over their work as vital components of job satisfaction and organisational success. The comparison of responses is shown in Table 5.8. on autonomy and control between managers and employees illustrates a notable disparity: managers perceive control as more integral to their roles than employees do. This perception is supported by managers' feeling that their employees rely on them for guidance and support, reinforcing their need for control to determine the logistics of job execution flexibly.

Table 5.8: Distribution of responses - control

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Control	Autonomy	HM03, HM06, HM07, HM09, HM12, HM13, HM14, HM15	8 (53%)	HS02, HS06	2 (13%)
	Decision making	HM01, HM03, HM08, HM12, HM14	5 (33%)	HS03, HS06, HS11, HS14	4 (27%)
	Lack of control	HM01, HM08, HM12	3 (20%)	HS04, HS14	2 (13%)

The distribution of responses indicates that most managers acknowledge significant autonomy in their roles, whereas only a minority of employees feel that they have similar degrees of freedom. Furthermore, while both groups recognise decision-making as necessary, managers report a higher capacity and frequency in making independent decisions than employees. According to a few participants, employees who feel free to make autonomous decisions at work are more likely to make creative decisions.

"I've worked for some good people who've given me good advice, given me a lot of space for me to express myself. I think you have to demonstrate capability and competence and you gain trust from people by doing that, but

once people know what you are capable of and give you that freedom to kind of work in the way that works.” HM14

“They, want some space to perform. They don’t want someone overseeing them every step of the of the way so that they feel suffocated, so they need some space to perform.” HS02

The findings highlight that job resources like autonomy, decision-making authority, and control over their work foster employee trust, enabling individuals to use their creativity to make the organisation more productive. Data also suggests that support for autonomy by management allows employees to be naturally motivated in their work, and it can be extremely beneficial to the organisation (Jaiswal & Dhar, 2017).

“I would say in difficult situations what enables me to do my job more effectively is, if I get a free hand at some of the things where me and my team can take a more active participation in decision making, sadly that is not always the case.” HM08

On the other hand, working under a sense of limited control or having little decisional flexibility has been frequently linked to feelings of stress as well as anxiety, despair, apathy, weariness, and low self-esteem.

“I would say the absolute controlling work like it's also depends on like, decisions made. Okay, so I was bit again, I'm intimidated or a bit scared that it's like, oh, what if I voice my opinion or what if I speak up? They might say it's like, okay, don't we don't need you? Because it was not my place.” HM12

5.5.1.6. Environment and equipment

The workplace environment and equipment provided can have an impact on employee health, safety and wellbeing. Every workplace in the hospitality sector is distinctive, diverse, and ever-changing. Understanding this is crucial because the workplace environment is a significant component in determining whether an employee is satisfied with their job in the organisation. Job demands and resources within this context encompass not only the physical aspects of the environment but also the psychological experiences of the workforce. Environmental characteristics such as lighting, temperature, the presence of windows, and the ability for free air movement to flow suggest that these

elements of the physical environment have an impact on both manager and employee attitudes and behaviours as well as their levels of satisfaction, health, and productivity.

"Work is really unpleasant due to the terrible air quality in the area where we have our workshop (basement). On certain days, the odours at work are so offensive that they make me sick. The poor air quality makes concentration difficult. You need to step away from work occasionally for some fresh air. In this location, there is no circulation of air and no fresh air. You are unable to communicate with management since they are aware of the limitations of the space, which is inconvenient." HM06

"I'm quite good at turning out the noise and distractions around me (...) I just put my iPod on and disappear into my own little world. I know what I have to repair, and just get on with it as long as I have the supplies or its to the store first (...)." HS15

The examination of the transcripts reveals that employees place a higher importance on environmental elements than managers do for job happiness and productivity as seen in Table 5.9.

Table 5.9: Distribution of responses – environment and equipment

Codes		Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Environment and equipment	Inadequate resource availability	HM01, HM08	2 (13%)	HS05, HS09, HS14, HS15	4 (27%)
	Work environment	HM06	1 (7%)	HS06, HS07, HS11, HS15	4 (27%)

One of the managerial participants pointed out that they are accustomed to working in organisations that place little value on equipment or the physical environment, and that they want managers to be innovative to complete the job successfully.

"There is never enough equipment. Management does not understand the with so many back-to-back functions it becomes impossible to set rooms up for the function as you don't have enough cutlery or glasses. So much time is wasted in looking for missing items." HM05

The comments from the participants are supported by studies carried out by Meira et al. (2019) who describe that there are several factors that work towards the success of the employees' productivity. The factors are physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad systems, standard operating procedures, knowledge, skills, and attitudes. McCoy and Evans (2005) stated that the elements of the physical work environment need to be proper so that the employees would not be stressed while getting their job done.

The disparity between employee and manager perceptions of these job demands is significant. Managers tend to undervalue the importance of physical resources and the environment, which are critical for employee productivity and satisfaction. Employees often report that these deficiencies, such as insufficient cutlery or glasses during back-to-back functions, lead to inefficiency and stress. On the other hand, the environment and equipment provided can also be crucial job resources that can significantly impact employee productivity and satisfaction, as highlighted by Participant HS02.

"Having the latest software for managing reservations makes my job smoother and allows me to provide guests with quick, accurate service." HS02

Management and the owners must collaborate to ensure a safe and healthy workplace for its employees. A detailed action plan must be developed to provide guidance for new and existing hotel operations. Managers should undertake surveys and focus groups to get feedback from their employees, as this will aid in identifying any physical environment factors or shortages in equipment that would impede their productivity. On the other hand, employees should tell their immediate supervisors if they notice something inappropriate or lacking in the workplace environment. It is important to note that some quotes reflect that employees were afraid to mention things to managers as there doesn't seem to be psychological safety (a sense of security to speak up about failures).

5.5.1.7. Interpersonal relationships at work

Interpersonal relationships in the workplace refer to the management team's relationships with workers and how they engage with their workforce (Webster, 1990). Frontline staff in the hospitality business are frequently presented with aggressive customer behaviours such as verbal aggressiveness, physical aggression, and sexual harassment, which results in an elevated level of emotional weariness for these employees (Karatepe et al., 2009).

After analysing the data from the transcripts, both managers and employees identified bullying, violence, and customer satisfaction as causes of their emotional exhaustion and lack of job satisfaction. Table 5.10 represents the distribution of responses from the participants.

Table 5.10: Distribution of responses - interpersonal relationships at work

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Interpersonal relations at work	Bullying & Violence	HM02, HM03, HM10, HM11, HM13	5 (33%)	HS01, HS04, HS06, HS07, HS13, HS14	6 (40%)
	Staff respect	HM02, HM07, HM12, HM14	4 (27%)	HS02, HS03, HS05, HS06, HS09, HS11, HS14	7 (47%)

Job demands include dealing with difficult customers who often exhibit aggressive behaviour, such as verbal and physical abuse, which contributes to emotional exhaustion among staff. Similarly, another employee highlighted the challenges of catering to unrealistic expectations of visitors, pointing out the impossibility of pleasing everyone, which often leads to perceived shortcomings in service delivery. These interactions represent typical job demands that heighten stress and diminish job satisfaction.

"Most days working in the restaurant is very stressful, after all your efforts ... no one recognises your effort, you put in. Any problems customers become irritated and yell at us." HS04

"Meeting difficult visitors who make unrealistic demands is a challenge for anyone, as you can't please everyone all the time. At the same time, we make every effort to please all the residents and visitors, yet there are instances when we fall short." HS13

Job resources linked to interpersonal relations include respectful and understanding management practices that recognise employees' efforts and contributions. One manager emphasised the importance of fairness, respect, and avoiding tyranny, often mistakenly associated with leadership. Another manager supports this perspective by advocating for a balance between being directive when necessary and maintaining a humane approach to management.

Employees also express a strong connection to respectful treatment from management, with one noting that being treated as a partner by their manager boosts their job

satisfaction and commitment. This highlights that interpersonal relationships and supportive management styles are crucial job resources that can mitigate the impact of job demands.

5.5.1.8. Role in organisation

There is evidence that 'role in organisation' is mostly concerned with problems of role ambiguity and conflict (Jackson & Schuler, 1985; Yaacob & Long, 2015; De Dreu & Beersma, 2005). However, there are additional risk factors to consider, including role overload, inadequacy of the position, and the responsibility for others (Leka et al., 2010). The data for the interviews, as represented in Table 5.11, suggests that overall clarity of roles and responsibilities for staff members was more strongly related to the participants' experiences than role overload, role ambiguity, role conflict and role insufficiency.

Table 5.11: Distribution of responses - role in organisation

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Role in the organisation	Clear roles and responsibilities	HM01, HM03, HM09, HM13, HM14	5 (33%)	HS09, HS10, HS13, HS14	4 (27%)
	Responsibility for staff	HM04, HM06, HM14	3 (20%)		0 (0%)

Both managers and employees identified that clarity of roles and responsibilities and the degree to which employees clearly understand their tasks, responsibilities, and processes at work was important to them. This does not only apply to their own roles but also the roles of their co-workers. Clarity of duties and responsibilities is a necessary precondition for productivity, and a lack of clarity may lead to stress and misunderstanding among employees. To reduce these concerns and promote both personal efficiency and the overall performance of the organisation, it is critical that roles and duties be clearly defined. This clarity acts as a critical resource that mitigates job demands such as role ambiguity, which can lead to role stress.

"When you clearly define roles and duties, particularly important ones, everyone in the group understands what is expected of them and what they are responsible for. We all understand how to conduct ourselves, what we must do, and how to achieve the organisations objectives." HM09

A few managers mentioned that a frequent demand in the sector stems from organisations that do not have a clear and shared understanding of the role of a manager. This is usually

the case with organisations whose core operation is unrelated to hospitality (such as dealings with a supply manager or a manufacturer). The participants explained that quite often, senior leaders have conflicting views of what a manager should be, know and do. In these circumstances, it can be extremely challenging for the individual manager to understand their role in an organisation. A situation as such often leads to confusion on expectations across the whole organisation.

"I know, we get a job description with the details. The hotel is good with that kind of stuff. It's frustrating that there are so many instances that the paper says something, but the management expects another." HS10

Some managerial participants said that accepting responsibility for staff members and their conduct is critical in the workplace since it is a significant component of their character that is put to the test daily by their supervisors and colleagues. They say that although completing your job responsibilities is important, engaging yourself in your work and making yourself responsible for the outcomes your team achieves changes the work you do and how your productivity / performance is viewed. Leadership clarity is also a crucial resource, as another manager noted, emphasising the importance of a clear message from leadership.

"People want a leader with a clear message. Um, it needs to be a, a, there needs to be a narrative about what each member of the team needs to do."
HM14

Based on the analysis of the data and the available literature, organisations should assist managers in achieving the business goals set for them while providing an environment that allows their team to be effective and satisfied with their work while developing their full potential. Managers set the purpose and direction of their team and enable team members to move along together in the required direction with competence, commitment, and enthusiasm, dealing with obstacles on the way. They are accountable for building the capability of their team to achieve the required outputs.

5.5.1.9. Career development

The data analysis shows that the three main job demands found in this area were, first, low pay; second, a lack of professional growth possibilities; and third, job insecurity. These demands contribute to stress, poor health, and dissatisfaction in the workplace. Table 5.12. Represents the distribution of responses from the participants.

Table 5.12: Distribution of responses - career development

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Career development	Low wages	HM02, HM03, HM04, HM06, HM09, HM10, HM11, HM12, HM14, HM15	10 (67%)	HS03, HS04, HS05, HS06, HS13, HS15	6 (40%)
	Career development opportunities	HM02, HM03, HM04, HM05, HM06, HM07, HM12, HM13, HM15	9 (60%)	HS02, HS06, HS07, HS09, HS11	5 (33%)
	Personal experience	HM01, HM02, HM03, HM04, HM05, HM10, HM11, HM12	8 (53%)	HS02, HS05, HS08, HS10, HS15	5 (33%)
	Job satisfaction	HM03, HM07, HM09, HM13	4 (27%)	HS03, HS08, HS11	3 (20%)
	Job insecurity	HM02, HM05, HM08, HM11, HM15	5 (33%)	HS02, HS04, HS05, HS12, HS14	5 (33%)

The absence of anticipated professional advancement can be stressful in an organisation where progress in one's career is associated with competency or value. According to various reviews, job insecurity and career growth are both considered causes of occupational stress, with several harmful consequences for employees, such as job dissatisfaction, poor work performance, adverse psychological consequences, and poor physical health (Cox et al., 2000; Darvishmotevali et al., 2017).

Low pay is a significant stressor, particularly emphasised by employees at the lower end of the organisational hierarchies, who feel a significant disparity in workload versus compensation and deem it unfair. The hospitality sector often emphasises the imperative of keeping costs down to sell services at the lowest possible price to attract customers. The cascading effect of this is the primary problem that all participants highlighted, which is the low salary level. Managers stated that most of their workers, including themselves, must work more hours due to shortages of staff members, and the organisation does not compensate them for the additional hours. In addition, managers stated that they were under pressure from their employers and budgetary constraints. Employees believe that low-skill jobs may get away with lower compensation due to the lack of required expertise.

"From a pay standpoint, we all want to make money, and regrettably, the hotel business doesn't pay its employees well until they get to the very top of management. In this industry, poor pay has become an addiction, and as with any addiction, there is no cure unless the issue is acknowledged and addressed."

Low wages are earned by those at the bottom of the ladder, they're the individuals who work there on their property." HS13

Participants pointed out that career development, or the lack thereof, presents another significant demand and one of the biggest causes of employees leaving the organisation for another. The career development opportunities were higher amongst managers than employees. One of the reasons for this is that managers have chosen hospitality as their career. While many individuals start in hospitality when they are young, few choose to stay in the industry throughout their careers. Another reason the participants mentioned is that as many hospitality organisations have started looking at their employees as part-time or seasonal workers, they do not tend to invest in growth plans for all employees.

"I'm a person who loves to develop. I'd want to. I'm a fast learner, which is good and terrible since it means I'm bored easily. When I learn something new, I want more, and sometimes the company or property you are in can't provide that." HM07

Participants, especially employees with non-permanent or hourly positions, described how job insecurity has continued to be a stressor. Participants mentioned that they are not assured that their jobs will remain stable daily, weekly and yearly. Most organisations in the hospitality industry use seasonal employees to cover busy shifts, and handing out zero-hour contracts is a common practice. This was also highlighted by a managerial participant who went on to say that they were not given much choice; they must cover shifts, and the budget set by their organisations is not enough to hire more staff members.

"In addition, the hours are not consistent. I get handed these useless contracts which stress me a lot. I never know whether or not I will get shifts" HS04

Analyses of research results from several empirical studies carried out by Cheng and Chan (2008) and Sverke et al. (2002) also confirm the findings of this study that showed that job insecurity was found to negatively impact job attitudes, organisational attitudes, and health and wellbeing, and to some extent, the workers behavioural relationship with the organisation.

Despite these demands, certain job resources that help mitigate the negative effects were also identified. Personal experiences and pursuit of job satisfaction play crucial roles in helping employees manage stress. The data also identified career development courses as

a significant resource, offering employees opportunities for skill enhancement and personal growth, thereby improving their job performance and satisfaction.

"In my job, the career development classes had a major impact. They supported me in obtaining hands-on knowledge and skills for my career. The courses are offered to all staff members and the specialised ones. I'm excited about the chance to learn all I can about my department." HS07

5.5.1.10. Home-work interface

Almost all the participants agreed that imbalance in their work and social life is pervasive among employees in the hospitality industry. Table 5.13. Represents the distribution of responses from the participants. As discussed previously, research shows that hospitality employees face long and unsociable working hours, heavy workload and handling demanding and difficult customers, which has become the norm in the industry (Karatape & Uludag, 2007). The responses to the interview questions had most participants expressing their frustration concerning working hours, like, "This industry gives us no time for family life", and "This job gives us no social life", and expressed their desire to maintain a work-life balance. For instance, an employee said:

"When I say that working long hours has a significant influence on my work-life balance, I am referring to the fact that I am able to spend less time with my family and friends, which has a negative impact on my mental health." HS09

Table 5.13: Distribution of responses – home-work interface

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Home-work interface	Work-life balance	HM02, HM05, HM06, HM09, HM11, HM13	6 (40%)	HS03, HS04, HS06, HS13, HS15	5 (33%)
	Work-family conflict	HM01, HM03, HM04, HM05, HM09, HM12, HM14, HM15	8 (53%)	HS02, HS05, HS06, HS07, HS09, HS11, HS13	7 (47%)

In concordance with these responses was the experience the managers and employees shared that they did not have time for family or social activities, which often led to work-family conflict. The consequential impact on individual lives and families is significant.

"I believe I have a wonderful career, but it has come at the expense of my family. This is done at the cost of the family. It's at the price of not being able to watch my children grow up. It comes at the cost of a limited intellect outside of the industry. I think I would say I've given up a lot." HM09

"No holidays with my family for me. I often had the idea that there were celebrations occurring, that others were at these festivals, and that you should be with your family but are instead I would be at work." HM11

5.5.2. Drivers for creating positive psychosocial work environments

5.5.2.1. Organisational support and leadership commitment

Table 5.14. Represents the distribution of responses from the participants. Most managerial participants stressed the importance of an organisational structure supporting manager decisions and strategies, which is essential to creating a better work environment. Data analysis shows that organisational support for managers significantly affects this engagement and job satisfaction.

"I do get the support that I need from my organisation. I have to take daily decisions on the bedroom tariffs, menu changes, employee affairs are just a few among other things. I like the trust that is placed in me to make the right decision." HM03

"When we have corporate meeting, I always come back happy because I feel that I contribute to the organisation. I have a number of things implemented that have benefited the company over the time, I like the fact that my opinion is valued." HM04

Table 5.14: Distribution of responses – Organisational support and leadership commitment

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Organisational support and leadership commitment	Leadership	HM01, HM03, HM04, HM07, HM08, HM12, HM14,	7 (47%)	HS01, HS02, HS03, HS05, HS07, HS08, HS11, HS15	8 (53%)
	Organisational culture	HM03, HM05, HM06, HM07, HM09, HM11,	6 (40%)	HS02, HS06, HS07, HS12,	4 (27%)

Communication	HM02, HM07, HM10, HM11, HM12, HM15	6 (40%)	HS02, HS03, HS05, HS09, HS10, HS12, HS13, HS15	8 (53%)
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Organisational support has been defined as an attachment of importance to the welfare of employees, contributing to the organisation by making them believe that the organisation values and provides support as an indicator of these particulars (Eisenberger et al., 1986). Kim et al. (2005) have defined organisational support as the provision of support at all levels by the organisation for the training, quality, organisational procedure, and operation regarding the employees to increase the efficiency of the employees while they perform their activities. Özdevecioğlu (2003) has defined organisational support as the situation where employees feel safe in the organisation and feel the organisation's existence in organisational activities.

"Our organisation has used the staff activities before in the year to connect with and motivate the team members. There were a lot of teams made up of a bunch of people from all of the hotels in the group. I was happy as I was able to connect with so many colleagues and get to know so many more. I would add that I felt less stress as a result of being able to share my experience with others and figure out a solution of an existing problem as a team." HS12

One of the common factors observed during the data analysis was conditions that the participants found necessary for the employees to be happy and satisfied with their work, which is the support provided by the organisation to the employees. This support can be provided through tangible elements such as wages, material payments and rewards, and intangible elements such as respect, status, appreciation, equality, promotion, job security, and autonomy (Bilgin & Demirer, 2012). In organisational life, it is considered that the intangible elements are more effective than the tangible elements in the employees' success. Organisational support is an essential factor affecting employees' success in this context.

"The organisation was very supportive, even pushy at times, but overall, very supportive. Lastly and most importantly, the people that work under me have been taught in such a manner that there is no negativity in the workplace. So, it's a 360-degree experience, from the top to the bottom and with the market, and I'm grateful for that." HM09

Managers identified that elements such as information, tools, equipment, and devices provided to the employees by the organisation should also be evaluated within the scope

of organisational support. Employees identified that care, respect, and friendship relations to meet their social and psychological needs are as important as hardware support, information, material, and personnel support provided to help the employee complete their job, which is also essential. This is supported by a study by Marique et al. (2013), who mentions that the two groups, socio-emotional and hardware support within the scope of organisation support, are essential to the employees. Rhoades and Eisenberger (2002) stated that organisational support within the scope of social exchange increases organisational commitment, job satisfaction and intention to remain.

"My company also provides annual health checks through a private health care organisation, and I always take those up every, probably 12 to 18 months, and that is a really good overall body mot, that kind of, is very, very black and white in you know, what is happening for the stuff you can't see." HM03

The analysis of the responses also showed that when managers or workers did not get support from their organisations, they expressed a desire to quit the organisation. The results of research conducted by Xu et al. (2015) showed a statistically significant negative connection between perceived organisational support and employees' intention to leave, thus providing credence to these conclusions. According to the analysis of the responses, some participants in this study said that organisations with unclear policies and continuously changing goals were seen as having a negative effect on work satisfaction and raised turnover intentions among managers and employees.

"I feel that my organisation takes advantage of me with them constantly changing policies to suit their needs". HS08

"To be really honest, you should know that I have never worked for a large company. I've always worked for private individuals, who are generally very wealthy, and they have a reputation for being less than supportive. They tend to pay you well and then leave you adrift, leaving you to either sink or swim depending on your situation. I honestly believe that no one for whom I have ever worked has ever given me the skills I need to become a better hotelier."
HM04

Participants believe that, rather than attempting to improve organisational commitment through traditional methods such as promotions, wage increases, and benefits, organisations should instead focus on policies and practices that increase organisational support among employees, as supported by a study conducted by Chew and Wong (2008).

Similarly, according to a study conducted by Talebzadeh and Karatepe (2019), it is critical to give sufficient organisational support that may encourage workers to perform at their highest levels.

5.5.2.2. *Impact on health and wellbeing*

Workers in the hospitality industry are exposed to a range of hazardous work environments that may affect their health and wellbeing. Mitigating these impacts was highlighted as a key driver of creating positive psychosocial work environments. These findings further elaborate on the impact of physical and mental health on management and employee health and wellbeing in the hospitality industry, which was addressed in Chapter 4, section 4.7.1.3.

The following sections discuss participant comments on how widespread psychosocial factors (stress, tiredness, fatigue, and making mistakes) in the hospitality industry directly or indirectly influence their health and wellbeing. The analysis revealed physical and mental health as two sub-themes that comprised the primary theme of health and wellbeing. Table 5.15 represents the distribution of responses from the participants.

Table 5.15: Distribution of responses - Impact on health and wellbeing

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Impact on health and wellbeing	Stress	HM01, HM03, HM06, HM07, HM08, HM11, HM14, HM15	8 (53%)	HS01, HS02, HS03, HS05, HS06, HS07, HS08, HS11, HS15	9 (60%)
	Tired or Fatigue	HM04, HM05, HM06, HM07, HM08, HM11, HM15	7 (47%)	HS02, HS06, HS07, HS12, HS15	5 (33%)
	Mental health	HM05, HM07, HM08, HM11, HM12, HM15	6 (40%)	HS13	1 (7%)

Several participants considered their jobs physically demanding. Participants who worked in departments like food and beverage, housekeeping, and maintenance were pushing, carrying heavy loads, standing for extended hours, pushing heavy trollies, moving furniture, moving beds, and constantly going up and down ladders, among other standard practices. These physical burdens were perceived as the cause of some of their physical problems, basically musculoskeletal disorders.

"It has been challenging, not because of my physical wellbeing so much as I am getting older, but because of my knees, I'm less physically able to move around for a length of time, which is quite a physically demanding job. You know, walking around standing up for 10 hours a day." HS02

"We have so many things that we have to take to the room, the trolleys that we are given just don't work, steps and all. How are we supposed to finish the rooms within the time limit that we are expected to do when we waste so much time carrying things by hand." HS07

One of the participants mentioned that their workplace experience led to persistent physical discomfort. Several physical environmental elements were stated as having unfavourable physical effects, negatively impacting work efficiency and comfort. Sometimes, hotel facilities, furniture, materials, and equipment could increase the physical burden (e.g., steps that prevented trolley use, furniture too heavy to be easily moved, too big or too small trolleys, etc.).

"You know the state of the administrative offices is always bad. I believe it is having a detrimental impact on my health, mostly because of the amount of time I spend sitting in a chair at a computer. Travelling is another thing that affects me, driving to and from other offices to carry out work." HM08

The following comment shows that even departments that do not require physical work can suffer from eye strain and headaches due to looking at the computer screen for too long, poor lighting, bad workplace design and equipment, and constantly dealing with customers and staff. These responses are consistent with workers' expectations that their employers should improve the physical environment and workplace comfort to avoid employee discomfort and discontent (Gavhed & Toomingas, 2007). Another participant described how they are constantly exhausted, faint, and have dry skin due to climatic conditions and poor ventilation and temperature. Participants also mentioned that their physical health is closely related to their working environment, as discussed in section 5.5.1.6. Environment and equipment.

"We don't have chair trolleys or table trolleys. The shed where everything is stored is so far. I think that if the organisation gets us some of this basic equipment, it could ease our lives so much. We can finish setting up the room a lot quicker and we won't feel too tired to carry on working. " HS12

An observation by a participant in the food and beverage department mentioned that if they were provided adequate equipment, they would not need to take constant trips to do that job, thus saving them time and effort and making them productive, which can benefit the organisation. The following statement was made by a management participant summarising this section: "A happy, healthy employee is likely to be more productive, creative, passionate, and team-oriented than an unhappy, ill, absent person."

Participants' accounts indicated that the psychosocial environment (as discussed in section 5.1) associated with their work affected their mental health. They identified factors such as wages, workload, work schedules, job insecurity, work environment, and interpersonal relations as the most common reasons for poor mental health within the industry. Participants described the complexity of how their environment at work affected their mental health, citing both harms and benefits.

"What truly stresses you out and puts you through your paces is when operations don't go as planned and you must go into problem-solving mode. But that, in and of itself, contributes to your wellbeing, and there is a delicate balance between being challenged and having pressures that are positive, because you feel a sense of euphoria when you get through it, and pressures that are negative, because you feel overloaded and stretched when it becomes too much. When you're overloaded and stretched, you'll be the kind of person who has a bit of an impact." HM03

"I would say that anytime I am performing weddings, it is the most stressful period of my life, and this was certainly the case this time. It's very exhausting, entails working extremely long hours, and involves a great deal of stress. (...) I'm always chasing down equipment, don't have enough staff members, and don't get a lot of assistance from the hotel itself. It would be great if the hotel could make an investment in certain equipment and other departments could pitch in with staffing. It would relieve a great deal of stress." HM07

Most participants talked about how their various work-related issues lead to stress. Studies conducted by researchers such as Gilboa et al. (2008) and Lepine et al. (2005) have shown a link between work-related stress and decreases in the quality of employee job performance. Talking about mental health and its resultant outcomes led to a few emotional responses from the participants. They expressed anger or distress while talking about workplace events or conditions rather than stating outright that their poor mental health resulted from their experience of work. Some did speak directly about ways in which

their job affected their mental health, for example, by explaining they were taking medication for depression in response to workplace events. Analysing the responses also led to further exploration into this as a sub-theme under health and wellbeing, which also ties into the findings from Chapter 4.

"It's a stressful job to have. As we discussed before, social media may make you feel like someone is holding a sword to your neck every two minutes, and that's not a good feeling. You know, you make the decision that you're going to dismiss an employee because they did whatever they did, and you make the decision that you're not going to return part of the money because, you know, they think they had a terrible time when, in fact, they didn't have one. Ultimately, you're continuously dealing with it with a sword at your neck, and it is just one part of what you're experiencing." HM08

Participants reported factors that poor pay negatively affected their mental health included not being paid for overtime, not getting performance-based pay increases or promotions when warranted, and inequitable pay between staff in comparable positions. Participant accounts typically revealed disappointment and negative emotions in terms of feeling they were not valued by others, either by their employer or society. A few employees reported that they could not take breaks or sick leave because of the hourly wages, which affected their physical and mental health.

"Despite a wage increase, the salary I am getting today is still lower than the one earned by my predecessor. It feels like you've been slapped in the face. It is like wait a minute; you're telling me I'm not even worth what he was worth two years ago?" HM11

"We, too, like spending time with family over the holiday season, but I can never get my manager to give me time off for even a specific occasion. I realise that the business must continue to operate throughout the holidays, but it would be great to be able to take a break every now and again. Also, I'm concerned that if I say too much in there, i'll be kicked out, so that's the way things are." HS05

Participants described long working hours and non-flexibility as another factor that affects their mental health. Employees mentioned that understaffed organisations refused leave applications during busy or seasonal times and did not care about the individual's reasons for that leave. The opposite would happen during lean periods when organisations ask

employees to go on unpaid leave. All this added to the level of job security experienced by participants, was crucial to how they managed their lives, which consequently affected their mental health.

"If my boss would quit screaming at us for something that is not our fault, I would be much happier. In my opinion, we don't mean anything to the hotel and are just there to fill in the gap where necessary. I simply want to run out of here, but I need the money, so I have no option but to take it." HS13

Participants also mentioned that employees who experienced bullying or discrimination in the workplace were the most likely to describe the direct adverse effects of employment on mental health. Organisations and management must understand that dealing with these situations is essential, as a lack of support can further compound the issue. Participants went on to report that good working relationships were part of what they enjoyed about their job, which is consistent with the findings of the quantitative study in Chapter 4.

5.5.2.3. Impact on productivity of employees and organisational performance

Employee engagement in the hospitality industry has become increasingly prominent. The evidence base clearly recognises how work engagement helps organisations, both from manager and employee perspectives. The analysis revealed that both managers and employees believed that motivational features of job resources and components of personal experiences were essential in employee engagement (Bakker & Demerouti, 2008). The findings highlighted it as a driver to promote a positive psychosocial work environment. Importantly, reciprocal relationships have been identified, in which the existence of resources, especially job resources, but also personal experiences, results in increased employee engagement, which results in increased resources (Llorens et al., 2007; Schaufeli et al., 2009; Xanthopoulou et al., 2009).

Participants from the management group shared their thoughts on how the productivity of employees is affected by the kind of organisation and its policies and procedures. In accordance with the findings of studies conducted by Kirkeby (2000), Lipman (2013), Presbitero et al. (2016), and Owene et al. (2020) all of whom highlight that management practices involving respecting employees, providing appropriate training for the job, providing employees with moral and technical support, and demonstrating effective leadership styles in the workplace can all result in a positive and significant impact on the

level of employee engagement. Table 5.16 represents the distribution of responses from the participants.

Table 5.16: Distribution of responses - Impact on productivity of employees and organisational performance

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Impact on employee productivity and organisational performance	Making mistakes	HM04, HM12	2 (13%)	HS02, HS08, HS14	3 (20%)
	Customer satisfaction	HM01, HM03, HM06, HM07, HM08, HM11, HM14, HM15	8 (53%)	HS01, HS02, HS03, HS05, HS06, HS07, HS08, HS11, HS15	9 (60%)
	Job satisfaction	HM04, HM05, HM06, HM07, HM08, HM11, HM15	7 (47%)	HS02, HS06, HS07, HS12, HS15	5 (33%)
	Employee engagement	HM05, HM07, HM08, HM11, HM12, HM15	6 (40%)	HS13	1 (7%)
	Turnover intention	HM01- HM15	15 (100%)	HS01, HS02, HS03, HS05, HS06, HS07, HS08, HS09, HS10, HS12, HS13, HS14	12 (20%)

In addition to engagement, addressing staff turnover was highlighted as a critical driver. The hospitality industry, characterised by its dynamic and service-oriented nature, faces significant challenges in retaining skilled employees (Babakus et al., 2017; Gom et al., 2021). The factors influencing an employee's intention to either leave or remain in this sector are complex, encompassing both personal and professional dimensions. Key elements include job satisfaction, work-life balance, compensation and benefits, career advancement opportunities, and the overall work environment. Additionally, external economic conditions such as market stability, and the availability of alternative employment opportunities also play crucial roles (Hossain et al., 2021). Understanding these factors is essential for employers to develop effective retention strategies and maintain a competitive edge in the hospitality industry.

The systematic literature review in Chapter 2 revealed several critical workplace factors that significantly influenced employee retention and turnover intentions (Section 2.5.1.3. Workload and time pressure; section 2.5.1.7. Workplace incivility, bullying, and violence; section 2.5.1.8 Job Insecurity; section 2.5.2.2. Training and Development Opportunities; section 2.5.2.8. Work-Life Balance). Key findings from this study similarly include the

predominant role of management practices, work-life balance, and job satisfaction in determining an employee's decision to stay with or leave their employer. Compensation, while important, is often overshadowed by the quality of the work environment and interpersonal relationships. Additionally, career development opportunities and organisational support are highlighted as essential for retaining staff, as they contribute to a sense of professional growth and belonging within the company.

Participants in the study agreed that staff turnover is a persistent problem in the hospitality industry. Hotel employees play an essential role in creating positive customer experiences, which are the critical factors of customer satisfaction. Several participants also said that hotel workers encounter several difficulties. Some of these factors (such as work-life imbalance and lack of control) have already been addressed in previous sections of this study and are linked to the findings of Chapters 2 and 4. Managers believe that if their workers are under extreme stress and cannot acquire the resources they need to alleviate, they would think that the only choice they have left is to quit their jobs. This is corroborated by research from Wirtz and Jerger (2016), Elmada et al. (2018), and Kim et al. (2015), among others. According to a study by O'Neill and Davis (2011), extended hours of operation and a lack of feedback all contribute to high levels of stress and burnout among employees. Analysing the quotes below also highlights that emotional labour and work-life balance significantly contribute to turnover intention.

"The turnover in the hospitality industry is very high because it is a very challenging job. It requires a lot of patience and self-control. Another thing is that a lot of organisations have sprung up nowadays. So, it is easy to jump from one organisation to another to get promotions or more money. One only need a year or two withing the organisation to show their commitment. Organisations are understanding that staff retention is an important part of a successful organisation and are trying to retain staff to the best of their ability, sadly though it is only big corporate organisation that are doing so and that is only a small percentage of organisations in the UK." HM06

I think the industry obviously, is a good place and a bad place. There are good companies to work for and there are bad companies to work for. So, there's a choice in between the companies also now the companies that look after the employees is important. So, I feel hospitality is a growing industry, it will be recognised as we speak. The outflow of people leaving the industry is high because the balance is missing, the work life and family life balance." HM12

Employees place a high value on professional growth, remuneration, and maintaining a healthy work-life balance, as shown by the remarks above. According to the studies by Aguinis et al., (2013), Long and Shields (2010), Wong and Ko (2009), and Beer and Cannon (2004), organisations implementing excellent work-life balance policies and monetary incentives are strong motivators that help to recruit and retain workers. Moreover, the researchers also indicate that workers use monetary incentives to improve their wellbeing and their families; they use them to pay for recreational activities with friends and colleagues, thus contributing to the satisfaction of a more fundamental desire for belonging. Employees may also use money-based incentives to seek training and development, thus fulfilling the higher-level desire for competence.

When working in a consumer-facing business, having employees constantly on the move can make it challenging to meet and exceed customer expectations. Finding, hiring, and training new employees can be time-consuming and expensive. Participants emphasise that organisations must invest in retention strategies to retain talented hotel employees. Even though questions regarding turnover were directed to the managers in the study, some employees who mentioned turnover and retention in their closing comments identified that organisations need to work on retention strategies to act as motivators for individuals. They felt that being paid appropriately and on time, incentive schemes, bonuses and benefits, career development like management training to enhance their career and support from management and organisation were all important to reduce turnover in the industry.

"Employee retention is critical to the success of a business since it allows the firm to expand by attracting new customers. You will have to spend a lot of money on recruiting, training, and keeping new employees. Talented employees produce high profits and bring new ideas to the table, which helps the organisation save money. By keeping your employees, you may also significantly lower your staff turnover. The retention strategy at my hotels is to constantly make sure that our employees are satisfied with the work they are doing, motivated in their current position, and can further their careers. If any of our employees are dissatisfied or dissatisfied with their jobs, we are always willing to talk about it; they just need to speak up and express their concerns. We make every effort to ensure that all of our employees are pleased and happy in their jobs. Otherwise, they may defect to one of our rivals, causing us to exhaust our resources. Because of this, we have put in place a system of perks and benefits to motivate and retain employees such as bonuses at the end of each month that are added to their wages, recognition

programmes such as employees of the month, friends and family rates for staff members, and company-sponsored organisations that assist employees in dealing with work stress, to name a few examples.” HM09

“Organisations are understanding that staff retention is an important part of a successful organisation and are trying to retain staff to the best of their ability, sadly though it is only big corporate organisations that are doing so and that is only a small percentage of organisations in the UK. Staff retention only, is only really, really successful when you are able to give people and employees and team members a feeling that they're working for something that's not just a salary.” HM06

The statement above demonstrates that monetary incentives, management assistance, and management encouragement all positively affect employee retention. It also demonstrates that job satisfaction influences employee retention and impacts increasing dedication and engagement. Moreover, the results also showed that organisations that encouraged retention measures, such as monitoring work-life balance, career development courses, and a system of incentives to keep outstanding workers, increased job satisfaction, reduced the likelihood of turnover and increased organisational performance.

5.5.3. Barriers to creating positive psychosocial work environments

5.5.3.1. Lack of support

The critical barrier to creating a positive psychosocial work environment was a lack of support from the organisation, supervisors, and co-workers. The lack of support was noted in observations about team managers failing to help workers who struggle with difficult discussions and do not have positive relationships with managers. The challenging discussions alluded to by participants centred on the difficulties associated with expressing a need for assistance from colleagues and resolving dissatisfaction with specific workplace procedures that were not followed. According to participants, another barrier to a friendly workplace is the distrust managers or supervisors have of their superiors. Participants said a lack of support was a significant barrier to establishing a respectful workplace climate.

“I don't get a great deal of support from our superiors. So, really, what I want and like what I want them to do is like, at the very least, they should acknowledge and appreciate what I do, at the very least, they should say, “Yes,

you did a wonderful job." Because I don't typically receive anything even if I do my best, and they won't come to me and tell you that you did a wonderful job either, so don't expect it. While they are nice, they will be like to keep on pointing out what mistake I made, and they will be like to keep on finding what mistake I made there (...)." HS06

According to the participants, a few responses also indicate that co-worker assistance may be seen negatively in some instances. In accordance with a participant's comment, certain co-workers' behaviours may be seen as political or self-enhancing. As a result, they may not always be linked with positive work attitudes. Accepting assistance from co-workers may be seen as a sign of incompetence on the individual who accepts assistance.

"There are a few co-workers who are always bragging about themselves. It seems that they are concentrating on their own objectives rather than those of others. To what degree would we be able to rely on their support?" HS04

"I'm embarrassed to ask for assistance. Despite the fact that I am new to this work, the remarks made by some of my colleagues have caused me to stay quiet and not seek assistance. They believe that since I came from hotel school, I should be familiar with the job for which I have been hired. I believe that there is no support for me in this place." HS08

Many highlighted that they often felt they lacked knowledge about the necessary steps to foster respect among colleagues. Additionally, the objectives set by management were frequently unclear, leaving employees uncertain about their roles in promoting a positive environment. Furthermore, the support that was available was often deemed unhelpful, failing to provide the guidance or resources needed to address issues effectively. Table 5.17 represents the distribution of responses from the participants.

Table 5.17: Distribution of responses – lack of support

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Lack of support	Lacking knowledge	HM03, HM08, HM15	3 (20%)	HS02, HS03, HS04, HS05, HS06, HS10, HS11, HS13, HS14	9 (60%)
	Unclear objectives	HM02, HM04, HM08, HM12, HM13, HM15	6 (40%)	HS03, HS08, HS09, HS13	4 (27%)

Unhelpful	HM02, HM04, HM06, HM07, HM08, HM10, HM15	7 (47%)	HS02, HS04, HS05, HS06, HS07, HS08, HS09, HS10, HS11, HS12, HS14	11 (73%)
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By creating a friendly and supportive atmosphere and a workplace with respect, dignity, trust, and effective communication, managers and supervisors in the hospitality industry can play a crucial role in creating a respectful work environment. A study by Karatepe et al. (2003) showed that hotel frontline workers expressed greater job satisfaction because of supportive supervisors, and this was also supported by a study by Guchait et al. (2015), who showed that when restaurant workers reported organisational support was high, their perceived supervisor support was also high. The findings in this study suggest that management should emphasise increasing supervisor support for their workers to increase employee engagement, foster positive relationships, and clarify job responsibilities to boost their productivity.

5.5.3.2. Lack of psychological safety

A few participants, especially employees, recognised that management constantly criticised their work and constantly found faults. This created a significant barrier to improving working conditions, as employees did not feel safe to voice their concerns. Some employees felt their supervisors did not let them voice their opinions or include them in decisions that could affect their work. A participant working in a back-of-house department mentioned that because they offered an opinion on how the department could perform better to the management, skipping the chain of command, they were targeted by their supervisor by giving them unpleasant tasks. This lack of respect harms their psychological wellbeing and overall job satisfaction. One employee highlighted:

"My boss does not believe in me. It kind of concerns me that when they come to speak with me and ask whether I've checked out all the guests, they immediately check the computer to ensure I said the correct thing. They do not need to double-check my work if they trust me. It concerns me that this is not an ideal position to be in." HS04

This sentiment underscores the necessity for cultivating a culture of mutual respect to enhance workplace harmony and productivity of employees. Another critical issue is the perceived lack of control over work-related decisions and processes. Employees feel disempowered, directly linked to decreased job satisfaction and increased stress.

"We have no say in how tasks are allocated or managed, which leaves us feeling helpless and frustrated" HS03

Addressing this issue by involving employees in decision-making can improve their sense of control and job satisfaction. The suppression of employee voice is a significant concern. Many staff members feel their opinions and suggestions are neither heard nor valued, leading to a culture of silence and disengagement. Promoting an environment where employees feel safe to express their thoughts and ideas without fear of retribution is crucial for fostering innovation and engagement (Huang, 2023).

Table 5.18: Distribution of responses - lack of psychological safety

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Lack of psychological safety	Staff respect	HM03, HM05, HM08, HM09, HM14, HM15	6 (40%)	HS01, HS02, HS03, HS05, HS06, HS07, HS09, HS08, HS11, HS12, HS15	11 (73%)
	Lack of control	HM01, HM04, HM05, HM06, HM09, HM12, HM14, HM15	8 (53%)	HS02, HS03, HS05, HS06, HS08, HS09, HS10, HS11, HS12, HS14	10 (67%)
	Employee voice	HM02, HM04, HM05, HM06, HM07, HM08, HM10, HM13, HM14	9 (60%)	HS01, HS02, HS03, HS05, HS08, HS09, HS10, HS11, HS12, HS13, HS14, HS15	12 (80%)

5.5.3.3. Lack of awareness and skills

Lack of awareness and skill often perpetuates the maintenance of the status quo, particularly in organisational and societal contexts. Furthermore, this cycle of inaction can be challenging to break, as managers and employees may resist change and be unwilling to invest the time and resources required to develop the necessary awareness and skills to bring about positive transformation. However, with appropriate support and resources, overcoming these barriers and creating a culture of continuous learning and improvement is possible. In the hospitality industry, managers and employees often find that when they are unaware of emerging trends, new methodologies, or evolving standards, they tend to cling to familiar routines and outdated practices. This resistance to change is further exacerbated when existing policies are not followed, either because of ignorance or a deliberate choice to avoid the effort required for compliance. For instance:

"The performance evaluations I got was a joke and not worth anything since the management did not take them into consideration, even when considering promotions, which, in my opinion, is absurd. The approach they use are outdated" HM12

As a result, innovation is stifled, and inefficiencies persist, creating an environment where potential growth and improvement are continually overlooked. Therefore, organisations must prioritise education and training programs that promote adherence to policies and procedures and encourage a culture of continuous improvement. By fostering a proactive approach to change management, organisations can overcome resistance and proactively adapt to evolving circumstances, ensuring long-term success and sustainability. This cyclical pattern underscores the critical need for continuous education, training, and stringent policy enforcement to break free of the constraints of the status quo. Table 5.19 represents the distribution of responses from the participants.

Table 5.19: Distribution of responses - lack of awareness and skills

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Lack of awareness and skills	Maintain status quo	HM01, HM02, HM03, HM04, HM05, HM06, HM07	7 (47%)	HS04, HS12, HS13, HS14, HS15	5 (33%)
	Policies not followed	HM03, HM04, HM06, HM08, HM09, HM11, HM12, HM13, HM15	9 (60%)	HS03, HS04, HS07, HS08, HS09, HS11	6 (40%)

5.5.3.4. Socio-political factors

Managing socio-political factors is important for the hospitality industry as they determine growth, performance and guide the organisation's management. The number of participants who mentioned these were all senior managers. Even though the study did not have any specific questions on this subject, it was necessary to discuss as issues with the lack of government representation and support were brought up in the closing comments by the participants, which affects the overall treatment of employees by their organisation. Table 5.20 represents the distribution of responses from the participants.

Table 5.20: Distribution of responses - socio-political barriers

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Socio-political factors	Government representation	HM04, HM09, HM10	3 (20%)		0 (0%)
	Government support	HM06	1 (7%)		0 (0%)

"This has been brought up so many times in our meetings. The industry requires representation on Government. There are so many issues that need to be address and even though there is discussion there no one solely looking after us. There is a petition being followed up by UK Hospitality that showcases the strength of feeling across the country on this issue." HM09

"For something with such a large workforce and yet not even having a representative in Parliament, I believe this demonstrates, and I believe this amplifies the point that we were all trying to make. However, I'm not sure how you go about changing people's public perception of what you are trying to change, to put it another way." HM04

Participants mentioned that there has been no significant development in high levels of professional skills through the training and education systems within the UK, as many in the UK do not prefer a career in hospitality because of the social stigma associated with it. As a result, most jobs within the industry were taken up by European or other international workers. To add to the issue mentioned above, the free movement of workers helped get European workers for various reasons, as discussed earlier.

Brexit and the Covid pandemic have shown how vulnerable the industry is because of a lack of domestic talent. The participants went on to say that various issues have been overlooked because of the lack of recognition and support. To start working on the issues, hospitality needs a cohesive, integrated approach from the Government, with a Minister for Hospitality at the Cabinet level. Currently, hospitality matters are shared between two ministerial portfolios: business, energy, and industrial strategy, as well as digital, cultural media, and support.

"You know, what can the government do to assist in reducing turnover? Because, as you said, when you decrease the taxes, you pay to the government that taxes the money they spend, a portion of that money can be utilised to enhance employee development and employee benefits at the organisations."

This of course needs to be regulated by the government or a government agency.” HM06

According to the managers, one short-term answer to the shrinking hospitality workforce is to ease immigration restrictions on EU citizens seeking employment. Long-term goals would include a deliberate response to education and training requirements in the hospitality industry and the acknowledgement of high-quality professional vocational courses. This will require significant policy formulation and investment on the part of this and future governments.

5.5.4. Measures to improve employee health and wellbeing and increase productivity of employees and organisational performance

Most participants in the study identified work-based support as critical in organisational settings as it has been found to relate to job outcomes. In today's workplace, organisations strive to find efficient methods to retain their talent and maintain a competitive edge. Studies have demonstrated that different forms of support within the workplace can result in positive outcomes, including increased employee retention, enhanced wellbeing, stronger organisational commitment, and improved job performance, thereby significantly enhancing both employee productivity and overall organisational performance (Masterson et al., 2000; Rhoades et al., 2001; Eisenberger et al., 2002; Rhoades & Eisenberger, 2002; Baran et al., 2012; Nilgün, 2017; Self et al., 2020). The analysis of the interviews identified four key sub-themes on measures organisations can take to improve individual and organisational outcomes.

5.5.4.1. Supervisor and co-worker support

The interviews drew a wide range of responses from the participants, as illustrated in Table 5.21. The responses were consistent with the findings in Chapter 4, which suggested that when the employees received support from their supervisor and co-workers, it helped them perform better and added to their job engagement, thus negating stress, intention to leave and poor health. Good support structure, such as providing help when needed to perform their duties, can be considered as a job resource that is consistent with findings from May et al. (2004), Van Droogenbroeck et al. (2013) and Weigl et al. (2016). Similarly, Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement.

The analysis found that the supervisor support differs from organisational support in the sense that supervisor support is explicitly determined by the amount of care supervisors provide to their employees, how much they make employees feel valued, and the perceived concern they have regarding the wellbeing of their employees. As discussed previously, organisational support is determined by more global perceptions of employees, encompassing how the organisation supports its employees by recognising their contributions and caring about their wellbeing. Co-worker support could make a working environment a pleasure or an unpleasant place. The data showed that supervisor support and co-worker support were important to the participants, with comments such as:

"A supportive manager looks after his team, encourages them when a mistake occurs, and does not place the blame on the team for the mistake. My connection with my line manager is always very essential, and I've been fortunate enough to work with some wonderful individuals who have provided me with excellent guidance. I believe they will be there when you need them. Well, if you need to be picked up or given a good kick in the shins. Because you need some motivation as well as some assistance and support. So, yes, they have always been there when you needed them." (HM9)

Table 5.21: Distribution of responses - supervisor and co-worker support

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Supervisor and co- worker support	Personal development	HM01, HM02, HM03, HM05, HM08, HM10, HM14	7 (47%)	HS03, HS07, HS12, HS13	4 (27%)
	Giving help when requested	HM02, HM03, HM11, HM12, HM15	5 (33%)	HS03, HS04, HS05, HS06, HS15	5 (33%)
	Providing guidance	HM01, HM02, HM09, HM12, HM15	5 (33%)	HS02, HS07, HS14, HS15	4 (27%)
	Being attentive to needs	HM01, HM05, HM06, HM07, HM09, HM10, HM11, HM14,	8 (53%)	HS06, HS14	2 (13%)

As evidenced by the literature previously reviewed, the importance of supervisor support as a precursor to employee wellbeing, engagement, performance, and productivity is clearly established also supported by the responses from the participants. There was overwhelming response from the employee participants regarding perceived support from their managers and supervisors in study. Managerial support may be defined as the degree

to which employees form general impressions that their managers appreciate their contributions, are supportive, and care about their subordinates' wellbeing (Eisenberger et al., 2002). The line manager provides, potentially at least, an especially salient source of support (Arnold et al., 2005; Donaldson-Feilder et al., 2011; Kang et al., 2015; Gordon et al., 2019).

"Whenever I request anything, they always accommodate and are sensitive to my situation. As a result, the type of support I'm receiving, as well as the occasional incentives from my boss and following sessions, provide value to my career growth. If I make any mistakes, they acknowledge them and help me learn from them."

"I was very fortunate in that I had excellent line managers. Because of this, I've had the opportunity to work with two of our assistant general managers, and I was fortunate in that both of them were extremely hands-on. They both knew how to support the team, and you know, even when things go wrong, when you see that you've got that support and that I've got your back, you know, you feel better, and you don't feel as much pressure as you did before, and you feel like you can actually perform at your best because you have that support, you know, you feel better." HS02

Most participants described their managers as being helpful and attempting to relieve emotional loads, and they expressed satisfaction with their ability to communicate with their supervisors. Allen (2001) highlighted that there is a significant relationship between supervisor support and family-supportive work environments, which means employees whose supervisors supported their efforts to balance work and family are likely to achieve work-life balance. Employees tend to view a supportive supervisor as a form of organisational support. They have good relationships with their supervisor, so they believe their organisation has a supportive work culture. This is also supported by a study by Kossek et al. (2011) who point out that an employee's view on organisational support is also outlined by the supervisors in an organisation, which in turn is related to work-life balance and job satisfaction.

"The restaurant is usually busy during operational hours. When our supervisor notices that we are stressed or seem tired, he or she will advise us to take a break. They often also cover sick leave for employees and manage our workloads." HS05

By creating a supportive atmosphere and a workplace with respect, dignity, trust, and effective communication, managers and supervisors in the hospitality industry can play a crucial role in creating a respectful work environment. A study by Karatepe et al. (2003) showed that hotel frontline workers expressed greater job satisfaction because of supportive supervisors, and this was also supported by a study by Guchait et al. (2015), who showed that when restaurant workers reported high organisational support, their perceived supervisor support was also high. The findings in this study suggest that management should place a greater emphasis on increasing supervisor support for their workers to increase employee engagement, foster positive relationships, and clarifying job responsibilities in order to boost employee productivity and enhance organisational performance.

Similarly, organisations need to take measures that enhance co-worker support related to an employee's organisational commitment, job satisfaction, organisational citizenship behaviours, and work-life balance. This, for instance, has been supported by research, e.g. a study carried out by Ahmad et al. (2019), who suggests that when a co-worker assists an employee in dealing with the competing demands between individual work and non-work life, work-life balance increases additionally, when co-workers are constantly supportive of one another, an employee's job satisfaction will also increase. Co-worker support is an effective source of support, especially when the subject is emotionally exhausted, which can consequently affect work stress (Chung et al., 2021). This support is often obtained by requesting assistance from team members when an employee is new or needs assistance understanding how things work. Additionally, participants gained access to co-worker support as a workplace resource as a result of better team connections.

"The people you work with are, after all, the greatest source of support. According to my earlier comment, the assistance of you, your co-workers, and your team members is the greatest kind of support you can get. Whatever you work with is more accurately made up of individuals with whom you deal on a daily basis, the people with whom you deal on a regular basis, the people who see you when you are, you know, up or down." HM11

"It is important to be part of a strong team and to work with co-workers that are supportive. It gives you the impression that you are not alone and that you are doing everything on your own. It was a really strong team when I initially began working at the restaurant, and the same could be said about the other restaurant where the team was also a very strong team. So, when you're

working with a fantastic team of people who know what they're doing, it seems to be lot simpler and less stressful.” HS15

Strong co-worker relationships have a high value, as shown by the research stated above, and promoting co-worker support as an essential component of organisational culture is likely to be advantageous to the organisation. Studies have shown that organisations with greater co-worker support are more likely to have better overall performance and organisational success (Gountas et al., 2014).

5.5.4.2. Recognition and rewards

Most of those who took part in the interview said that they believed that recognition and rewards were essential in helping them feel engaged at work. Most kinds of incentives may be divided into extrinsic and intrinsic rewards (Younies & Al-Tawil, 2021; Andrade, 2020). Extrinsic rewards are given to people for doing something they like doing. Employees get extrinsic incentives, tangible rewards that are primarily financial, such as salary increases, bonuses, and perks, in exchange for their efforts. They are separate from the job itself, and others have influence over their magnitude and whether they are awarded. While intrinsic incentives are important, they dominate companies whose labour is more regular and administrative in character. The interviews drew a wide range of responses from the participants, as illustrated in Table 5.22.

Table 5.22: Distribution of responses - recognition and rewards

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Recognition and rewards	Acknowledgement	HM04, HM09, HM10	3 (20%)	HS07, HS14	2 (13%)
	Incentive schemes	HM06	5 (33%)	HS01, HS05, HS07, HS08, HS09, HS13	6 (40%)
	Team activities		2 (13%)	HS05, HS06, HS07, HS08, HS13	5 (33%)

As shown by the comments below, participants believed that money is not the most significant factor in deciding whether to accept a job offer, but it is the work itself. This is supported by findings from the research carried out by Li (2023), who mentions that money is not the most important motivator for an employee to perform and stay loyal to

the company. However, recognition, a supportive work environment, and positive interactions with colleagues are important to them.

"The most important level of engagement at work occurs when I get more compensation, it is not more in terms of pay. I get a salary, that's ok, but I would like that my work is rewarded. I believe this is the single most important motivation for me to get out of bed and go to work. The second is when I felt validated at work when, for example, they missed acknowledging your efforts and, in addition, I believe, again, outside my team, but my team helps to keep me involved. I understand my team would suffer if I were absent from work, and you don't want them to go through that ordeal. You don't want them to have to go through anything like that." HS05

"According to me, by rewarding the staff once a month, by expressing your appreciation to your employees for their hard work and dedication, and by providing some incentives or bonuses to the team once a week, or perhaps more frequently such as quarterly or monthly, this will improve the motivation of the employees to do their very best for the company. If we like you, if your employees are happy, then they will be happier with their way of working. Okay." HM02

In contrast, after individuals have established a routine in their jobs, extrinsic rewards become less significant since intrinsic rewards are now the primary source of day-to-day motivation. Intrinsic rewards are psychological rewards employees get from doing meaningful work and performing it well, as demonstrated by the comments below. According to Kahn (1990), people's levels of engagement fluctuate because of their views of the advantages they get from their roles in the organisation. Furthermore, external incentives and recognition, in addition to meaningful work, may provide an individual with a feeling of return on investment. One could anticipate that employees will be more engaged at work to the degree that they perceive a larger number of rewards and recognition for their job performances because of the increased number of rewards and recognition.

"In any position, a good employee should be rewarded with constant positive feedback, appreciation, and praises. What was also rewarding to me was the evaluations and assessments, which were done orally and included questions such as: what I should improve, where are the improvement points and growth, and what I should do differently next time. And then do things that I am good

at and that I, performed well, whether it is a little step forward or a large step forward. And I believe that when workers get this kind of recognition and feedback, it is a significant motivator for them to continue working.” HS08

“There are staff game days, of course, and I recall bringing the whole team to Disneyland for a day one year as a little thank you, I believe we've done quite well, and you know, I wanted to be a part of it, so everyone boarded the Eurostar and travelled to Paris for the day.” HM11

Most participants stated that today's employees must be able to self-manage significantly and use their intelligence and experience to direct their work activities to accomplish important organisational objectives, thereby adding value to both the organisation and the customer. A study by Mohamed (2016) mentions that to assist those employees who view themselves as capable of producing desired outcomes, they should be rewarded through the organisation's reward system by facilitating promotions and recognition for continued performance.

“I like working in any manner since hospitality is my life. This is what I've always done, the only job I've ever had. I've always had a desire to travel and to meet my co-workers. I want to feel, you know, serve people, to speak with people, to meet with guests, because I have this want in my heart to do so. I'm always up for meeting new people. Basically, hospitality is that you are always meeting new people and talking with new people, and I like talking. Thus, it's the same feeling every day: I'm going to have a new day, and it's going to be different, since people are always different. Thus, for me, the desire is that I've always known that no day would be the same because it's not as if you're simply seeing the same people and then every day is the same; rather, hospitality is always something new, something different. I tend to keep myself engaged.” HS06

“At the end of the day, the most important thing to have while working in the hospitality industry is a passion for hospitality. Okay, if you want to remain in this industry, you must really like it otherwise, you are wasting your time and your life, you know. You need to enjoy anything you do in life or else it doesn't matter what you do.” HM13

Employee engagement can be increased by implementing a performance-based recognition and incentive system for their efforts. Those in management who use intrinsic

or extrinsic incentives, or a mix of the two, to recognise and reward an employee's success will discover that their workers are more involved in their jobs. Furthermore, according to Maslach et al. (2001), while a lack of incentives and recognition may contribute to burnout, adequate recognition and reward are critical for engagement. Social Exchange Theory (Blau, 1986) states that when workers get incentives and recognition from their employers, they will feel obligated to reciprocate in a fair exchange by reacting with greater levels of engagement (Memon, 2020). Many participants said that their organisations used an incentive-driven rewards system to promote engagement, which helped improved their productivity; however, they said that some organisations did it better than others. Some employees felt that engagement improves when all the team members are treated similarly and are rewarded equally depending on their job performance. Employees think that performance appraisal systems are beneficial in identifying their strengths and development opportunities. Research conducted by McDaniel et al. (2015) showed that there is a clear relationship between performance evaluations and employee engagement.

"I also do appraisals with them on a weekly and monthly basis, as well as appraisals as needed on the job, as it can be an important part of motivating staff and keeping them engaged and providing vital feedback. What's most important is that at this time every month you get an opportunity to speak to them, ask them how they're coping, because at the end of the day, they may not say anything back to you if you casually ask them. You need to ask them how they are coping, because sometimes it brings a lot back from them. Simple, small things like celebrating their birthdays are important, patting them on the back for a job well done, and taking them separately to give them critical feedback so that you avoid publicly criticising them, are all important. Always remember, never forget to praise the person who's done good." HM04

"As a result, they will do a great deal of things like admiration or acknowledgment. You know, there are some very nice benefits. I recall that the business for which I worked had excellent benefits. In turn, this either helps to keep employees engaged or makes them think twice about leaving their current position while searching for another one. For example, "Oh, I have very excellent benefits with this business," they may think. As in, I'm willing to take a chance by giving it up. As a result, it was a significant factor. I remember thinking, even with the little conversations that I would have with folks here and there, it was like, there's nothing else like this, this is nice. For example, I want to do all I can to preserve my benefits." HS10

Appropriate and unbiased incentive schemes demonstrate gratitude for employee achievement (Taneja et al., 2015). Whether intrinsic or extrinsic, rewards enhance employee engagement and productivity (Victor & Hoole, 2017). Recognising and rewarding employees for their efforts has a psychological benefit for all employees and should be used by management to increase employee engagement.

5.5.4.3. Training and development

The hospitality industry has traditionally been associated with sluggish career advancement for its employees, as described in earlier sections and as shown by the experiences and reactions of participants in this study, shown in Table 5.23.

Table 5.23: Distribution of responses - training and development

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Training and development	Development plan	HM05, HM09, HM13	3 (20%)	HS03, HS09	2 (13%)
	Training provided	HM02, HM06, HM07, HM12, HM13	5 (33%)	HS02, HS06, HS07, HS08, HS09, HS10, HS11, HS14	8 (53%)

Responses to the interview questions included phrases such as "there is little room for advancement," "the professional future is bleak," and "my company has no training courses," which were all but common.

"There is a generational change in training, for example, the way my general manager was trained is not the same as the way we are trained. These days, it's more like, "Well, you have to work for yourself, you have to," you know, there's no direction, there's no praising you or anything like that; it's more like, "You're doing a fantastic job," or whatever; it's a totally different environment. Now. When you approach them, they want you to respond, "Oh, what do you want to do?" I'm not sure where I should focus my efforts in order to improve my abilities in order to go farther without proper guidance." HM12

Participants, on the other hand, said that sufficient training programmes and the chance to participate in relevant seminars and workshops were important contributing factors to their job satisfaction. Following research conducted by Eisenberger et al. (1986), these

answers indicate that providing training and development to workers fosters a sense of belonging and support inside the company. Moreover, many workers believe that their company would offer them with professional development chances in return for their efforts, time, and skills (Hershatte & Epstein, 2010). The authors goes on to explain that training and development is another key area that leads to employee engagement, which is supported by research.

"The resources such as training, for example, I believe that having an effective training on the procedures of what to do, how to accomplish it, and what is expected is important. It makes me feel very secure, since I know what to do. Even though I am pressed for time, it is acceptable since I know what to do. I've received my training and have the backing of my supervisors; it's just a question of getting things done." HS09

"Because the company which I work has a large number of hotels across the United Kingdom, I would say, that they should concentrate on a large number of combined trainings for all of the hotels combined, as well as bringing in external trainers, since they are presently dependent on the trainers who are already in the system and who are not professional trainers. As a result, I think that a professional trainer would be beneficial." HM10

Participants said that learning new abilities can help them renew interest in previously uninteresting or unimportant areas of work. By participating in training, both new members and current employees may gain the information and skills necessary to execute their tasks in the most efficient manner possible. It has been shown that workers who get training to improve their abilities are more likely to be completely engaged in their jobs since they gain pleasure from mastering new activities (Johnson et al., 2018).

"Obviously, when I started in a new job, training was very important, and the absence of appropriate training was a significant challenge as well. Finally, but certainly not least, it is not just the difficulties that must be met, but also the demands. Regarding the requirements, I would describe them as distressing, as in working under a lot of pressure." HS15

The suggestion that a line manager made was, "when an employee is hired for a specific position within the company, the employee should be given with a suitable onboarding programme and training that is appropriate for the position to which they have been hired". In addition, information gathered during exit interviews, they pointed out that a

lack of skills was as one of the most common reasons for employees to quit an organisation when their jobs become stressful. As a result of the remark, training, retraining, and multi-skill training are required. As shown by comments such as “organisation should offer more training”, “company should have an on-boarding training programme”, and “there should be opportunities for skill development” that arose throughout the interviews, this viewpoint was also apparent.

The comments from participants underscore the necessity for a well-structured onboarding process. Such a process can act as a crucial job resource, equipping new hires with the necessary knowledge about organisational practices and expectations right from the start (Bohle et al., 2017).

“Another essential aspect of the work is teaching them to execute it properly; if you do not provide them with enough training and induction, they will not be able to do their duties. Creating a buddy system among the team members allows them to observe what their friend is doing, which aids in the learning process.” HM02

The employees interviewed stated that when an organisation makes an effort to upgrade their skills periodically, they feel happy, engaged, and committed to their organisation. This feeling was evident during the discussion with employees from larger hotel groups but not as much as from smaller or independently run organisations. Employees from smaller or independently run organisations felt that their organisation overlooked the need to upgrade their skills, implicitly leaving them with a feeling that they were not cared for.

“This organisation has something that is quite good: it offers learning courses, kind of like its own company academy. Learning something new from them was the point of view. During the course, you know, it not only looks good on your CV, but at the end of the day, you are learning. So, why not? If you're gonna spend money on a course, actually send me or do a course that's actually gonna help me, you know, not just to have it on my CV, I'm happy that I've done that. Like, actually helped me, actually gave me knowledge.” HM11

“There are many components to training that we could use. The issue we've always had is a financial one, you know, we don't have that pool of money allocated. We don't have that in small companies for training and development.” HM05

Participants feel that organisations should pay attention to the training and development of their employees to improve their engagement and productivity, increasing organisational performance. This is also supported by Boella & Goss-Turner (2013), who mention that training and development activities are now equally important as other HR functions. It is concerned with imparting knowledge and skills for a particular job. Training and development help the employee to perform their work well; and training is also useful to reduce the problem of attrition.

5.5.4.4. Work-Life balance

Table 5.24: Distribution of responses - work-life balance

	Codes	Managers N=15	No. of participants (%)	Employees N=15	No. of participants (%)
Work-Life balance	Time for family	HM02, HM03, HM05, HM07, HM09, HM11, HM12, HM15	8 (53%)	HS01, HS05, HS08, HS09, HS13, HS14	6 (40%)
	Flexibility	HM02, HM03, HM05, HM08, HM09, HM11, HM12, HM14	8 (53%)	HS01, HS02, HS06, HS07, HS08, HS12, HS14, HS15	8 (53%)
	Reasonable working hours	HM02, HM03, HM05, HM06, HM08, HM09, HM11, HM12, HM14, HM15	10 (67%)	HS02, HS04, HS05, HS06, HS07, HS08, HS09, HS10, HS11, HS12, HS14, HS15	12 (80%)

Even though a vast majority of participants felt that working long and unsociable hours was challenging, a few mentioned that they joined the industry despite this. For instance, an employee said:

"When I first began my career in the hospitality industry, I gave it all I had, including all of my energy and time. I wanted to pursue this as a career, so I spent a significant amount of time learning while still working. I was able to accomplish this as, I had to start working in the restaurant in the evening and was generally available throughout the day. I utilised that time to study, which was very beneficial in helping me get to where I am now. I'm not sure I would have been able to do this in a normal 9 to 5 job." HS03

This illustrates the importance of actions employers/managers can take to promote work-life balance by considering employee preferences and involving them in scheduling.

Caproni (2004) showed that a participant's personal choice was key to get the right balance to achieve work-life balance. It is however, acknowledged that larger organisations may find this more feasible than smaller organisations. Participants from larger hotel groups mentioned that even though the industry is prone to prolonged shifts and heavy work during weekends and holidays, their organisation had systems and procedures in place to appropriately compensate them or adjust for all the extra work, bestowing them with options to balance their work-life whereas this was not seen in responses by participants who worked in smaller organisations. This led the researcher to question the reason behind this assertion further. Most managers responded that the lack of resources was the primary cause of the issue.

"You are very exhausted on your day off. You don't want to do anything; you just want to lay in bed and do nothing all day. So, there's another day that was squandered. After that, you'll have your second day, and you'll want to get your tasks done. You didn't get to enjoy the full advantages of your day off, and then you receive calls from colleagues at your workplace. What can they do? They just don't have enough people working for them." HM05

This study supports the literature on the importance of reasonable working hours to promote WLB in the hospitality industry. The findings show that achieving work-life balance in the hospitality industry is not easy. However, as some participants remarked, some staff have a passion for hospitality and always put the business needs first. The findings also highlighted that a culture of long hours is so engrained that managers accept it without question.

"It is difficult to maintain a healthy work-life balance and maintain a family life balance in the business, as shown by the large number of individuals quitting the career. (...). Although there are some individuals who are in the age range of young people who would do it, once they reach a certain age and the responsibility of family commitment begins, they begin to consider alternative options since there is no balance." HS03

"Sometimes your phone begins ringing late at night or in the evening. You do get irritated as to why things are not being handled at the front desk. But, then again, it is the job you chose for your senior position. We anticipate the phone to ring only when there are major problems. So, you do feel irritated at times when you don't have a personal life. You can't have both a job and a personal life." HM01

Almost all participants agree that working reasonable hours and combining work and family life would significantly improve their work-life balance, as Kotzé (2005) reported. The responses also corroborate Smola & Sutton's (2002) and, more recently, Mohsin et al.'s (2013) findings that individuals entering the workforce now place a higher premium on work-life balance than their predecessors did.

5.6. Discussion

This study aimed to further investigate managers' and employees' perspectives on workplace engagement and wellbeing in the hospitality industry. Semi-structured interviews were conducted with fifteen managers and employees from various organisations in the hospitality industry in the United Kingdom, all of whom came from different backgrounds, departments, and levels of experience. They were of varying ages, gender, ethnicity, and educational backgrounds. Data-driven thematic analysis was utilised to analyse the interview responses. The study also helped identify the effect of motivation and engagement on organisational outcomes. It highlighted the psychosocial factors prevalent within the hospitality industry, factors influencing employee engagement, perceptions of support, health and wellbeing, work attitudes, and socio-political barriers affecting managers and employees. The findings offered insight into the levels of engagement and wellbeing among managers and employees in the hospitality industry in the United Kingdom. The study's findings pick up from the findings of the quantitative analysis (Chapter 4) on the direct and indirect effect of job demands and job resources on stress motivation and engagement and the direct and indirect effect of stress and motivation and engagement on health and wellbeing.

In this study, these issues were qualitatively explored in-depth using the experience of participants in their jobs under the framework of the JD-R model and from the perspective of managers and employees. Qualitative methods provide a useful approach, permitting understanding and explaining social phenomena from the participants' experiences because participants can express themselves openly (Köseoglu et al., 2020). They allow going beyond pre-established and standardised categories and capturing information about unexpected organisation-specific job demands and job resources, as Bakker & Demerouti (2007) suggested, and understanding what employees feel is important to them to improve their engagement and productivity. Additionally, applying the findings from Chapter 4 and the JD-R model to analyse the experiences reported by the participants proved useful, as the data offers clear and wide enough categories to codify different

elements and allows for the inclusion of both work-related and domestic issues faced by the participants.

The study confirms a perception gap between managers and employees regarding the presence of psychosocial factors in the organisation, as detailed in Chapter 2. Other authors have found a knowledge gap between managers and employees in organisations concerning work stress and job demands (Madera et al., 2014; Lo & Lamm, 2005). It may also be related to the degree of awareness, which could be related to training for managers and employees (Yang et al., 2012; Babakus et al., 2008). This reflects that employees better understand the psychosocial factors involved in their work, while this may be less visible to managers, as highlighted in previous research (Blomme, 2010). This study also highlights that employees are concerned about speaking out and mentioning these psychological factors to managers, fearing that managers may overlook psychosocial factors, believing them to be more sensitive and important to the individual rather than the organisation (Hwang & Wang, 2021).

An important finding of the study suggested that the positive management of psychosocial factors (job demands and stress) and adequate support and resources at work were stronger for managers than employees. This finding supports the career adaptability theory, which states that individuals in workplaces with more responsibilities or higher positions are more adaptable to their work (Safavi & Bouzari, 2019). Despite the high physical and emotional demands of their jobs, managers and employees alike report numerous psychosocial factors (such as organisational culture, job content, workload, work pace, and control), support structures, engagement, health and wellbeing, turnover intentions, and government representation and support as the most relevant perceived issues faced by them.

The study aimed to explore the nature of the psychosocial work environment within the hospitality industry, focusing on the job demands and resources experienced by managers and employees. The findings revealed a complex landscape shaped by various psychosocial factors. Managers frequently cited strategic concerns such as maintaining operational efficiency and managing staff allocations as primary job demands. These concerns were complemented by resources that included decision-making autonomy and access to organisational support, which seemingly buffered the stress associated with managerial roles. However, managers also faced significant challenges, such as balancing cost controls with quality service delivery, which could escalate into substantial stressors if not well managed. This observation aligns with the findings of García-Buades et al. (2016), Karatepe et al. (2018), and Correia Leal & Ferreira (2020). Managers perceived the

necessity to organise staff for smooth daily operations, leading to employees covering shifts throughout the day, often working split shifts (McNamara et al., 2011).

In contrast, employees reported more immediate and tangible job demands, including long hours, high workloads, and the physical demands of service roles. These demands were exacerbated by shift work, which disrupted personal life and contributed to chronic fatigue, making the work environment more demanding. This observation aligns with the findings of Burke et al. (2019), Karatepe (2012), and Ko & Lin (2016). Unlike managers, the resources available to employees appeared insufficient to mitigate these demands. Employees expressed a need for better scheduling practices, consistent recognition of effort, and improved workplace communication (Chela-Alvarez et al., 2020). The differing experience of job demands and resources between managers and employees highlight a crucial aspect of workplace dynamics within the hospitality industry. Managers have a macroscopic view of prioritising employee efficiency and productivity to manage organisational performance, whereas employees experience the microscopic impacts of these operational decisions, often feeling the brunt of resource shortages and high job demands more acutely (Peng & Luo, 2000; Radic et al., 2020). This disparity suggests that while job resources are present within the industry, their distribution and effectiveness vary significantly, influencing overall job satisfaction and stress levels differently between employees and managers.

The study identifies several drivers and barriers to creating positive psychosocial work environments within the hospitality industry. Drivers contribute to creating a positive psychosocial work environment in the hospitality industry. Autonomy in decision-making and access to organisational support are significant resources for managers, which help buffer the stress associated with their roles (García-Buades et al., 2016; Karatepe et al., 2018; Correia et al., 2020). These resources allow managers to maintain operational efficiency and manage staff allocations effectively. Additionally, supportive management and positive interactions with coworkers foster a sense of community and belonging, which is crucial in high-pressure environments (Kao et al., 2014). Professional development opportunities and continuous training are also pivotal, as they keep employees engaged and motivated, encouraging them to stay with the organisation (Vidal-Salazar et al., 2012). Recognition and feedback further enhance employee engagement and loyalty, as regular, constructive feedback and acknowledgement of efforts align employees' goals with organisational objectives (Younies & Al-Tawil, 2021).

Conversely, several barriers hinder the creation of a positive psychosocial work environment in the hospitality industry. Employees frequently report long hours, high

workloads, and physical demands exacerbated by shift work, leading to chronic fatigue and reduced job satisfaction (Burke et al., 2019; Karatepe, 2012; Ko & Lin, 2016). The disparity in resources available to managers and employees is a significant barrier, as employees often lack sufficient support to mitigate the impact of these demands (Chela-Alvarez et al., 2020). Poor pay and lack of recognition also deter prospective workers and increase turnover intentions, as employees seek better compensation and recognition elsewhere (Andrade & Westover, 2021; Onsøyen et al., 2009; Poulston, 2009). Moreover, the absence of a clearly defined professional development plan and a fair appraisal system further frustrates employees, leading to stagnation and encouraging them to look for growth opportunities outside their current workplace (Karatepe & Uludag, 2008; He et al., 2021).

The psychosocial factors in the workplace significantly influence job engagement and employee wellbeing. High job demands, such as work overload and emotional demands, often reduce engagement and wellbeing, especially for those facing long hours and irregular shifts (Grobelna, 2019; Anasori et al., 2021; Bhardwaj & Kalia, 2021). The unpredictability of shifts exacerbates stress and diminishes job satisfaction, leading to burnout and adverse health outcomes (Cleveland et al., 2007; Scholarios et al., 2017). However, the presence of job resources, such as autonomy and support from coworkers and supervisors, can mitigate these adverse effects, enhancing engagement and wellbeing (Hsieh et al., 2016a). Several strategies can be implemented to improve the psychosocial work environment. Enhanced support systems and recognition mechanisms are pivotal in fostering a more engaging and productive work environment. Regular, meaningful interactions affirming employee value to the organisation can significantly boost morale and their productivity. Ergonomic improvements in workstations, adequate rest breaks, and a supportive management style can alleviate physical strain and reduce psychological stress. Providing mental health support through counselling services or stress management workshops can help employees manage work-related pressures more effectively (Hsieh et al., 2016). Clear and effective communication within the workplace is also essential, reducing job ambiguity and fostering trust and security among employees (Akgunduz, 2015).

5.7. Reflexive considerations

This section aims to discuss the reflexive considerations throughout this study. It was essential to reflect on my role as a researcher throughout the various stages of the research journey. This section also discusses my prior understandings and motivations (Duberley et al., 2012; Mills et al., 2010), followed by my role in the application stage of

the research, where the focus is on the situation in which many people are involved (Alvesson, 2003). Reflexivity is "considering how our thinking came to be, how pre-existing understandings are continually altered in light of new insights, and how this influences our research" (Haynes, 2012, p. 72). It also involves questioning personal and academic motivations for conducting research and exploring emotional and experiential involvement (Nesbit, 2012). In this study, I focus on job demands, job resources, and psychosocial factors affecting engagement and wellbeing within the hospitality industry. Additionally, this study incorporates responses from employees and managers in the hospitality industry. My approach is influenced by my personal and academic motivations and theoretical views, entwined with my perspective on work engagement and the wellbeing of employees and managers in the hotel business in the United Kingdom.

The 18 years of work experience working and managing employees in the hospitality industry played an important role in understanding the concepts that affect engagement and well-being within the industry (Teo et al., 2020). This knowledge contributed to my understanding of job demands, job resources, engagement, and wellbeing. I started by engaging with these pre-understandings but continuously questioned and reflected on them to develop new understandings. It was essential to use this reflexive approach as it allowed me to expand to other perspectives and theories, such as psychosocial factors and organisational outcomes, such as employee productivity and organisational performance within the hospitality industry, during my PhD research (Murphy et al., 2018). As a result, I explored new avenues and created a better understanding.

I managed to avoid personal and professional bias during the research process as recommended by Curtin & Fossey (2007), Chan et al. (2013) and Malagon-Maldonado (2014). Reflexivity is a conscious attempt to be explicit about the researcher's personal biases, assumptions, and values, as these influence the research process (Curtin & Fossey, 2007). To be precise, the researcher attempts to ensure that the findings reflect the participants rather than their perspectives. I used bracketing (Chan et al., 2013) and reflexivity (Malagon-Maldonado, 2014) to ensure confirmability and achieve validity. I also managed to suspend my judgments and all prior knowledge of the topic under investigation during the data collection and interpretation of the textual data, as Morse and Niehaus (2011) recommended. Morse and Niehaus suggested that the researcher maintain a neutral orientation during the entire process, even before starting the literature review.

Similarly, Chan et al. (2013) said that a researcher's personal and professional experiences should not influence the results of the investigation. Kralik (2005) argues that reflexivity

is a way of self-reflection about the research process to enhance one's understanding of the researcher and the research. It also aims to reflect on issues and experiences that emerge in the research journey to enable the researcher to lessen their biases and increase the trustworthiness of the research process (Kottler & Minichiello, 2010; Glesne 2016).

Additionally, I employed reflexivity to increase confirmability (Malagon-Maldonado, 2014). Malagon-Maldonado (2014) defined reflexivity as a state of mind where the researcher examines their ideas and behaviours concerning their place in the research endeavour. Similarly, Adkins (2002) suggests that reflexivity involves researchers recognising that they are part of the organisation under study. Reflection is a critical component of qualitative inquiry because it enables qualitative researchers to remember the importance and values of the study (Guillemin & Gillam, 2004). Reflecting on the process of one's research and trying to understand how one's values and views may influence findings adds trustworthiness to the study.

Self-reflection was a critical part of establishing rigour in this study. During my efforts at self-reflection, I realised that my personal biases influenced my choice of the research topic. First, I always wanted to understand what attracted individuals to the hospitality industry, how they developed their careers and how managing job demands and improving job resources could benefit employees in their career advancement, engagement, and wellbeing. Second, as a senior manager within the industry under exploration, I had access to employees and managers in several hotels. Third, even though I had rapport with several employees within the industry, as I knew a few of them personally, I avoided them for the interviews. Finally, as a hospitality professional working with my colleagues regularly, I witnessed their successes and failures in their career development. Being a qualitative researcher means being accountable for the choice of data they prioritise and its subsequent interpretation. In this sense, researchers cannot exclude themselves from data collection, analysis, and reporting, but they must take a critical stance on their work when completing it (Holloway & Biley, 2011).

A few participants hesitated to give information that may be regarded negatively or as dangerous by individuals in positions of responsibility within an organisation (Ryan & Oestreich, 1991; Overton & Lowry, 2013). If I felt that my participant was unwilling to discuss their present work environment or experience during the interview, I had to provide a break, transition into a casual chat, and then return to the interview (Legard et al., 2003). I assured the participants again that all information would be kept confidential. However, I told them they could help the research if I could quote the personal experiences as it would provide a lot of depth (Gersick et al., 2000). Later, I had a reflection session

during which I highlighted what went well and what went poorly during the interview. It helped me avoid similar issues during subsequent interviews.

After a few interviews, I noticed and documented some participant's behavioural tendencies. It became clear that I would have to provide a break if someone were uninterested in speaking. I examined their responses to maintain methodological rigour and avoid losing details and complexity. In some instances, I reflected on their reaction to them to ensure I had understood their meaning, which generally led to responding with further detail and some justification of their answers (Maxwell, 2009). After this, the narrative flowed better without any interruptions. When the participant was emotional and very talkative, I did not interrupt and allowed them to finish the description (Pocock, 2015; Fylan, 2005).

The topic of study was also of interest to most of the people I talked with, whether they belonged to management or not. The main reasons for their interest were their experiences of both positive and harmful effects of job demands prevalent within the industry. Other reasons included their personal workplace experiences of psychosocial factors, knowing the pressures of a job in a high-performance work system and, most importantly, health and wellbeing issues. These discussions guided me to explore the literature more critically with questions such as: Is there any difference in manager and employee perspectives? What is the role of support in improving employee engagement and wellbeing to achieve better productivity? These complex interrelationships affected my understanding and approach towards studying how organisations can improve working conditions and promote wellbeing to maximise performance in the hospitality industry.

5.8. Conclusion

Managers and employees are a group of workers whose working circumstances are well-known for being physically and emotionally demanding. As revealed by the study, managers' and employees' perspectives on their jobs may lead to the conclusion that their jobs are also mentally demanding and very stressful. Managers and employees both regarded their jobs as very demanding, particularly in terms of work overload, lacking the resources to meet these expectations, and receiving little extrinsic reward for their efforts. Because of these characteristics, not only are there significant levels of mental strain and stress, but there are also physical issues. The factors with the significant differences highlighted in the discussion suggest that managers likely do not support their employees in achieving balance in their working and non-working lives. It is also possible that management supports implementing good working practices. However, there is an

inadequate communication system inside the organisation, and this can provoke differences in perceptions between managers and employees.

The study also highlighted the negative consequences of the jobs of both managers and employees on work-life balance, such as being unable to enjoy leisure time or family life. Managers and employees working circumstances should be improved in certain ways, such as by reducing workloads, increasing control over work, increasing staff, and so on, to minimise negative mental and physical consequences and enhance health and wellbeing as well as productivity. According to the findings of this study, it is not what managers say that has a significant impact on the choices taken by employees, but rather what employees believe, that has an impact. Future research could examine further potential implications of knowledge gaps inside organisations, such as organisational outcomes or employee outcomes, such as satisfaction, commitment, or desire to leave.

5.9. Implications

The findings of the study have practical consequences for policymakers as well as human resource departments in hotels, which may help to enhance the structure of work and working conditions. Reduced work overload and psychosocial factors to which managers and workers are exposed would lower stress levels, enhance their health and wellbeing, and increase productivity thus enhance organisational performance. Following the results of Chapter 4 and the JD-R model, several fundamental recommendations for improving the work of managers and employees were put forth.

First and foremost, there should be a reduction in demand and the accompanying effort (e.g., reduced number of hours, number of tasks, etc). Second, additional resources should be made available (e.g., plan for unexpected events in the daily working schedule, improve the design, hire more staff, etc). Third, the involvement of managers and employees in decision-making processes linked to the operation of the organisation would make them feel more appreciated in the structure of the organisation and may increase their happiness with their jobs as well as their emotions of recognition.

These measures would enhance their degree of control over their work while simultaneously decreasing their perception of stress, improving their overall wellbeing and, most likely, their level of happiness and engagement with their jobs. Adopting work-life policies and practises such as scheduling breaks in advance has clear, practical consequences for decreasing conflict between work and family life, as shown by studies (McCarthy et al., 2010). Overall, lowering demands while boosting resources would benefit

the health and wellbeing of managers and workers, as well as increase employee productivity and organisational performance.

5.10. Limitations and further research

It should be emphasised that although this work adds to our knowledge base, it also has limits and offers promising avenues for future research. Along with the findings of this study, it is important to examine the limitations of this research. First and foremost, it is unclear if the answers of managers and workers to the expectations of work-life balance and involvement in the current research reflected a higher degree of fulfilment than the amount of fulfilment that people think they are likely to get. For the second time, participants in this research were selected from hospitality organisations in the United Kingdom, which may serve to restrict the scope of the study's conclusions. It is necessary to do extensive study to completely acquire knowledge of these key psychosocial variables, support structure, health and wellbeing, and engagement components.

Furthermore, research performed in different contexts within the same industry may help to enhance the generalizability of the findings. Third, qualitative data, such as that gleaned from this research, must be evaluated in the context of the contemporaneous socio-cultural environment in which they were gathered. Even though participants were guaranteed anonymity, several participants thought they were not as open and honest as they might have been in certain instances. Since more and more hospitality organisations are considering reducing turnover, this research would guide these efforts and motivate researchers and practitioners to further investigate these critical topics based on socio-cultural background, which would be instrumental in providing significant insights into the quality of work life. Although the study showed that there is a difference in perception of psychosocial factors between managers and employees from the analysis of the transcript data, it would be interesting for future research to examine the differences in perception gaps between categories of employees using a larger sample. Chapter 6 will discuss the limitations of this current study as well as implications and recommendations for the theory and practice in more detail.

6. Discussion

6.1. Introduction

This chapter presents a discussion of the overall results of this doctoral research, examining the results from its three studies and discussing them within the wider context of the relevant literature. The purpose of this thesis was to better understand the role of job demands and resources in shaping employee wellbeing and performance in the hospitality industry. It therefore sought to add to the existing body of knowledge by examining the importance of improving work conditions, fostering employee health and wellbeing, and maximising organisational performance in the hospitality industry. In this regard, a mixed-methods design was used, and objectives were examined by systematically analysing the literature (Chapter 2) to determine whether the relationship between job demands and job resources, as well as their influence on employee health wellbeing, productivity and organisational performance, is recognised in the hospitality industry. The findings from the literature review formed the basis for the quantitative phase (Chapter 4), which examined the link between job demands and job resources and their impact on employee wellbeing in the hospitality sector by conducting a secondary data analysis from the 6th EWCS survey and linking them to the findings of the qualitative phase (Chapter 5) by presenting participant narratives of their experience about their work environment.

The following were the objectives established for this thesis (chapter 1, section 1.8):

- Objective 1: To identify the link between psychosocial factors (job demands and job resources) and their impact on employee wellbeing and organisational performance in the hospitality sector.
- Objective 2: To examine the relationship between job demands, job resources, work-related stress, and engagement on employee health and wellbeing in the hospitality industry.
- Objective 3: To examine the perspectives of managers and employees to identify the drivers and barriers to creating positive psychosocial work environments and identify which factors are considered important to improve health and wellbeing, and productivity of employees and organisational performance in the hospitality sector.

The examination of the psychosocial work environment and its influence on employee engagement, wellbeing, and organisational performance. enabled a better understanding of the hospitality industry context, particularly how employees perceive job demands and

job resources in their workplace, as well as their perceptions of its effects on their engagement, stress, wellbeing, and productivity, all of which affect organisational performance. The findings of the studies in this research highlighted that both the working environment and the nature of work have a significant impact on an employee's health and wellbeing, as well as employee engagement, productivity and organisational performance. These findings are line with the extensive evidence which shows that psychosocial factors (job demands and resources) are associated with various health outcomes, both at the individual and organisational level (Braveman & Gottlieb, 2014; ILO, 2016). It is also important to note that the diversity and complexity of the hospitality industry make it challenging to present a complete list of all the psychosocial factors prevalent in the industry, however, this research shows that they fall across the ten dimensions of the Cox (1993) taxonomy.

The following sections provide a summary of the study findings (section 6.2). Furthermore, this chapter discusses the implications of these findings for both theory (section 6.3) and practice (section 6.4), highlighting how managers in hotels and other organisations beyond the hospitality industry can address discrepancies between expected and actual practices. This is followed by recommendations, a discussion of the research limitations (section 6.5), suggested directions for future research (section 6.6), and conclusion (section 6.7).

6.2. Discussion of the key findings from the studies

Each study in this thesis employed distinct methods tailored to specific objectives and research questions. By integrating results from the systematic literature review (Study 1), quantitative (Study 2), and qualitative study (Study 3), intricate relationships between psychosocial factors, work related stress, employee engagement, health and wellbeing and performance in the hospitality industry could be examined. The next sections discuss how job demands, job resources, work-related stress, and employee engagement influence overall health and wellbeing and performance.

6.2.1. Relationship between psychosocial factors (job demands and job resources), work-related stress, employee health and wellbeing

The findings from the three studies revealed significant relationships between psychosocial factors, work-related stress, and employee health and wellbeing the hospitality industry.

6.2.1.1. Job demands and their impact on health and wellbeing

The hospitality industry's unique ecosystem is characterised by significant job demands that markedly influence employee health and wellbeing. These demands, deeply ingrained in the industry's fabric, include long work hours, high workloads, and emotional labour. Studies by Ariza-Montes et al. (2017, 2019) and Bani-Melhem et al. (2020) underscore that extended hours and intense workloads contribute to physical fatigue and mental strain, thereby diminishing job satisfaction and overall health. Irregular shifts, as highlighted by Darvishmotevali et al. (2017) and Elbaz et al. (2020), disrupt personal lives, leading to chronic stress and health issues. These intense job demands not only affect individual worker productivity but also the overall performance and competitiveness of hospitality organisations (Sánchez-Ollero et al., 2015; Chiang & Hsieh, 2012). Extended hours and unpredictable scheduling result in psychological strain and physical fatigue (Ariza-Montes et al., 2017b, 2019).

Furthermore, the demands for intensive work rhythms, monotonous tasks, and high-volume customer interactions lead to physical and mental exhaustion. This relentless pace and volume of work diminish job satisfaction and overall wellbeing, affecting employees' quality of life (Ganster et al., 2018; ILO, 2016). Psychological and physical job demands, including deadline-oriented tasks and unexpected emotionally demanding interactions, often result in fatigue, sleep deprivation, and psychosomatic disorders (Niedhammer et al., 2021). Emotional demands are another key facet of job demands in the hospitality industry. Managing emotional labour leads to emotional dissonance and exhaustion (Hori & Chao, 2019; Lee & Madera, 2019). Handling demanding customers exacerbates this strain, further impacting wellbeing (Wang & Chen, 2020). Role conflict and lack of support intensify these challenges, resulting in emotional exhaustion and reduced job satisfaction (Karatepe & Uludag, 2007). High job demands decrease job satisfaction and can lead to workplace incivility (Koon & Pun, 2018).

The analysis in Chapter 4 confirmed that job demands have a significant negative impact on employee health and wellbeing (hypothesis H1). The findings highlighted that high job demands, including work pressure, emotional demands, and role ambiguity, lead to adverse health outcomes such as sleeping problems, exhaustion, and impaired health. This is supported by the literature, which consistently suggests that environments with high job demands, and low job resources are detrimental to employee wellbeing (Bergh et al., 2018). Several studies corroborate these results, indicating that high job demands are a major predictor of psychological strain and illness (Karatepe, 2010; Karatepe & Uludag, 2007; Doi, 2005; Halbesleben & Buckley, 2004). In the hospitality industry, work

stress has been identified as a critical issue affecting employee performance at all levels due to its physically demanding nature, long working hours, time pressure, and large workloads during peak times (Burke et al., 2019; Zohar, 1994). Additionally, customer-oriented fields often expose employees to conflicting demands from the company, supervisors, and customers, further exacerbating work-related stress (Hwang et al., 2022; Ruyter et al., 2001).

The qualitative study in Chapter 5 identified job demands as significant barriers to employee health and wellbeing within the hospitality industry. Managers often cited strategic concerns such as maintaining operational efficiency and managing staff allocations as primary job demands, but employees often highlighted the lack of awareness and skills of managers to create positive work environments. These demands are complemented by resources, including decision-making autonomy and access to organisational support, which help buffer the stress associated with managerial roles. However, despite these resources, managers face challenges, such as balancing cost controls with quality service delivery, which can escalate into significant stressors if poorly managed. This observation aligns with the findings of García-Buades et al. (2016), Karatepe et al. (2018), and Correia Leal & Ferreira (2020). The study further identified a discrepancy in perception and awareness where managers might perceive certain job demands to be present, but employees may not, and vice versa (Lee & Way, 2010).

Employees frequently reported more immediate and tangible job demands, including long hours, high workloads, and the physical demands of service roles. These demands are often exacerbated by shift work, which disrupts personal life and contributes to chronic fatigue, making the work environment more demanding. This observation aligns with the findings of studies conducted by Burke et al. (2019), Karatepe (2012), and Ko and Lin (2016). Unlike managers, the resources available to employees seemed insufficient to mitigate the impact of these demands. Employees expressed a need for more supportive resources such as better scheduling practices, consistent recognition of effort, and improved workplace communication (Chela-Alvarez et al., 2020).

The differing experience of job demands and resources between these two groups highlight a crucial aspect of workplace dynamics within the hospitality industry. Managers may have a macroscopic view of organisational operations that prioritise efficiency and productivity, whereas employees experience the microscopic impacts of these operational decisions, often feeling the brunt of resource shortages and high job demands more acutely (Peng & Luo, 2000). This disparity suggests that while job resources are present within the industry, their distribution and effectiveness vary significantly, influencing overall job

satisfaction, engagement and stress levels among employees differently from those of managers.

This doctoral research confirms that high job demands significantly impact employees' health and wellbeing. Employees who experience high job demands often report reduced employee engagement, health and wellbeing, as also corroborated by the findings of Grobelna (2019), Anasori et al. (2021), and Bhardwaj and Kalia (2021). This is particularly evident for those working long hours and doing shift work, which are common in the hospitality sector. The irregularity and unpredictability of shifts can exacerbate stress and diminish job satisfaction, leading to burnout. Scholarios et al. (2017) found that unpredictability had direct adverse effects on digestive health and indirect effects on sleep, digestive, and cardiovascular health, highlighting that the unpredictability of working time is associated with greater work-life conflict, perceived stress, and adverse health outcomes.

Despite the high physical and emotional demands of their jobs, managers and employees alike report numerous psychosocial factors such as organisational culture, job content, workload, work pace, and control. Support structures, engagement, health and wellbeing, turnover intentions, and government representation and support are identified as the most relevant perceived issues faced by them. This research underscores the need for better job demand management and supportive resources to enhance employee health and wellbeing in the hospitality industry.

6.2.1.2. Job resources and their role in promoting health and wellbeing

As identified in the systematic review in Chapter 2, job resources play a critical role in mitigating the adverse effects of demanding job conditions, thereby promoting health and wellbeing in the hospitality industry. Supervisor and coworker support are significant buffers against stress, extending beyond task assistance to include emotional and psychological support and fostering a positive work environment (Boukis et al., 2020; Chela-Alvarez et al., 2020). Such an environment replenishes depleted resources and enhances morale, reducing stress and improving wellbeing (Lesener et al., 2019). Rewards and recognition are pivotal in enhancing job satisfaction and reducing burnout (Babakus et al., 2008; Guchait et al., 2015; Karadas & Karatepe, 2019). Recognition addresses both organisational management issues and basic individual needs, positively affecting employee engagement and corporate performance (Brun & Dugas, 2008; Brown & Reilly, 2013).

Training and development opportunities reduce work-related stress and enhance performance by equipping employees with necessary skills and competencies (Babakus et al., 2017b; Chi & Wang, 2016). Psychological resources, such as resilience and optimism, are vital in helping employees cope with adverse situations (Anasori et al., 2021; Karatepe, 2014). Autonomy and job control empower employees, reducing stress associated with high job demands (Karatepe, 2011; Lee & Ravichandran, 2019). Rewards and recognition also balance the impacts of job demands by providing affirmation and fostering a sense of accomplishment and motivation (Babakus et al., 2008; Lee & Madera, 2019). Organisational support and culture significantly impact wellbeing. Perceived support from the organisation and management commitment creates a supportive work environment, reducing adverse effects of job demands and enhancing job satisfaction and performance (Chiang & Hsieh, 2012; Kim et al., 2018).

The analysis in Chapter 4 also established that job resources significantly enhance employee health and wellbeing (hypothesis H2). The presence of job resources such as social support, performance feedback, and autonomy, instigates a motivational process that leads to job-related learning, employee engagement, and organisational commitment. These resources positively impact the physical, mental, social, and organisational circumstances of hospitality employees by promoting work autonomy, involvement in decision-making, and the development of job skills and abilities (Demerouti et al., 2001; Salanova et al., 2005; Taris & Feij, 2004). These findings suggest that employees facing high job expectations without adequate support are more likely to experience unhealthy physical and psychological conditions. This is supported by research indicating that work autonomy and decision-making processes positively affect employee engagement and wellbeing (Amin & Akbar, 2013; Haver et al., 2019). Furthermore, studies in various sectors, including private Italian service companies, reinforce the importance of job resources in enhancing employee wellbeing (Ceschi et al., 2017).

The results of the qualitative study conducted in chapter 5 supported the findings from chapters 2 and 4, emphasising the pivotal role of job resources in promoting health and wellbeing. Decision-making autonomy, organisational support, and supportive interpersonal relationships significantly influenced workplace experience for managers and employees. Managers reported that job resources helped them maintain control and stability despite high demands (García-Buades et al., 2016; Karatepe et al., 2018). Employees, however, faced immediate demands with less access to resources, finding it challenging to cope without better scheduling, recognition, and communication (Chela-Alvarez et al., 2020). The psychosocial climate of the workplace, including interpersonal relationships and supportive management, enhanced wellbeing. Positive interactions

fostered a sense of community, which is essential in high-pressure environments. Employees who perceived their workplace as supportive reported higher satisfaction and wellbeing, consistent with previous research (Kao et al., 2014). A caring climate moderated the relationship between social stressors and turnover intention, highlighting the importance of support in promoting health and wellbeing.

Fair compensation and recognition significantly influenced employee retention. Regular, constructive feedback and recognition enhanced employee engagement, health and wellbeing, while inadequate pay and high demands increased turnover intention (Andrade & Westover, 2021; Onsøyen et al., 2009). Employees valued career advancement and professional development opportunities, which influenced their decision to stay or leave. Lack of growth opportunities led to frustration and stagnation, prompting employees to seek alternatives (Lee & Eissenstat, 2018; Baker, 2014).

6.2.1.3. Work-related stress and its mediating effects on health and wellbeing

Work-related stress significantly mediates the relationship between job demands, employee health, and wellbeing. High job demands increase stress levels, which, in turn, impair health and wellbeing. The findings from the systematic literature review in Chapter 2 illustrate that work-related stress in the hospitality industry significantly impacts the health and wellbeing of employees (Schaufeli & Bakker, 2004). Further evidence from previous systematic reviews suggests that shift work and long work hours are associated with adverse health outcomes. This association poses significant risks to the health and wellbeing of hospitality workers, where such demands are more prevalent compared to other sectors (Rivera et al., 2020; Wu et al., 2022; Eurofound, 2023b).

Findings from the quantitative study (Chapter 4) revealed that work-related stress plays a crucial mediating role in the relationship between job demands and employee health and wellbeing. The supported hypothesis (H3a) indicated that the negative impact of high job demands on health and wellbeing is largely due to the stress they generate. This aligns with the understanding that stress is a critical pathway through which job demands exert harmful effects (Schaufeli & Bakker, 2004). However, the analysis did not support the hypothesis (H3b) that stress mediates the relationship between job resources and health and wellbeing, suggesting that the positive effects of job resources are either direct or mediated by other factors not encompassed by stress. This underscores the different mechanisms by which job demands, and job resources influence health, with job demands primarily generating stress and job resources enhancing wellbeing through support and growth opportunities. The findings are consistent with prior research demonstrating the

inverse relationship between stress and psychological health and the significant role of stress in mediating the impact of job demands on health outcomes (Tyagi & Lochan Dhar, 2014; Steinisch et al., 2013).

The qualitative study in Chapter 5 identified work-related stress as a significant barrier to employee health and wellbeing within the hospitality industry in the United Kingdom. Managers and employees reported various psychosocial factors that contributed to work-related stress, including long hours, high workloads, and the physical demands of service roles. These stressors were often exacerbated by the unpredictability of shift work, which disrupted personal life and contributed to chronic fatigue, making the work environment more demanding. Employees facing these high job demands often reported reduced health and wellbeing, aligning with the findings of Grobelna (2019), Anasori et al. (2021), and Bhardwaj and Kalia (2021). The irregularity and unpredictability of shifts were particularly stressful, as they intensified work-life conflict and led to adverse health outcomes such as digestive and cardiovascular issues, as noted by Scholarios et al. (2017).

The study confirmed that there is a perception gap between managers and employees regarding the presence of psychosocial factors within the organisation. Employees exhibited a better understanding of these factors compared to managers, who often overlooked their significance. This discrepancy could be attributed to differences in awareness and training, as suggested by previous research (Blomme, 2010; Yang et al., 2012; Babakus et al., 2008). Employees were also reluctant to speak out about these issues, fearing that managers might dismiss them as being more relevant to the individual than the organisation (Hwang & Wang, 2021). This dynamic underscores the need for better communication and training to bridge the knowledge gap and improve awareness of psychosocial factors among managers.

6.2.1.4. Employee engagement and its mediating effects on health and wellbeing

Findings from the systematic literature review in Chapter 2 highlight the intricate relationship between employee engagement and the health and wellbeing of employees in the hospitality industry. High job demands, such as long work hours, heavy workloads, and emotional labour, are deeply embedded in the industry's fabric. Studies by Ariza-Montes et al. (2017, 2019) and Bani-Melhem et al. (2020) demonstrate that extended hours and intense workloads lead to physical fatigue and mental strain, thereby reducing job satisfaction, employee engagement and negatively impacting employee health.

Irregular shifts further exacerbate these issues, disrupting personal lives and contributing to chronic stress and health problems, as noted by Darvishmotevali et al. (2017) and Elbaz et al. (2020). The demands for intensive work rhythms, monotonous tasks, and high-volume customer interactions cause both physical and mental exhaustion, diminishing job satisfaction and overall wellbeing, thus negatively impacting employees' quality of life (Ganster et al., 2018; ILO, 2016). Emotional demands, such as managing emotional labour and handling difficult customers, add to this strain, leading to emotional dissonance and exhaustion (Hori & Chao, 2019; Lee & Madera, 2019; Wang & Chen, 2020). Against this backdrop of demanding job conditions, the role of job resources in mitigating adverse effects is crucial.

The analysis results from Chapter 4 highlighted the pivotal role of employee engagement in mediating the relationships between job demands, job resources, and health and wellbeing. The supported hypotheses (H4a and H4b) indicated that employee engagement enhances the positive impacts of job resources and potentially mitigates some of the adverse effects of high job demands on employee health and wellbeing (Hakanen et al., 2008). This dual role of engagement reflects its importance in both boosting the positive outcomes associated with job resources and reducing the adverse effects linked to job demands. Engaged employees tend to be more productive, energetic, and self-efficacious, creating positive feedback in terms of appreciation, recognition, and success (Bakker, 2009; Schaufeli et al., 2001). Research has shown that employee engagement also predicts service climate, which in turn predicts employee productivity and customer loyalty, particularly in the hospitality industry (Salanova et al., 2005). The findings suggest that organisational strategies aimed at improving employee health and wellbeing should focus not only on reducing job demands but also on increasing job resources to boost engagement, thereby optimising efforts to enhance overall employee health and wellbeing.

The qualitative study in Chapter 5 identified employee engagement as a critical driver of health and wellbeing within the hospitality industry. The findings reveal that high levels of engagement among employees are directly linked to better health outcomes and overall wellbeing. Employees who feel engaged in their work are more likely to experience positive emotions and psychological states, which in turn enhance their physical and mental health. Engagement was found to mediate the relationship between job demands, resources, and health outcomes. For instance, employees who are engaged are better equipped to handle high job demands, such as long hours and physically demanding tasks, because they find their work meaningful and are motivated by a sense of purpose. Furthermore, the presence of supportive resources, such as autonomy and managerial support, was found to bolster engagement, thereby mitigating the adverse effects of job demands on health.

The study highlighted that engaged employees reported higher job satisfaction and a stronger sense of wellbeing. This was particularly evident among those who received adequate support from their managers and had positive interpersonal relationships with their colleagues. Such a supportive work environment fosters a sense of community and belonging, which are crucial for maintaining mental health and reducing feelings of isolation and stress. Moreover, the study found that employees who perceive their workplace as caring and supportive are more likely to report higher levels of engagement and wellbeing.

6.2.2. Relationship between psychosocial factors (job demands and job resources) and employee engagement and performance

The hospitality industry is characterised by a combination of high job demands and variable job resources, which significantly impact employee engagement and performance. This section explores these dynamics by discussing the following sub-sections.

6.2.2.1. Job demands and their impact on performance

The systematic literature review in Chapter 2 highlights the intricate interplay between job demands, employee productivity and organisational performance within the hospitality industry. Job demands in the hospitality sector, such as long working hours, high workload, emotional labour, and role conflicts, are prevalent and significantly impact employee productivity. Studies have highlighted that extended working hours and high workloads harm employee health and job satisfaction, leading to physical fatigue and mental strain (Ariza-Montes et al., 2017, 2019; Babakus et al., 2008, 2017). These demands disrupt normal life routines, increasing work-related stress and negatively affecting work-life balance. Furthermore, emotional demands, including the need to manage emotional labour, contribute to emotional exhaustion and reduced job satisfaction, further hampering productivity and eventually organisational performance (Hori & Chao, 2019; Karatepe, 2011).

The combination of high job demands, and low job control has been identified as a critical predictor of psychological strain and illness (Karasek, 1979; Schnall et al., 1994). High work pressure, emotional demands, and role ambiguity often lead to sleep problems, exhaustion, and impaired health, ultimately affecting performance (Karatepe, 2010; Karatepe & Uludag, 2007). Thus, the persistent high demands in the hospitality industry pose significant risks to employee health and performance, necessitating effective

management strategies to mitigate these adverse effects. The systematic review underscores that the job demands of the hospitality industry not only impair individual productivity but also have broader implications for organisational performance. Addressing these demands through effective HRM practices is crucial for enhancing employee wellbeing and consequently, organisational competitiveness and success.

The results of the qualitative research presented in Chapter 5 are consistent with those of Chapter 2, indicating that job demands pose a significant challenge to employee productivity and organisational performance in the hospitality sector. Managers and employees reported a complex landscape shaped by various psychosocial factors. Managers often cited strategic concerns such as maintaining operational efficiency and managing staff allocations as primary job demands. These concerns were complemented by resources that included decision-making autonomy and access to organisational support, which buffered the stress associated with managerial roles. However, challenges such as balancing cost controls with quality service delivery could escalate into significant stressors if not well managed, as highlighted in studies by García-Buades et al. (2016), Karatepe et al. (2018), and Correia Leal & Ferreira (2020).

In contrast, employees frequently reported more immediate and tangible job demands. The disparity in job demands and resources between managers and employees highlights a crucial aspect of workplace dynamics within the hospitality industry. Managers may have a macroscopic view of organisational operations that prioritise efficiency and performance, while employees experience the microscopic impacts of these operational decisions, often feeling the brunt of resource shortages and high job demands more acutely. This disparity influences overall performance levels among employees differently from those of managers.

6.2.2.2. Job resources and their role in enhancing performance

In contrast to job demands, job resources play a crucial role in enhancing employee productivity and organisational performance by providing support and fostering a positive work environment. Key job resources in the hospitality industry include supervisor and coworker support, opportunities for training and development, and recognition and rewards. These resources help employees cope with job demands, reducing stress and enhancing job satisfaction and engagement (Boukis et al., 2019; Chela-Alvarez et al., 2020; Schaufeli & Taris, 2014).

Support from supervisors and coworkers extends beyond task-related assistance to emotional and moral backing, which is essential in demanding industries such as hospitality. Training and development opportunities equip employees with the skills necessary to improve their ability to handle job demands effectively (Babakus et al., 2017; Chi & Wang, 2016). Additionally, rewards and recognition significantly enhance job satisfaction by providing emotional and material affirmation that fosters a sense of accomplishment and motivation (Babakus et al., 2008; Brun & Dugas, 2008).

Chapter 2 highlights that psychological resilience, hope, and optimism are vital resources that enable employees to withstand workplace challenges and adapt to adverse situations, thereby enhancing their ability to cope with and overcome them (Anasori et al., 2021; Karatepe, 2014; Paek et al., 2015). These attributes, coupled with rewards and recognition, contribute significantly to employees' sense of value and motivation, positively affecting their engagement and overall corporate performance (Brown & Reilly, 2013). Job resources, such as autonomy and job control, also contribute significantly to job satisfaction and motivation, offering employees a sense of empowerment and engagement with their work (Karatepe, 2011; Lee & Ravichandran, 2019). These resources help buffer the negative effects of high job demands, promoting better health and wellbeing, and ultimately enhancing performance.

Findings from the qualitative study in Chapter 5 revealed that job resources, such as autonomy, support from co-workers and supervisors, and organisational support, play a critical role in enhancing workplace engagement and overall employee wellbeing. These resources were found to buffer the negative impacts of high job demands, thereby facilitating better employee productivity and organisational performance. For managers, the availability of job resources was notably higher compared to employees, allowing them to cope more effectively with the stresses associated with their roles. Managers reported that decision-making autonomy and access to organisational support were pivotal in maintaining operational efficiency and managing staff allocations. These resources helped mitigate the stress arising from their strategic concerns, such as balancing cost controls with quality service delivery. This observation aligns with the findings of García-Buades et al. (2016), Karatepe et al. (2018), and Correia Leal & Ferreira (2020), which suggest that adequate job resources can substantially reduce job-related stress for those in managerial positions.

On the other hand, employees often found their job resources insufficient to counterbalance the high demands of their roles. Immediate and tangible job demands, including long hours, high workloads, and the physical demands of service roles, were

exacerbated by shift work, contributing to chronic fatigue and a more challenging work environment. Employees expressed a need for more supportive resources such as better scheduling practices, more consistent recognition of effort, and improvements in workplace communication (Chela-Alvarez et al., 2020). The study highlighted that when employees felt they had autonomy in their roles and received adequate support from their managers, they were better equipped to handle the high demands of their jobs. This support not only buffered stress but also enhanced engagement by making employees feel valued and understood within their work environment, consistent with findings from Hsieh et al. (2016a). These resources directly boost employee wellbeing, demonstrating their critical role in enhancing employee productivity and organisational performance.

6.2.2.3. Work-related stress and its effects on performance

The findings of the systematic literature review in Chapter 2 show that work-related stress significantly impacts employee productivity and organisational performance in the hospitality industry. High job demands, such as those prevalent in this sector's fast-paced and high-pressure environments, are closely linked to increased work-related stress, negatively affecting overall employee wellbeing and productivity. Studies by Ariza-Montes et al. (2017b, 2019), Yang (2010), and Park et al. (2019) have consistently shown that these demanding conditions elevate stress levels, leading to both immediate and long-term negative outcomes for employees' psychological health. This includes increased burnout, emotional fatigue, and a general decline in job satisfaction and morale, which are critical factors influencing employee productivity and organisational performance.

The relationship between job demands and stress is further elaborated by Onsjøen et al. (2009), who identified specific stressors like the fast-paced work environment and prevalent health risks in the hospitality industry. They highlighted how such conditions not only elevate work-related stress but also contribute to negative impacts on employee's overall wellbeing, including increased perceptions of bullying and other workplace issues. This connection underscores the broader implications of work-related stress, suggesting that it can lead to more severe problems such as workplace bullying, further exacerbating stress and negatively impacting mental health, which ultimately affects performance.

In agreement with the systematic literature review conducted in Chapter 2, the qualitative study presented in Chapter 5 highlighted work-related stress as a prominent impediment to employee productivity and organisational performance within the hospitality industry. Managers and employees highlighted various job demands and psychosocial factors contributing to this stress, such as long hours, high workloads, and the physical demands

of service roles. These stressors were often exacerbated by shift work, disrupting personal life and leading to chronic fatigue. Employees reported that these conditions made the work environment more demanding, reducing their engagement and overall job satisfaction. This aligns with previous research, such as studies by Burke et al. (2019) and Ko and Lin (2016), which found that high job demands and irregular shifts significantly impact employee wellbeing. Additionally, the study found a discrepancy in the perception of job demands and stress between managers and employees. Managers often viewed job demands from a strategic perspective, focusing on operational efficiency and staff management, whereas employees experienced the immediate impacts of these demands more acutely. This difference in perception contributes to a knowledge gap, with employees feeling that their psychosocial challenges are less visible to managers. Such a gap can lead to inadequate support and resources for employees, further increasing their stress levels.

Moreover, the study highlighted the importance of adequate support and resources at work. Managers had more access to decision-making autonomy and organisational support, which helped buffer the stress associated with their roles. In contrast, employees reported a need for better scheduling practices, consistent recognition of effort, and improved workplace communication to mitigate the impact of their job demands. The lack of these supportive resources exacerbates work-related stress, negatively affecting employee performance. The impact of work-related stress on performance was evident in the participants' accounts of how stress diminished their job satisfaction and engagement. High job demands and the associated stress led to reduced wellbeing and increased turnover intentions among employees. The irregularity and unpredictability of shifts were particularly stressful, leading to work-life conflict, perceived stress, and adverse health outcomes (Cleveland et al., 2007; Scholarios et al., 2017).

6.2.2.4. Employee engagement and its effects on performance

The findings from the systematic literature review presented in Chapter 2 indicate that employee engagement significantly influences performance within the hospitality industry. Research consistently shows that high job demands, such as excessive workload and inadequate support, significantly lower employee motivation and engagement. This relationship is evident in the studies by Ariza-Montes et al. (2017b, 2019), which highlight how demanding working conditions directly contribute to lower levels of engagement and increased burnout among employees. Such environments lead to a workforce that is less motivated, less engaged, and ultimately less productive. However, the literature also emphasises the mitigating role of job resources in this dynamic. Chela-Alvarez et al.

(2020) illustrate how various job resources, such as social support and a positive workplace culture, can buffer the negative effects of high job demands. When employees perceive they have adequate resources, their motivation and engagement levels are sustained or even enhanced despite the demanding nature of their jobs. This mitigation is crucial for maintaining a balanced and supportive work environment that fosters high performance.

Moreover, studies by Babakus et al. (2008, 2017b) underscore the importance of job resources like empowerment, rewards, and training in shaping a positive work environment. These resources are not merely operational tools but are fundamental in fostering intrinsic motivation among employees, which is highly influential in promoting a positive workplace culture. Intrinsic motivation drives employees to perform well for personal satisfaction, leading to higher engagement and better performance. However, it is noted that while training is essential, its impact on engagement might be more indirect, requiring a combination of other resources to fully realise its potential. The interplay between job demands and resources provides a clear understanding of how engagement influences performance. García-Buades et al. (2016) and Grobelna (2019) highlight the significance of creating a job resource-rich environment. They suggest that environments encouraging innovation and recognising task significance not only buffer against job stress but also actively contribute to higher motivation and engagement, leading to better overall performance. This is particularly relevant in the hospitality industry, where employees face high job demands, including long hours and challenging customer service situations. Job resources enhance employee resilience, enabling employees to cope better with job demands and reduce stress, thereby improving their overall engagement performance (Anasori et al., 2021; Karatepe, 2014). Organisations that foster a supportive and engaging work environment characterised by adequate job resources and recognition are likely to see significant improvements in employee productivity and organisational performance.

The results of the qualitative study presented in Chapter 5 demonstrate that engagement plays a crucial role in determining workplace performance. This relationship is underpinned by various forms of support within the organisation, including organisational support, supervisor support, and co-worker support. Organisational support is highlighted as a critical element that influences engagement. Participants in the study emphasised the importance of an organisational structure that backs managerial decisions and strategies, thereby fostering a supportive environment. This support, encompassing both tangible elements like wages and rewards and intangible elements such as respect, status, and job security, enhances job satisfaction and reduces turnover intentions. The data also

indicated that when employees perceive their organisation as valuing their contributions and caring about their wellbeing, they are more likely to feel engaged and perform better. This is consistent with findings from prior research, such as that by Eisenberger et al. (1986), which defines organisational support as recognising employee contributions and caring for their welfare.

Supervisor support emerged as another pivotal factor affecting engagement and performance. Participants described supportive supervisors as those who appreciate their contributions, relieve emotional burdens, and maintain open communication. This support from supervisors helps employees balance work and personal life, leading to better work-life balance and job satisfaction. Studies by Allen (2001) and Kossek et al. (2011) support this view, indicating that supportive supervisor behaviour is linked to positive perceptions of organisational support and overall job satisfaction. Conversely, a lack of supervisor support can lead to dissatisfaction and a desire to leave the organisation.

Co-worker support also plays a vital role in engagement and performance. Positive interactions and assistance from team members create a pleasant working environment, encouraging knowledge sharing and mutual support. However, the study also noted that negative co-worker relationships, such as lack of training or accountability, can detract from engagement and performance. Participants indicated that strong co-worker support is essential for fostering a positive organisational culture, which aligns with findings from Ahmad et al. (2019) and Chung et al. (2021) that suggest co-worker support improves work-life balance and reduces stress.

Additionally, the study highlighted socio-political factors affecting the hospitality industry. Senior managers pointed out that inadequate government support and recognition for the industry lead to challenges in workforce development. Issues like Brexit and the Covid pandemic have exacerbated the industry's vulnerability, underscoring the need for government intervention to support training and education in hospitality. Managers advocated for easing immigration restrictions and enhancing professional vocational courses to address workforce shortages and improve overall organisational performance.

6.3. Implications for theory

The main aim of this thesis was to better understand the role of job demands and resources in shaping employee wellbeing and performance in the hospitality industry. It therefore adds to the existing body of knowledge by examining the importance of improving work

conditions, fostering employee health and wellbeing, and maximising organisational performance in the hospitality industry. This research contributes significantly to the existing body of literature by reinforcing established theories and presenting new insights that challenge the current understanding of employee engagement and organisational performance within the hospitality industry. The research contributes to the Job Demands–Resources (JD–R) model by providing empirical evidence specific to the hospitality sector, a context characterised by unique challenges such as irregular working hours, high emotional demands, and a predominantly service-oriented environment. While the JD–R model traditionally emphasises the dual role of job demands and resources in determining employee outcomes, this research highlights the importance of emotional demands as a critical factor. This finding suggests that further elaboration of the pathways in JD–R model could account for the complexities of emotional labour predominant in service industries, such as hospitality.

Working in the hospitality industry carries high job demands with limited job resources for employees (Papathanassis, 2017; Gibson, 2017). Using a within-person approach, this research revealed that employees' health, wellbeing and productivity is not a stable phenomenon. This research challenges existing theories that often treat these variables as static across organisational contexts. By adopting a within-person approach, this research illustrates that fluctuations in these outcomes occur between individuals and within various organisational levels, affecting both employees and managers. This variability underscores the dynamic nature of the work environment in hospitality, in which job demands are continually influenced by changing circumstances and interactions with guests. This implies that static models of job demands and resources may be insufficient to capture the complexities of the hospitality industry, thus necessitating a more dynamic and responsive theoretical framework.

Modifying the original JD–R model represents a significant theoretical advancement in this context. This study extends the JD–R model beyond its traditional boundaries by testing the direct relationships between job demands, job resources, stress, and engagement with employee outcomes along with the mediating relationships postulated by Demerouti et al. (2001). The proposed model in Chapter 4 (Figure 4.2) represents the main contribution of this thesis. This model fills many gaps in the literature as it responded to various calls for more studies in psychosocial factors within the hospitality industry and its effects on organisational outcomes. It emphasises the importance of testing the direct relationship between job demands and resources on organisational outcomes as a critical modification to the existing JD–R model. The direct effects observed in this research imply that job

demands and resources have a more immediate and pronounced impact on organisational outcomes providing insight for research to explore how these relationships might differ across industries or vary within dynamic environments. Understanding these direct effects is vital for comprehensively mapping how job demands and resources influence not only individual employee outcomes but also broader organisational performance. By examining these direct relationships, the research contributes to a more complex understanding of how job design and resource allocation can be optimised to enhance overall organisational effectiveness.

Moreover, in critically examining the role of job resources, such as perceived organisational support and leadership, in mitigating the negative effects of high job demands, this research answers calls of Afsar et al. (2018), Karatepe and Olugbade (2017), and Schaufeli and Taris (2014) for the integration of resources into engagement models. The findings from this research indicate that these factors play a more significant role than previously assumed, particularly in environments where job resources are scarce. This thesis further underscores the importance of considering these variables as background conditions and central components that actively shape employee behaviour and organisational performance. This perspective challenges the more passive treatment of psychosocial factors in traditional models and advocates for their inclusion in theories of workplace dynamics.

This study's focus on the hospitality sector, a significant yet under-researched area, also reveals important theoretical implications. Despite the sector's substantial contribution to the global economy, limited scholarly attention has been paid to the working conditions within this industry. Therefore, there have been various calls for more studies on employee health, wellbeing and productivity, and organisational performance in the hospitality industry (e.g., Al-Ababneh 2015; Chen 2011; Grisseman et al. 2013; Ko 2015; Ottenbacher 2007). Consequently, this thesis contributes to the body of knowledge by responding the previous calls and fills gaps in the literature on what encourages employees, managers, and organisations to manage the psychosocial factors for improving working conditions in the hospitality industry. The findings also suggest that the hospitality industry's unique work environment may require a more nuanced theoretical approach considering the sector's inherent challenges, such as high job demands and fluctuating guest interactions (Papathanassis, 2017; Gibson, 2017). This potentially calls for theoretical expansion that can accommodate the specificities of the hospitality industry rather than relying solely on general models developed and applied in other sectors. Furthermore, this research also challenges the linear assumptions often made in the JD-R model by demonstrating the nonlinear and context-dependent relationships between job

demands, resources, and employee outcomes. For example, the data reveal that the impact of job resources on performance and wellbeing is not uniform across different organisational levels, with managerial roles showing a higher resilience to job demands than frontline employees. This finding implies that the JD–R model might benefit from integrating a more differentiated approach that considers the hierarchical and contextual variances within organisations.

The confirmation of the JD–R model’s applicability within the hospitality industry in this research further reinforces the model’s broad scope and suggests areas for refinement. While previous studies have been conducted to examine the influence of wellbeing (e.g., Gong et al., 2009; Liu et al., 2016; Mohamed, 2016; Mokhber et al., 2018) or productivity and performance (Carmeli et al., 2010; Hirak et al., 2012; Nembhard and Edmondson, 2006), there has been little research that has holistically explored the relationship between the psychosocial factors and outcomes. This research holistically explored the relationship between psychosocial factors with both positive and negative outcome (health and wellbeing, and productivity and performance), while, investigating the effect of stress and engagement as mediators, adding to the contributions of this thesis.

Another theoretical contribution of this thesis is exploring stress and engagement as mediators of the relationship between job demands and employee outcomes. While the mediating role of these variables has been recognised in other contexts, their specific impact within the hospitality industry has not been thoroughly investigated. This doctoral research is among the first to empirically validate these mediating effects in this context, suggesting that stress and engagement are crucial mechanisms through which job demands influence wellbeing and performance. This demonstrates that models examining the psychosocial work environment need to account for these mediators to fully understand the pathways through which job demands and resources impact employee outcomes.

The limited use of mixed methods research in previous studies was another gap addressed by this thesis. Employing a mixed methods approach allowed for a richer and more nuanced understanding of the complex reality of the hospitality work environment. This approach facilitated the collection and interpretation of data from various participants, including managers and employees, thereby providing a more comprehensive view of the psychosocial factors at play. This methodological approach aligns with the recommendations of Mack et al. (2005) and Greene et al. (2001), highlighting the benefits of combining qualitative and quantitative data to better understand and address the challenges faced by employees in the hospitality sector. As such, research contributes to

the knowledge through holistically examining that relationship empirically in a mixed-methods study.

This research also provides empirical evidence that managing the psychosocial factors in a workplace is important to organisations thus giving the employees a healthy working environment to perform their tasks can thus make them proactive to take opportunities and engage in productive behaviour. Moreover, the qualitative study tackled the gap related to the limited comparison of employee and employer perspectives by including both in the research. It highlighted the different perceptions of psychosocial risks between managers and employees, with managers often rating the work environment more positively (Houtman et al., 2020). By comparing these perspectives, the research provided a more balanced and corroborated understanding of the psychosocial work environment, which is crucial for developing effective interventions to improve working conditions.

6.4. Practical implications for the hospitality industry and relevance beyond

Recent data show that approximately 2.9 million people work in the hospitality industry in the United Kingdom, making it the fourth largest industry in terms of employment behind manufacturing and retailing. By 2020, the hospitality sector was expected to employ between 3.31 and 3.44 million people (BHA, 2015). Therefore, as employee productivity is crucial for hotels to compete and succeed, this large workforce is vital to organisational success. This thesis significantly contributes to practice by providing evidence for hospitality practitioners and illustrating that managing psychosocial factors can provide employees with a healthy working environment. There are several studies indicating that high employee turnover, presenteeism, unproductive and disengaged employees, and poor health and wellbeing due to working conditions all incur high costs for organisations (Smeaton & Knight, 2014; Hoel et al., 2001; Ariza-Montes et al., 2019; Arjona-Fuentes et al., 2019; Chia & Chu, 2017; Arslaner & Boylu, 2017; Sönmez et al., 2017). Thus, it is fundamentally important for the hospitality industry to understand how to maximise the benefits of job resources while minimising the negative effects of job demands, improving working conditions, reducing stress, and enhancing employee engagement. Findings from the empirical data suggest that for enhanced performance, organisations should establish a healthy working environment by encouraging ongoing engagement and wellbeing at the organisational level (WHO, 2010). To manage daily job demands and resources effectively, industry leaders and senior management should closely monitor their organisations.

Managers must be given the autonomy to evaluate, revise, improve, and implement job resources based on daily operational needs. Another strategy to reduce job demands and increase job resources is for leaders and senior managers to interact with employees, understand their jobs, and implement suggestions from their feedback. Organisations should encourage managers to provide work and social support, frequently rewrite and change job descriptions based on employee input, provide tools and training to build employees' psychological capital. It is essential for leaders to recognise that the health, wellbeing and productivity of their workers need constant fostering through interaction to develop mutual understanding, accountability, and commitment, thereby boosting organisational performance (ILO, 2016). The findings from this thesis also offer significant implications for organisations beyond the hospitality sector. Key findings and their potential implications for organisations both within the hospitality sector and in other sectors are discussed in the following sections.

6.4.1. Importance of managing job demands and job resources

Working in the hospitality industry is tied to job demands. Leaders and directors must acknowledge that job demands are significant stressors with serious negative repercussions, including poor health and wellbeing and decreased performance. Organisations should make suitable and productive decisions to reduce the negative impacts of job demands as much as possible.

Employee physical and psychological health issues are crucial, and psychological health is a basic requirement for productivity and performance. Managers should prioritise the positive effects of job resources to improve organisational outcomes. They must invest in interventions to promote a healthy working environment. Human resources represent the most significant source of competitive advantage in the hospitality industry (WEF, 2011). Proper management of job demands and providing high resources are more successful in coping with stress and improving performance. Practical strategies for enhancing the positive effects of job resources should be developed to help employees better adjust to their working conditions (Schaufeli & Taris, 2014).

The JD-R model assumes that psychosocial factors can be classified into two broad categories: job demands and job resources. This overarching model can be applied across various occupational settings. The model can familiarise leaders and directors with the job demands and resources within the organisation and inform them about their significant effects on employees and organisational performance. Informing leaders about the positive outcomes of proper interventions is crucial for improving working conditions

(Nielsen et al., 2022). Establishing training programmes and systematic human resource policies within hospitality establishments can reduce job demands and increase job resources. Tailor-made interventions can decrease the risk of poor health and consequently improve employee productivity thus promoting overall organisational performance (Leka & Cox, 2008).

The JD-R model offers valuable insights for various industries to enhance employee wellbeing and organisational performance. For example, in healthcare, increasing job resources such as decision-making autonomy and professional development opportunities can reduce job stress and enhance job satisfaction, directly impacting patient care quality and reducing staff turnover. In the technology industry, fostering a supportive work environment that offers flexibility, recognition, and career development can enhance employee engagement and creativity. Similarly, in the education sector, providing resources such as collegial support and access to teaching materials can enhance teaching effectiveness and job satisfaction (ILO, 2016).

While specific demands and resources vary by industry, the fundamental dynamics of how they interact to affect employee wellbeing, productivity and performance are consistent. Applying the JD-R model across different sectors can help organisations design better work environments that reduce negative impacts of job demands and enhance employee engagement and organisational performance.

6.4.2. Managing stressors in the workplace

This research identified that stress mediates the effects of job demands and resources on the health and wellbeing, and productivity of employees in the hospitality industry. Stress at work contributes to lower employee productivity, negatively impact their health and overall organisational performance. Previous studies have shown that stress negatively affects employee productivity and customer service, and raises animosity and withdrawal, as well as turnover and health-care expenditures (Tuten & Neidermeyer, 2004; Mosadeghrad et al., 2011).

This research found that job demands were positively linked to stress, which was linked to negative physical health outcomes. Managers and employees deal with stressful situations and high workloads frequently, viewing job demands as stressful and demotivating. The findings support existing evidence which shows that frequent job demands have harmful results on employees. It is therefore impact for leaders and management to better manage job demands and ensure not overloading employees with

challenging tasks that can add to their stress and result in poor productivity and performance (Schaufeli, 2017).

Effective stress management strategies across various sectors are critical (Tetrick & Winslow, 2015). Balancing job demands with adequate job resources can mitigate stress levels. High stress deteriorates mental and physical health and impacts overall productivity, and job satisfaction. The JD-R model provides a robust framework for balancing job demands and resources to influence employee outcomes in any industry. Businesses can develop more effective human resource strategies that address both the physical and psychological needs of employees, enhancing overall organisational performance.

Supportive managerial communication, ensuring sufficient rest breaks, and fostering a positive work environment each play a significant role in managing stress. Supportive management and sufficient job resources buffer the negative impact of high job demands, enhancing employee wellbeing and reducing turnover intentions. Similar approaches can be adopted in other sectors by implementing health programmes, mental health support, flexible working arrangements, and employee wellness programmes. Organisational stress prevention programmes are effective in reducing job stress and enhancing employee wellbeing across various work environments. The broader application of these findings underscores the universality of the relationship between stress and employee wellbeing. Implementing targeted interventions that reduce job stress and improve resource availability not only enhances employee health and job satisfaction but also promotes better organisational outcomes, such as improved productivity and performance and reduced absenteeism and staff turnover (ILO, 2016).

6.4.3. Promoting employee engagement in the workplace

Employee engagement is crucial to both employees and the organisation, and the ability of management to harness engagement techniques is critical to organisational success (Schneider et al., 2018). This research tested the mediating impact of engagement on employee health and wellbeing, and productivity of employees and organisational performance. Although results were not statistically significant, further exploration showed a strong relationship between employee engagement and organisational outcomes. Positive relationships between co-workers, managers, and supervisors,, enhance organisational performance (Kim et al., 2018).

The findings suggest that experiences shared by employees included both positive and negative aspects. Negative experiences, such as inconsistency in policy execution and lack of acknowledgment, serve as lessons for senior management to evaluate their techniques, policies, and organisational culture. Effective communication, reward and recognition systems, development of trusting connections, and implementation of cultural diversity through training programmes promote employee engagement. Employees thrive in a healthy and safe work environment. Management should address instances of incivility and develop training opportunities to avoid future incidents. While immediate supervisors are largely responsible for increasing engagement, the findings of this research are useful for management at all levels. Employees with a thorough understanding of their occupations, organisations, and motivational factors feel a sense of power and influence. Employers should provide supportive work environments and encourage professional growth and participation in crucial decisions. Management must offer opportunities for employees to work on varied tasks and projects, fostering creativity and innovation (Dediu et al., 2018).

Employee engagement influences productivity and performance, and retention. Organisations must create a positive workplace atmosphere to avoid increased turnover and decreased productivity and performance. Using the JD-R model, human resources can assist in better managing engagement, resulting in increased motivation, productivity and performance, and retention. Enhanced employee engagement universally benefits operational output across various sectors. High levels of engagement are associated with increased productivity, job satisfaction, and company loyalty (Andrade & Westover, 2021; Lee & Eissenstat, 2018).

In the hospitality industry, employee engagement stems from supportive management, recognition, and resources that help employees meet job demands. These factors contribute to a positive work environment where employees feel valued and motivated. Other industries, such as technology, healthcare, and education, can benefit from similar strategies (ILO, 2016). Understanding the role of supportive management and recognising employee efforts is crucial. Sectors requiring high employee engagement to achieve operational stability and business goals can enhance engagement through similar strategies. Studies have shown the widespread effectiveness of employee engagement strategies. For example, Rodrigues da Costa and Maria Correia Loureiro (2019) found that organisations implementing strategies to foster happiness in the workplace enhanced employee engagement. A meta-analysis by Harter et al. (2002) revealed a significant positive correlation between increased employee engagement and improved job

performance across business units. Implementing engagement techniques can enhance organisational outcomes irrespective of the industry.

6.4.4. Importance of managing health and wellbeing, and productivity and performance

This research adopted a multi-faceted definition of productivity and performance to address the limitations of standard definitions. In the hospitality industry, employee turnover, absenteeism/presenteeism, employee productivity and organisational performance, and training are commonly used performance measures. High employee turnover and absenteeism negatively influence performance. Capital and employee productivity gauge performance in the global market, while training improves skills, employee productivity and organisational performance (Murphy et al., 2018).

This research study found that job demands and job resources significantly affect employee health and wellbeing, and performance in the hospitality industry, contributing to overall organisational performance. Job demands are less stressful when employees have adequate training, skills, and control over their responsibilities (Babakus et al., 2017; García-Buades et al., 2016). Support from co-workers, supervisors, and organisations engages employees in their work. Leaders and senior management can introduce tailored training programmes to improve employee performance and wellbeing. Job demands are not impediments when employees work in supportive workplaces. Participants felt that lack of control and say over their work affected their productivity. Lack of respect from managers and supervisors was noted. Poor communication and inadequate training contributed to employee's lack of understanding. Leaders and senior management must develop a cooperative work environment, support culture, and team-building activities to improve coordination and attitude towards serving customers. These measures alleviate work-related stress, increase employee engagement, and improve psychological health and wellbeing, and productivity and performance in the long run (ILO, 2014).

Employees need to develop skills and knowledge for effective job performance. Management must encourage workers to express their thoughts and offer control over their work. This increases confidence, resilience, and preparedness to deal with job demands. Effective leadership is critical to high performance. Policymakers in the hospitality industry should review training, development, and reward programmes to support employee development (Murphy et al., 2018).

Authors such as Hsieh et al. (2016), Salama et al. (2022), and Chiang et al. (2010) assert that the hospitality industry must restructure jobs to reduce demands. Improving working conditions and providing viable career paths will attract, train, develop, and retain talent. Significant transformations are needed to optimise industry best practices, including training and development programmes, performance assessment, emotion management, diversity, and innovative compensation systems. Organisations must utilise human resource management strategies to enhance employee health and productivity, thus improving service quality and organisational performance.

Proper management of job demands and resources directly influences productivity. Recognising the critical role of employee wellbeing in productivity and performance can guide the development of policies focusing on support and resource allocation. Harter et al. (2002) correlated high employee engagement with better job performance, lower turnover rates, and higher customer satisfaction across business units. In sectors like manufacturing, construction, or IT, investing in support systems, career development, and recognition programmes leads to better job satisfaction and reduced turnover.

Organisational support and resources impact employee morale, productivity and performance. This is in line with research suggesting that balancing job demands and resources maintains employee health and organisational performance (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). Support manifests in physical resources, psychological support, and structural mechanisms facilitating work processes. Physical resources reduce strain and boost productivity and performance. Psychological support includes counselling, stress management workshops, and a supportive managerial style. Structural mechanisms involve clear role definitions, communication channels, and decision-making autonomy. Such support mitigates the negative effects of high job demands across sectors. Studies in the hospitality context found that resources reduce stress and enhance job satisfaction and, productivity and performance by creating a supportive environment (Chiang & Hsieh, 2012; Köseoğlu et al., 2018).

Investing in support systems enhances job satisfaction and reduces turnover rates. This investment in employee welfare echoes findings from studies in the hospitality, where support from supervisors and co-workers mitigates stress and enhances job satisfaction (Chapter 4). Training and development opportunities, vital in the hospitality industry (Chapter 2), are also essential in other sectors. Regular training updates skills and demonstrates a commitment to career progression, fostering loyalty and enhancing performance. Recognition programmes acknowledge that efforts significantly contribute to morale and motivation, as suggested by positive outcomes associated with rewards and

recognition in the hospitality industry (Chapter 5). Implementing similar programmes in other sectors can elevate employee engagement, productivity and performance.

The significance of training and development in enhancing employee engagement and, productivity and performance is well-supported. Continuous training boosts skills, morale, and organisational commitment. Training is crucial in sectors like IT and healthcare, where technological advancements and regulatory changes are frequent. Training sessions reinforce organisational values and culture, enhancing alignment with goals. Investment in development signals value for growth and career progression, enhancing loyalty and job satisfaction. Chi and Gursoy (2009) demonstrated that well-structured training programmes reduce turnover and increase job satisfaction. Training and development transcend hospitality, being critical components of human resource strategy in any sector aiming for high employee engagement, reduced turnover, and increased productivity and performance.

Strategies aligning with Human Resource Management (HRM) principles optimise workforce performance and satisfaction. The effectiveness of such practices in boosting organisational outcomes is supported by HRM and organisational psychology literature, indicating applicability across various contexts (Theriou & Chatzoglou, 2008). These findings from the hospitality sector suggest the universal benefits of robust organisational support systems. Enhanced support and resources address immediate employee needs and foster sustainable work environments, promoting long-term organisational success.

6.5. Strengths and limitations

As with all applied research, the work presented in this thesis has both strengths and limitations. The fact that this research handled the themes of wellbeing and productivity and performance from a multi-level, multidisciplinary viewpoint was a significant strength. Another strength of this research was the use of a large, representative sample size, which allowed for a more in-depth examination of the factors of interest while also ensuring that the findings were applicable to the hospitality sector. In addition, the analytical approach used was selected to be acceptable for the sample characteristics (multilevel population) and measurement methodologies (ordinal scales). This resulted in a higher level of trust in the observed effects. This directly addresses a need indicated in prior work, namely, to increase the quality of applied research methodologies employed in health and wellbeing, and productivity and performance in the hospitality sector.

The combination of quantitative and qualitative methods in this doctoral research meant that the questions that could be addressed were more complex and could provide insights that would have not otherwise emerged by focusing on one level of analysis. The interview study has several strengths as well. First, it was based on the experiences of professionals in the hospitality industry, and this provided key insights that would have otherwise not been available. The perceptions of both the managers and employees were needed to elicit a breadth of perspectives from multiple angles. As with the two other studies, by relying on well-established methodologies (semi-structured interviews and thematic analysis), the quality and validity of the findings was maintained.

Nonetheless, the studies in this thesis had a few limitations. Firstly, in the quantitative study, because the data for the quantitative model was collected at a single moment in time, it was not possible to test for causal links, which a longitudinal data set would have allowed. It could be claimed, for example, that a stressful circumstance on a given day (such as group check-ins or a banquet function) might result in employees confronting varied job demands and requiring job resources to deal with the negative consequences of those demands. While this research used a predetermined technique to evaluate the model, the generalisation of the findings needs to be made in light of the use of cross-sectional data. The focus on a single industry, however, this gave more control over the contextual implications of the findings; allowing for a more exact observation of the study variables.

Another limitation is the use of secondary data; while utilising the 6th EWCS data (Eurofound, 2017) is a strength of this study given its scope and rigour (as discussed in Chapters 3 and 4), it may be claimed that the constructs used in the analysis were not purpose-designed to evaluate job demands and job resources, as well as health and wellbeing, as used in this study. This was overcome by employing constructs from previous studies that were identical to those used in the current study (Chapter 4). However, this was not possible for constructing a scale to measure productivity and/or performance, as further examination of the EWCS data highlighted that the items measuring productivity and performance were deemed unsuitable for analysis. This limitation is particularly significant given the role that performance plays in both the JD-R model and the overarching objective of this thesis, which is to examine the relationship between work conditions and performance in the hospitality sector. This limitation was overcome by using insights from qualitative study of this thesis. Future research should consider integrating additional data sources or developing bespoke surveys that can capture performance metrics more accurately, thereby providing a more robust understanding of the constructs under investigation.

Additionally, the qualitative study's limitations must be acknowledged. First, as the population was composed of industry professionals, the possible pool of participants was smaller and more difficult to contact (particularly due to the impact of the pandemic), resulting in a total sample size of 15 managers and 15 employees, this sample size allowed for data saturation to be reached. Second, the participant sample led to the discrepancies in findings between prior JD-R research and enlarged the JDR model used in this research which also examined direct links between job demands and resources and the outcome measures. Taking these distinctions into account, it is acceptable to assert that this research established a new path for research underpinned by the JD-R model that extends beyond the boundaries of previously published investigations.

It is also important to highlight that between the quantitative (when the data for the 6th EWCS was collected) and qualitative investigations, the labour market underwent dramatic changes, giving a unique chance to examine qualitative findings from the perspective of managers and employees in the United Kingdom. Due to Brexit, there is one especially distinctive factor that may differ from employee turnover plans in both pre and post Brexit scenarios. Additionally, the UK's immigration system has undergone a major reform in the last several years. The freedom of movement between the UK and EU member states stopped on December 31, 2020, and was replaced by a points-based immigration system that treats EU and non-EU employees equally, and firms seeking to hire employees from outside the UK now need to get advance authorisation (GOV.UK. n.d.). This adjustment to the immigration system will influence the migration process, particularly from European nations, as well as the dynamics of migrant labour. This was found in this study but future post-brexit research may shed light on the relationship between employee engagement with organisational commitment and labour market circumstances. Finally, the qualitative study was also impacted by the Covid-19 pandemic, as data collection took during that period. The pandemic, which prompted practically most hospitality service providers in the UK to close in late March 2020, had a significant impact on hospitality employees, with many losing employment immediately. This impact was mitigated by delaying and extending the period of data collection and focusing on participant experience pre-pandemic during the interviews.

6.6. Future research directions

The findings from this thesis present several avenues for future research that are essential for expanding our understanding of the complex relationships among job demands, job resources, work-related stress, employee engagement, and their impacts on health and

wellbeing, and productivity and performance in the hospitality industry and beyond. In addition to avenues for future research highlighted in previous sections, future research should focus on a more detailed exploration of several key areas. First, longitudinal research is needed to examine the long-term impacts of job demands and resources on employee wellbeing and productivity and their impact on organisational performance. Such studies can provide insights into how these relationships evolve over time and the sustained effects of interventions designed to improve job conditions.

Additionally, while this research focused on the hospitality industry, it will be important to compare the findings of this research, for instance by applying the JD-R model across different sectors can offer valuable comparative insights. Comparative studies could compare sectors to examine similarities and differences which would further inform practice. Research could explore how job demands and resources affect employees in healthcare, technology, education, and customer service industries. For instance, Bao et al. (2022) found that job resources buffered the demand-strain relationship for employees in the high-tech industry, highlighting the model's broader applicability, and datasets like the EWCS allow for cross sectoral comparability.

Further studies could investigate how psychosocial factors influence employee outcomes in different cultural and organisational contexts. This could help in understanding the universality of the JD-R model and identifying context-specific variables that may affect its applicability. Moreover, research should look into the specific types of job resources that have the most significant impact on mitigating job demands and improving employee wellbeing. For example, coworker support and access to teaching materials have been identified as crucial resources in the education sector. Future research could explore the impact of various forms of organisational support on employee outcomes. This includes physical resources (e.g. ergonomic work environments), psychological support (e.g. counselling services), and structural mechanisms (e.g. clear role definitions).

This research supported the evidence that stress and employee engagement mediate the relationship between job demands/resources and employee outcomes. Further investigation is needed to understand the nuances of these mediating effects, and how they can be leveraged to design better workplace interventions. Given the high turnover rates in the hospitality industry, research should focus on identifying effective strategies for employee retention. This includes exploring the role of job demands and resources in influencing turnover intentions and developing interventions to enhance job satisfaction and loyalty. Future studies could evaluate the effectiveness of various health and wellness programmes in the hospitality industry and other high-stress sectors. This includes

assessing the impact of stress management workshops, employee assistance programmes (EAPs), and wellness activities on employee wellbeing, productivity, and overall organisational performance.

Longitudinal studies are crucial to understanding the long-term effects of job demands and resources on employee outcomes. By tracking the impacts of workplace interventions over time, researchers can identify the most effective strategies for promoting long-term employee wellbeing and productivity. Longitudinal research can also provide insights into how job demands and resources change over time and their dynamic effects on employee outcomes. This is particularly relevant in rapidly evolving industries such as technology and healthcare, but also increasing service sectors which are facing significant change to technological advancements (Schulte et al., 2020).

Finally, longitudinal studies can assess the long-term benefits of career development programs on employee engagement, satisfaction, and retention. This can inform the design of effective professional development initiatives. The findings of this research suggest that career adaptability can serve as a significant moderating factor, enhancing the positive effects of job resources while mitigating the negative impacts of job demands. By integrating the concept of career adaptability into the JD–R framework, future research can examine how employees at different stages of their careers manage the demands of their roles.

6.7. Conclusion

This research highlighted the need for critical reflections on our current understanding of improving working conditions and promoting wellbeing to maximise performance in the hospitality industry by systematically reviewing the literature (study 1) focusing on the hospitality industry. The research was able to build on the JD-R model (study 2) that suggested that job demands can lead to poor health and wellbeing of employees in the hospitality industry. The research also further examined the role that stress and employee engagement play in this relationship by testing the mediating effect and further exploring this by analysing the data gathered from interviews (study 3) of professionals in the industry. Some of this is well documented in the existing literature in various sectors. However, this research contributed to that knowledge in the hospitality industry, and the findings from the studies in this thesis outlined several factors that could explain these effects. However, more work could be done to further the quality of this relationship. Such as looking at the effects over a certain time period and nuances of the relationships.

The information gathered from the systematic literature review in Study 1 identified the psychosocial factors that predicted health and well-being as well as productivity and performance in the hospitality industry. The information also assisted in the conceptualisation of the theoretical framework, and the framework also assisted in the addition of items to the existing JD-R model, via additional pathways. Study 2 tested the proposed theoretical model for this research using the data from the 6th EWCS. The results supported the theory, and the model was found fit, valid, and reliable to test for the relationship between job demand and job resources, stress, employee engagement and health and wellbeing of employees in the hospitality industry. To find the best-fit model, AMOS 26 was utilised, and it yielded adequate constructs under the JD-R that may be used in similar studies. The incorporation of stress and employee engagement as mediators also provided additional insight on the relationship between job demands and job resources on health and well-being, as discussed in Study 2.

The findings from study 3, confirmed that even though job demands were prevalent in the sector, they primarily become a hurdle if there is little or no job resources available at the workplace to mitigate their impact. Furthermore, the research showed that with support from their managers and organisations, and with job resources such as complete information, clear communication, and training on proper decision-making processes, the employees were able to reduce the effect of job demands and keep increasing their productivity and contribute to overall organisational performance.

This research has satisfied all the research objectives and provided answers to all the research questions outlined in Chapter 1. This research it is hoped will help consolidate existing systems and practices to improve working conditions and make the industry a more viable career proposition in the future. While there is a widespread idea that working in the hospitality sector is 'all glitz and glamour,' and this may seem true to many clients, the reality is quite different for managers and employees who drive operations 'behind the scenes.' Given the conceptual and methodological rigour adopted in this research, it is hoped that the research gap in the field of managing psychosocial factors and its effect on employee health, well-being and productivity is addressed with renewed vigour and adequate solutions would be put in place to improve the psychosocial working environment

7. References

(* indicates study was included in the systematic review – see Appendix B for details)

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8. Appendix

Appendix A: Databases searched

Category	Title	Description
Databases	PsycARTICLES (Ovid) https://psycnet.apa.org/	Full-text database of journals published by APA and other publishers in applied psychology, health, theory, research, social, and personality.
	ScienceDirect: Elsevier https://www.sciencedirect.com/	Provides full text of articles in the physical sciences and engineering, life sciences, health sciences, and social sciences and humanities.
	EBSCO HOST (Business Source Premier) https://www.ebsco.com/	Business source primer is the most used business research database, providing full text for more than 2,300 journals.
	EBSCO HOST (MEDLINE) https://www.ebsco.com/	Provides comprehensive access to journal articles related on health and life sciences.
	Web of Science https://www.webofscience.com/wos	Indexes core journal articles, conference proceedings, data sets, and other resources in the sciences, social sciences, arts, and humanities.
	Social science premium collection (ProQuest) https://proquest.libguides.com/socialsciencepremium	Provides access to databases covering international literature in social sciences, including politics, public policy, sociology, social work, anthropology, criminology, linguistics, library science, and education.
	ABI/INFORM (ProQuest) https://proquest.libguides.com/abiinformcollection	The database contains complete runs of key business and management journals.
	IngentaConnect https://www.ingentaconnect.com/	One of the most comprehensive collections of academic and professional research articles online.
	Scopus https://www.scopus.com/	A multidisciplinary bibliographic database covering science, social science and arts and humanities publications.
Search Engines	JSTOR https://www.jstor.org/	Provides access to more than 12 million journal articles, books, images, and primary sources in 75 disciplines.
	NUSearch https://nusearch.nottingham.ac.uk/	University of Nottingham Library search engine, which provides access to the databases listed above.

Appendix B: Summary of included studies in the systematic literature review

	Authors	Study Size	Country	Psychosocial Working Conditions	Theoretical Framework	Data Analysis	Outcome Variable	Key Findings
1	Alfes et al., 2013	297 employees	United Kingdom	Job demands and job resources	Social exchange theory	Hierarchical multiple regression, moderated regression analysis	Organisational Citizenship Behaviour (OCB) and turnover intentions	Employee engagement mediates the relationship between perceived HRM practices and OCB/turnover intentions. POS and LMX moderate the relationship between engagement and these outcomes.
2	Anasori et al., 2021	321 employees	North Cyprus	Workplace ostracism, resilience, perceived external employability	Conservation of Resources (COR) theory	Confirmatory factor analysis (CFA), Structural Equation Modelling (SEM)	Psychological distress, work engagement, turnover intention	Psychological distress mediates the relationship between workplace ostracism and turnover intention. Workplace ostracism affects work engagement of less resilient employees negatively and more resilient employees positively. Perceived high external employability does not necessarily lead to stronger turnover intentions.
3	Ariza-Montes et al., 2017	238 employees	Europe	Job demands (e.g., working at high speed, handling angry clients), job resources (e.g., satisfaction with working conditions, health risks due to work)	Job Demands-Resources (JD-R) model	Logistic regression analysis	Incidence of workplace bullying	Main factors related to workplace bullying include young age, dealing with angry clients, working at high speed, dissatisfaction with working conditions, and perception of health risks due to work. The study found that 76.4% of the variation in the sample was explained by the model, and the model was able to correctly classify 78.1% of non-bullied and 74.1% of bullied employees.
4	Ariza-Montes et al., 2019	805 servers and 1401 employees	Europe	Explored psychosocial and physical working conditions, including employment, environmental, and organisational aspects. Focused on aspects like job security, work hours, workload, stress, supervisor styles, and employee empowerment.	Utilised the model proposed by Ramos, Peiró, and Ripoll (1996), focusing on employment, environmental and physical work conditions, psychosocial and organisational factors, and health factors.	Logistic regression analysis	Psychological wellbeing of servers compared to other service industry employees.	Found that servers perceive poorer psychological wellbeing than other service industry workers. Key factors affecting servers' wellbeing included exposure to infectious materials, verbal abuse, and limited career development opportunities.
5	Arjona-Fuentes et al., 2019	2040 employees	Europe	Job demands: Interactions with angry clients, restructuring at the workplace; Job resources: Supervisor and colleague support	Not explicitly mentioned in the available text; however, the study seems to be empirical and exploratory in nature	Logistic regression model, Pearson's chi-square, and contingency tables analysis	Presenteeism (working while sick)	Presenteeism in the hospitality industry is influenced by factors such as undergoing restructuring, fear of job loss, handling angry clients, work-family conflict, perceived health or safety risks at work, long-term health issues, back pain, and overall fatigue

6	Arslaner & Boylu, 2017	402 employees	Turkey	Perceived organisational support, work-family conflict, family-work conflict	The study integrates concepts of perceived organisational support and work-family/family-work conflict with presenteeism.	Data were analysed using SPSS software, including exploratory factor analysis, Cronbach's alpha reliability test, and multiple regression analysis.	Presenteeism	Significant negative relationship between perceived organisational support and presenteeism, and a significant positive relationship between work-family/family-work conflict and presenteeism. Perceived organisational support had no significant effect on presenteeism, whereas work-family/family-work conflict had a significant effect.
7	Babakus et al., 2008	723 employees	Turkey	Job demands (role conflict, role ambiguity), job resources (supervisory support, training, empowerment, rewards), intrinsic motivation	Job Demands-Resources (JD-R) model	Path analysis	Emotional exhaustion, turnover intentions	Job demands increase emotional exhaustion and turnover intentions. Job resources and intrinsic motivation decrease these effects. Emotional exhaustion is a strong predictor of turnover intentions.
8	Babakus et al., 2017b	183 employees	Northern Cyprus	Job Demands (Challenge/Hindrance Stressors), HR Practices (Training, Empowerment, Rewards)	Job Demands-Resources (JD-R) model, Social Exchange Theory (SET)	Regression analysis, subgroup analysis	Work engagement, Turnover intentions	Challenge stressors positively related to turnover intentions. Customer orientation moderates the impact of job demands, HR practices on engagement and turnover intentions.
9	Bani-Melhem et al., 2020	313 employees	United Arab Emirates	Job stress, Work-related curiosity, Innovative behaviours	Cognitive Appraisal and Job Demands-Resources (JD-R) theories	Structural Equation Modelling (SEM)	Innovative behaviours	Job stress has a negative impact on innovative behaviours, but this effect becomes positive when combined with high levels of work-related curiosity. Curiosity acts as a motivator for innovative behaviours in stressful situations.
10	Bhardwaj & Kalia, 2021	360 employees	India	Job demands include vigorous, dedicated, and absorbed engagement; job resources include organisational culture elements like autonomy, trust, experimentation.	The study integrates theories of employee engagement and organisational culture with job performance.	Multiple regression analysis	Job performance (contextual and task performance)	Employee engagement significantly impacts both contextual and task performance. Organisational culture, particularly elements of autonomy, trust, and experimentation, also influences job performance. Vigor and absorption are especially influential in task performance.
11	Boukis et al., 2020	Study 1: 120 employees; Study 2: Data not provided	United Arab Emirates	Job Demands: Customer incivility; Job Resources: Supervisor leadership style (empowering vs laissez-faire).	Job Demands-Resources (JD-R) model, Conservation of Resources (COR) theory	Scenario-based experimental approach, Analysis of Covariance (ANCOVA)	Psychological and behavioural responses of FLEs (role stress, rumination, retaliation, withdrawal intentions).	Verbal aggression and excessive demands impact FLEs differently. Supervisor leadership style moderate's effects of customer incivility on FLEs.

12	Burke et al., 2009	309 employees	China	Job demands (e.g., workload, emotional demands), job resources (e.g., social support, supervisor coaching, feedback)	Not explicitly mentioned, but references concepts like optimism, trust, and engagement, and uses the job demands-resources model.	Hierarchical regression analysis	Work satisfaction and psychological wellbeing (e.g., job satisfaction, career satisfaction, job stress, intent to quit, psychosomatic symptoms, work-family conflict, family-work conflict, emotional exhaustion)	1. Higher organisational level and longer organisational tenure predict engagement. 2. Engagement, especially dedication, predicts positive work outcomes and psychological wellbeing. 3. Absorption negatively related to some outcomes. 4. Personal demographic characteristics have little to no relation to engagement.
13	Chela-Alvarez et al., 2020	34 employees	Spain	Job Demands: Work Overload, Time Pressure, Role Conflict, Physical Burden, Personal Characteristics; Job Resources: Salary, Training/Promotion, Control, Satisfaction and Recognition, Social Support, Experience	Job Demands-Resources Model	Qualitative Analysis with Phenomenological Approach	Stress and its impact on Work-Life Balance (WLB)	High demands and lack of resources lead to significant stress among HHs. This imbalance results in health problems, primarily musculoskeletal disorders, and impacts their work-life balance. Working schedule is a facilitator for WLB, but the imbalance between job demands and resources leads to work-home conflict, preventing HHs from enjoying leisure time. Multiple roles at work and home increase their stress. HHs experience their job as invisible and unrecognised.
14	Cheng & Chen, 2017	282 employees	Taiwan	Focuses on job resourcefulness as a key factor influencing prosocial service behaviours in the hospitality sector.	The study uses job demands-resources (JD-R) model and Conservation of Resources (COR) theory.	Structural Equation Modelling (SEM)	Prosocial Service Behaviours (PSBs) including role-prescribed service behaviours, extra-role service behaviours, and employee cooperation.	Job resourcefulness positively influences PSBs. Work engagement mediates the relationship between job resourcefulness and PSBs.
15	Cheng & O-Yang, 2018	355 employees	Taiwan	Job crafting, job burnout, job satisfaction, perceived organisational support	JD-R Model	Correlation analysis, confirmatory factor analysis	Job Satisfaction	Job crafting positively relates to job satisfaction; job burnout negatively mediates this relationship; perceived organisational support moderates the relationship among job crafting, burnout, and satisfaction
16	Chi & Wang, 2016	244 employees	Taiwan	Job Demands-Resources Model	JD-R Model	Regression Analyses	Service Performance	Deep acting positively related to service performance; Service training and mentoring functions moderated the relationship between emotional labour and service performance.
17	Chia & Chu, 2017	358 employees	Malaysia	Empowerment, hardiness	Job Demands-Resources (JD-R) model	Multiplicative regression analysis	Presenteeism	Interaction between empowerment and hardiness affects presenteeism; higher hardiness amplifies the negative effect of empowerment on presenteeism.

18	Chiang & Hsieh, 2012	413 employees	Taiwan	Perceived Organisational Support (POS), Psychological Empowerment (PE)	Not explicitly stated	Confirmatory Factor Analysis, Structural Equation Modelling	Job Performance	POS and PE positively affect Organisational Citizenship Behaviour (OCB), which in turn influences Job Performance. POS did not have a direct positive influence on Job Performance but did through OCB. PE has both a direct and indirect positive influence on Job Performance through OCB.
19	Choo, 2017	166 employees	Malaysia	Colleague support and role clarity	Not specified	Partial least squares approach	Work engagement	Colleague support was not significantly related to work engagement, but role clarity enhanced it.
20	Cizreliogullari et al., 2020	211 employees	North Cyprus.	Job demands and resources are indirectly addressed through workplace ostracism and emotional exhaustion.	Conservation of Resources Theory.	Utilised Microsoft Excel, SPSS, and AMOS for structural equation modelling.	The effect of emotional exhaustion on workplace ostracism and job insecurity.	Emotional exhaustion increases the negative effects on job insecurity and workplace ostracism over time. The study establishes a relationship between workplace ostracism, job insecurity, and emotional exhaustion in the context of North Cyprus's hotel industry.
21	Cleveland et al., 2007	Not specified (33 hotel managers, 26 spouses, 50 college seniors)	United States	Job demands: Long, irregular, and unpredictable work hours; emotional control in dealing with guests. Job resources: General manager support, coworker support, flexibility in scheduling.	Focuses on work stress, burnout, and work-family conflict.	Qualitative analysis using NVIVO 3.0 software for coding and thematic analysis. Quantitative scales for job demand, decision-making latitude, and role strain.	Work-related stress, work-family conflict, turnover intentions.	1. Long and unpredictable hours are major stressors for hotel managers and their families. 2. Emotional control required in customer service is stressful. 3. Support from the general manager, coworkers, and workplace flexibility can reduce stress.
22	Correia Leal & Ferreira, 2020	581 employees	Portugal	Not specifically addressed in the paper; the focus is on employee sickness and ethnicity in the hospitality industry.	The study draws on social identity theory (SIT) and concepts of customer loyalty and positive word of mouth (WOM).	Quasi-experimental method with self-report questionnaires.	Customer brand loyalty and positive WOM as influenced by employee sickness and ethnicity.	When hospitality employees appear sick, customers have weaker recommendation and return intentions. Ethnic dissimilarity did not significantly affect these intentions. Presenteeism can negatively affect perceptions of service quality and brand image.

23	Darvishmotevali et al., 2017	288 employees	North Cyprus	Job insecurity, psychological strains (anxiety, emotional exhaustion), and psychological leverages (supervisor support, intrinsic motivation)	Job Demand-Resource and Conservation of Resource theories	Structural equation modelling and hierarchical multiple regression	Job performance	Job insecurity mitigates job performance, anxiety mediates the effect of job insecurity on job performance, and supervisor support and intrinsic motivation play crucial roles as delimiters against the negative effect of job insecurity on job performance.
24	Elbaz et al., 2020	788 employees	Egypt	Work–leisure conflict, emotional exhaustion, cynicism, reduced professional efficacy	Conservation of Resources Theory	Non-linear partial least squares structural equation modelling (PLS-SEM)	Employee performance	Leisure participation moderates the negative influence of work–leisure conflict on burnout and employee performance.
25	García-Buades et al., 2016	599 customers 344 employees 86 supervisors	Spain	Team engagement and climate for innovation	Interactionist approach, service organisations as open systems, focus on boundary-spanning teams	Multilevel modelling, hierarchical linear modelling (HLM)	Service performance (measured through customer evaluations of functional and relational service quality, satisfaction, and loyalty)	Climate for innovation moderates the relationship between team engagement and service performance, enhancing service quality and customer satisfaction.
26	Gom et al., 2021	162 employees	Malaysia	Transformational leadership; Cross-cultural psychological capital	Job Demands-Resources (JD-R) and Conservation of Resources (COR) theories	Partial least squares structural equation modelling (PLS-SEM)	Turnover intention	Transformational leadership positively affects cross-cultural psychological capital and negatively influences turnover intention. Cross-cultural psychological capital does not have a substantial link with turnover intention and does not act as a mediator between transformational leadership and turnover intention.
27	Grobelna, 2019	222 employees	Poland	Job demands task significance - Job resources: positive affectivity, polychronicity	Person-Job Fit theory, Job Demands-Resources model, and Job Characteristics Theory	Structural Equation Modelling (SEM)	Work engagement and job performance	- Positive affectivity and polychronicity (personality traits), and task significance (job characteristic) significantly impact work engagement. - Work engagement enhances job performance. - Task significance is the strongest driver of work engagement. - Direct relationship between polychronicity and job performance.
28	Guchait et al., 2015	284 undergraduate students	United States	Organisational support, supervisor support, coworker support, error management	Not specified	ANOVA and ANCOVA	Service recovery performance and helping behaviours	Positive effect of organisational, supervisor, and coworker support for error management on service recovery performance and helping behaviours; mediating effects of psychological safety and learning behaviours.
29	He et al., 2019	243 employees	China	HRM practices, responsible leadership	HRM and Leadership theories	Multiple linear regression analysis	Employee wellbeing and task performance	HRM and responsible leadership improve wellbeing, boosting task performance. Responsible leadership amplifies the effect of HRM on these outcomes.

30	Hofmann & Stokburger-Sauer, 2017	191 (Study 1), 121 (Study 2), 118 (Study 3)	Multinational	Emotional labour (emotional dissonance, positive emotion displays)	Emotional labour theory, commitment theory	Regression models, mediation analyses	Work-life balance perception, job satisfaction, normative commitment, affective commitment (although not included in some analyses due to lack of discriminant validity)	Emotional labour negatively affects work-life balance and job satisfaction, which in turn influence normative commitment. Job satisfaction and work-life balance act as mediators in the relationship between emotional labour and commitment.
31	Hori & Chao, 2019	312 employees	Taiwan	Examines the impact of surface acting and deep acting on employees' emotional exhaustion and subjective wellbeing.	The study is based on theories of emotional labour and wellbeing.	Structural Equation Modelling (SEM).	The focus was on emotional exhaustion and subjective wellbeing of employees.	Deep acting significantly affects emotional exhaustion, while both surface acting and deep acting positively impact subjective wellbeing. No significant relationship between surface acting and emotional exhaustion was found.
32	Hsieh et al., 2016a	195 employees	Taiwan	Investigated job demands (such as workload, emotional demands, customer service delivery) and job resources (like supervisor support, co-worker support, task autonomy) in relation to employee burnout.	The study was based on the Job Demands-Resources (JD-R) model, considering both job demands and resources as factors influencing burnout.	Partial Least Squares Structural Equation Modelling (PLS-SEM) and Ragin's Fuzzy-Set Qualitative Comparative Analysis (FsQCA)	The primary focus was on burnout among hotel frontline workers, exploring how different job demands and resources affect it.	The study found that workload and emotional labour are key factors contributing to burnout among hotel workers. It was also noted that support from supervisors and co-workers does not significantly reduce burnout, and task autonomy does not play a major role.
33	Hsieh et al., 2016b	27 employees	United States	Job demands (cleaning 10-20 rooms per shift, time pressure), job resources (support from supervisors and co-workers, coping mechanisms)	Not explicitly stated, but references to job strain model and psychosocial work factors	Qualitative analysis of in-depth interviews	Health and wellbeing of Latina hotel housekeepers	Housekeepers experienced physical strain, chemical hazards, psychosocial hazards (e.g., stress from time pressure, unfair work assignments, racial/ethnic discrimination), leading to musculoskeletal injuries and psychological issues. Coping strategies included family support and personal care methods.
34	Huang et al., 2020	267 employees	Taiwan	Abusive supervision, job crafting	Social Exchange Theory (SET) and Job Demands-Resources (JD-R) model	Process model analysis, including bootstrapping with 5000 replications	Psychological withdrawal behaviour	Abusive supervision increases psychological withdrawal behaviour; job crafting can moderate the negative effects of abusive supervision.

35	Huang et al., 2021	417 employees	China	Human capital, social capital, psychological capital	Human Capital Theory (HCT), Social Capital Theory, and theories related to Psychological Capital (PC)	Stepwise regression	Job performance	The key findings indicate that Psychological Capital (PC) is the strongest predictor of self-reported job performance among hotel employees, followed by human capital aspects like education and work experience. Interestingly, social capital dimensions did not significantly affect job performance. However, when it comes to supervisor-rated job performance, only education and work experience (human capital) showed significant effects. The study emphasizes the importance of psychological capital in the hotel industry, suggesting its role as a crucial internal resource for employees.
36	Johnson et al., 2018	231 employees	Jamaica	Focuses on customer service orientation, customer service training, and employee engagement.	Social Exchange Theory (SET) and Job Demands-Resources (JD-R) model	Structural Equation Modelling (SEM) was utilised to analyse the data.	Employee engagement	Service orientation positively affects customer service training and employee engagement. Customer service training mediates the relationship between service orientation and employee engagement.
37	Karadas & Karatepe, 2019	282 employees	Romania	High-performance work systems	Job Demands-Resources Theory, Attribution-based Framework, Conservation of Resources Theory	Bias-corrected bootstrapping analysis	Work engagement, quitting intentions, creative and extra-role performance	Psychological capital and work engagement mediate the impact of HPWS on employee outcomes
38	Karatepe & Demir, 2014	211 employees	Turkey	Core self-evaluations, work engagement	Job Demands-Resources (JD-R) model	Structural equation modelling	Work-family facilitation (WFF) and family-work facilitation (FWF)	Work engagement fully mediates the effect of core self-evaluations on work-family facilitation and family-work facilitation. Employees with positive core self-evaluations are more engaged and better at integrating work and family roles.
39	Karatepe & Ehsani, 2011	231 employees	Iran	Job demands (customer verbal aggression, perceptions of organisational politics), job resources	JD-R model	Path analysis, LISREL 8.30	Work-related depression	Disengagement fully mediates the effects of customer verbal aggression and perceptions of organisational politics on work-related depression. No support found for the mediating role of exhaustion. Disengagement leads to depression.
40	Karatepe & Olugbade, 2009	130 employees	Nigeria	Supervisor support, self-efficacy, trait competitiveness	Conservation of Resources (COR) Theory, Job Demands-Resources (JD-R) model	Path analysis	Work Engagement	Supervisor support and trait competitiveness positively influence self-efficacy; trait competitiveness enhances work engagement; supervisor support indirectly affects absorption through self-efficacy.

41	Karatepe & Olugbade, 2016	287 employees	Nigeria	High-performance work practices (selective staffing, job security, teamwork, career opportunities)	Social Exchange Theory (SET) and Job Demands-Resources (JD-R) model	Structural equation modelling (SEM), Sobel test	Absence intentions, service recovery, creative performances	Implementation of high-performance work practices enhances work engagement, leading to reduced absence intentions and improved service recovery and creative performances.
42	Karatepe & Uludag, 2007	677 employees	Northern Cyprus	Role stress (role conflict and ambiguity), Burnout (emotional exhaustion, depersonalisation, diminished personal accomplishment)	Conservation of Resources (COR) Theory	Path analysis	Job performance	Role conflict and ambiguity affect emotional exhaustion, depersonalisation, and personal accomplishment. Role ambiguity decreases, while role conflict increases job performance. Burnout dimensions have varying impacts on job performance.
43	Karatepe et al., 2010	100 employees	Iran	Coworker support, core self-evaluations	Conservation of Resources (COR) Theory, Job Demands-Resources (JD-R) model	Hierarchical multiple regression	Work engagement	Core self-evaluations partially mediate the effect of coworker support on vigour and fully mediate the effect on dedication, but not on absorption.
44	Karatepe et al., 2018	183 employees	Northern Cyprus	Job demands (challenge and hindrance stress), job resources (Management Commitment to Service Quality, Customer Orientation).	Self-Determination Theory, Conservation of Resources Theory	Maximum likelihood estimation in MPlus 7.4	Employee engagement, role performance, turnover intentions	Management commitment to service quality and customer orientation significantly impact job performance and turnover intentions through employee engagement and hindrance stress. Interaction between management commitment to service quality and customer orientation mitigates both challenge and hindrance stress.
45	Karatepe, 2010	107 employees	Albania	Work-family conflict, Family-work conflict, Work-family facilitation, Family-work facilitation, Work social support	Conservation of Resources (COR) theory	Hierarchical multiple regression analysis	Exhaustion	Both work-family conflict and family-work conflict amplify exhaustion. Work social support buffers the relationship between work-family conflict and exhaustion and strengthens the negative relationship between work-family facilitation and exhaustion. Neither work-family facilitation nor family-work facilitation is significantly related to exhaustion. Work social support moderates the effect of work-family conflict on exhaustion.
46	Karatepe, 2011	620 employees	Turkey	Perceived organisational support, job autonomy	Job Demands-Resources (JD-R) model	Confirmatory factor analysis, hierarchical multiple regression analyses	Burnout (exhaustion and disengagement)	Emotional dissonance significantly influences exhaustion and disengagement; perceived organisational support and job autonomy moderate the relationship between emotional dissonance and disengagement
47	Karatepe, 2012	212 employees	Cameroon	Job demands (e.g., workload, role stress), job resources (e.g., coworker support, supervisor support).	Job Demands-Resources (JD-R) model.	Structural Equation Modelling (SEM)	Career satisfaction, service recovery performance, job performance, creative performance.	Work engagement fully mediated the effects of coworker and supervisor support on the outcomes. The study supports the motivational process of the JD-R model in the context of hotel employees in Cameroon.

48	Karatepe, 2013a	231 employees	Iran	Organisational politics as a stressor affecting work engagement	Job Demands-Resources (JD-R) model	Structural equation modelling (SEM)	Affective organisational commitment, extra-role performance, turnover intentions	Work engagement fully mediates the effects of perceptions of organisational politics on the outcomes. The study highlights the negative impact of organisational politics on work engagement and consequent job outcomes.
49	Karatepe, 2013b	110 employees	Romania	Work overload, work-family conflict, family-work conflict	JD-R model	SEM (LISREL 8.30)	Job embeddedness, Job performance	Emotional exhaustion fully mediates the effects of work overload, work-family conflict, and family-work conflict on job embeddedness and job performance. Employees with heavy workloads and difficulty balancing work and family roles are more likely to experience emotional exhaustion, leading to lower job embeddedness and poorer performance.
50	Karatepe, 2014	110 employees	Romania	Job resources (e.g., supervisor support, performance feedback), personal resources	Job Demands-Resources (JD-R) model	Confirmatory factor analysis (CFA), Structural equation modelling (SEM)	Job Performance, Service Recovery Performance, Extra-role Customer Service	Hope positively influences work engagement, which in turn impacts job performance, service recovery performance, and extra-role customer service.
51	Kim et al., 2018	327 employees	South Korea	Job crafting, perceived organisational support	Conservation of Resources (COR) theory	Descriptive statistics, confirmatory factor analysis, Structural equation modelling (SEM)	Job satisfaction	Perceived organisational support triggers employees' job crafting. Task crafting leads to relational and cognitive crafting. Relational and cognitive crafting increases employees' fit with the organisation, positively associated with job satisfaction. Task crafting does not directly increase fit with the organisation. Relational crafting has a stronger effect on person-organisation fit than cognitive crafting.
52	Kim, 2019	308 employees	South Korea	High-commitment HRM, Workplace Happiness, Mental Health	Social Exchange Theory, Signal Theory, Broaden-and-Build Theory	Multiple Regression Analysis	Job Engagement	High-commitment HRM positively affects employees' happiness, mental health, and job engagement. Workplace happiness and mental health partially mediate the relationship between high-commitment HRM and job engagement.
53	Ko & Lin, 2016	236 employees	Taiwan	Workload, Autonomy, Personality Traits (Five-Factors Model: Neuroticism, Extraversion, Conscientiousness, Agreeableness, Openness to Experience)	Five-Factors Model	Hierarchical regression analyses	Job Burnout (emotional exhaustion, cynicism, and professional efficacy)	Agreeableness and conscientiousness were significant predictors of cynicism and professional efficacy. Extraversion and neuroticism significantly influenced exhaustion. Openness to experience had no significant effect on job burnout. Workload and autonomy also had significant impacts on job burnout dimensions.

54	Koo et al., 2019	307 employees	South Korea	Emotional and material rewards; job demands and resources not explicitly mentioned	The theoretical framework in this study investigates how emotional and material rewards impact job satisfaction and burnout	Multiple regression analysis	Job satisfaction, burnout, affective commitment, job performance, turnover intention	Emotional and material rewards influence job satisfaction, burnout, affective commitment, job performance, and turnover intention
55	Lee & Eissenstat, 2018	1,997 employees	Multinational	Job demands (e.g., career development opportunities), Job resources (e.g., perceived supervisor support, career identity)	Job Demands – Resources (JD-R) Model	Latent mean analysis and multigroup analysis	Work engagement, career commitment, career satisfaction	Career identity and perceived supervisor support positively associated with work engagement; no significant gender differences in the structural relationships among research variables.
56	Lee & Madera, 2019	Study 1: 140 managers; Study 2: 171 student's employees	United States	Emotional labour strategies (surface and deep acting)	Emotional labour theory; Job Demands – Resources (JD-R) Model	Multivariate analysis, mediation models using Hayes's SPSS PROCESS macro	Engagement and Stress	Surface acting related to stress and negatively impacted engagement; deep acting linked to lower stress and higher engagement; emotional displays mediate these relations.
57	Lee & Ok, 2015	394 employees	United States	Employee engagement, Core self-evaluations, psychological climate, Job demands–resources model	Kahn's theory of three psychological conditions and Job Demands – Resources (JD-R) Model	Hierarchical multiple regression analysis	Employee engagement	Employee evaluations of self (i.e., core self-evaluations) and perceptions of organisational work environment (i.e., psychological climate) significantly affect employee engagement.
58	Lee & Ravichandran, 2019	367 employees	United States	Perceived job control, commitment, wellbeing, job performance	Positive organisational behaviour literature and control theory	Confirmatory factor analysis (CFA) and structural equation modelling (SEM)	Job performance	Positive role of employees' job control perceptions on work-related responses
59	Lee et al., 2017	280 employees and 65 supervisors	South Korea	Job satisfaction, organisational commitment, and job performance; specific job demands and resources not detailed	The study investigates the impact of work status on employees' attitudes and behaviours, including job satisfaction, organisational commitment, and job performance	Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM)	Job satisfaction, organisational commitment, job performance, and the gap between supervisors' and employees' perceptions	1. Nonstandard employees expressed higher job satisfaction and organisational commitment but lower self-rated job performance than standard employees. 2. Work status did not significantly moderate the relationship between job satisfaction, organisational commitment, and job performance. 3. Supervisors perceived nonstandard employees to have poorer job attitudes and lower job performance compared to standard employees.
60	Lee, 2014	357 employees	South Korea	Sense of calling and knowledge sharing	Self-Determination Theory (SDT)	Confirmatory factor analysis and Structural equation modelling (SEM)	Career satisfaction	Sense of calling positively influences career satisfaction, and knowledge sharing acts as a mediator between sense of calling and career satisfaction.

61	Lei et al., 2021	560 employees	China	Competency development, empowering leadership, employee-organisation relationship, psychological flexibility	Job-Demand Resources theory	Partial Least Square-Structural Equation Modelling (PLS-SEM)	Employee career success	The interplays of competency development and empowering leadership significantly enhance the employee-organisation relationship and career success. Empowering leadership also affects the competency development of employees. Psychological flexibility plays a critical role in moderating the relationship between competency development, empowering leadership, and career success.
62	Liu & Liu, 2012	344 employees	Taiwan	Job Demands (work overload), Job Resources (belongingness, job satisfaction)	Job Characteristics Model (JCM) and Job Demand-Control (JDC) Model	Hierarchical regression analysis	Employees' wellbeing (belongingness, job satisfaction, work overload, work stress)	Quality Management practices positively impact employees' belongingness and job satisfaction, and negatively impact work overload and stress.
63	Loi et al., 2016	258 employees	China	Emotional job demands, proactive personality, team potency	Job Demands-Resources (JD-R) model	Hierarchical Linear Modelling (HLM)	Intention to quit	Emotional job demands positively related to employees' intention to quit. Proactive personality moderates this relationship, being a protective factor especially in teams with low potency. Team potency also acts as a buffer in the face of high emotional job demands.
64	Lu et al., 2016	638 employees and 221 supervisors	Multinational	Work engagement (vigour, dedication, absorption), job satisfaction, turnover intentions.	Career adaptability theory.	One-way ANCOVA, hierarchical regression analyses	Differences in work engagement, job satisfaction, and turnover intentions between supervisors and line-level employees.	Supervisors showed higher work engagement and lower turnover intentions than line-level employees, no significant difference in job satisfaction across positions. Position moderated the relationship between some engagement dimensions and job satisfaction/turnover intentions.
65	Luo et al., 2021	304 employees	China	Job demands (dealing with dynamic, complex, and unpredictable environments). Job resources (psychological capital (self-efficacy, hope, optimism, resilience) and social capital (trust, network, cognition).	Self-determination theory, Conservation of resources theory	Path analysis, Confirmatory factor analysis	Adaptive performance in the lodging industry, encompassing stress and crisis management, creative problem-solving, interpersonal, and multicultural adaptability, and new knowledge acquisition.	The study found that psychological capital positively affects adaptive performance in hotel employees. Social capital partially mediates the relationship between psychological capital and adaptive performance, indicating its significant role in enhancing adaptive capabilities in dynamic work environments.
66	Luu, 2021	825 employees and 128 managers	Vietnam	Job demands and resources, including socially responsible human resource (SRHR) practices	Conservation of Resources (COR) Theory	Structural equation modeling (SEM)	Employee outcomes (work meaningfulness and job strain)	Positive impact of SRHR practices on work meaningfulness and negative impact on job strain, mediated by job crafting and moderated by authentic leadership.

67	Mansour & Tremblay, 2018	258 employees	Canada	Work family conflict (WFC), Family work conflict (FWC), Job stress, Burnout	Role theory - Spillover and compensation or segmentation theories - Conservation of Resources (COR) theory	Confirmatory Factor Analysis (CFA), Path Analysis	- Job stress - Burnout - Intention to leave	The need for family-friendly practices moderates the relationship between WFC/FWC, job stress, burnout, and intention to leave. - Perceptions of needing childcare moderate the relationship between FWC, job stress, and burnout. - Need for compressed workweek and part-time work is linked to more stress related to WFC/FWC. - Availability of family-friendly practices can help reduce work-family interference, job stress, burnout, and therefore, intention to leave.
68	McNamara et al., 2011	150 employees	Australia	Precarious/temporary work, working hours, work-life conflict	Job Strain model and Effort/Reward Imbalance model	PLS-SEM	Job security, working hours control, work-life conflict, interpersonal stress, health (GHQ-12)	The study found that precarious employment is linked to lower control over working hours, higher work-life conflict, and adverse health outcomes. It suggests that employment status (permanent vs. temporary) significantly affects these outcomes, with temporary workers experiencing more negative effects.
69	Naderiadib et al., 2021	185 employees	Northern Cyprus	Perceived employability, job insecurity	Job Demands-Resources (JD-R) model	Structural equation modelling (SEM)	Work engagement	Perceived employability positively influences work engagement; job insecurity moderates this relationship negatively.
70	O'Neill & Davis, 2011	164 managers and employees	United States	Interpersonal tensions at work, overloads (e.g., technology issues), employee/coworker stressors.	Based on the Job Strain Model by Karasek.	Analysis of daily stressors, independent group t-tests, and regression analyses.	Work stressors and their impact on physical health symptoms, job satisfaction, and turnover.	Hotel managers reported more stressors than hourly employees; more stressors linked to negative physical health symptoms, lower job satisfaction, and greater turnover intentions; no significant gender or marital status differences in stressors.
71	Onsøyen et al., 2009	46 employees	Norway	Working under time pressure, close supervision, undervalued at work, not involved in decision making	Organisational behaviour and human resource management theories.	Focus group interviews, thematic analysis	Working conditions and experiences of room-attendants	The work of room-attendants was physically demanding but overshadowed by issues like time pressure, close supervision, feeling undervalued, and lack of involvement in decision-making. These factors contributed to a strained work environment, potentially affecting employee wellbeing and efficiency.
72	Paek et al., 2015	312 employees	South Korea	Psychological capital	Conservation of Resources Theory, Job Demands-Resources Model	Structural equation modelling (SEM)	Work engagement, job satisfaction, affective organisational commitment	Work engagement partially mediates the impact of PsyCap on job satisfaction and affective organisational commitment

73	Park et al., 2019	116 employees	China	Job demands, daily job stress, coworker trust	Job Demands-Resources (JD-R) model and Conservation of Resources (COR) theory	Hierarchical Linear Modelling (HLM)	Daily burnout, daily turnover intention	Job demands and daily job stress are significant predictors of daily burnout and daily turnover intention. Coworker trust moderates the negative effect of daily job stress on daily turnover intention, but not on daily burnout.
74	Poulston, 2008	534 employees	New Zealand	Unfair, unethical, and illegal practices in hospitality workplaces, including pay issues, long working hours, inadequate breaks, roster changes, and abuse of position by managers.	Herzberg's (1959) two-factor theory focusing on hygiene factors and motivation.	Qualitative content analysis of questionnaire responses.	Employee views on workplace conditions, particularly dissatisfaction with hygiene factors.	Widespread dissatisfaction with hygiene factors in the hospitality industry, likely leading to poor motivation, dissatisfaction, and high staff turnover. Key issues include poor pay, long hours, inadequate breaks, and poor management practices.
75	Radic et al., 2020	353 employees	United States	Job demands and resources	Job Demands-Resources (JD-R) model	Path analysis	Work engagement and wellbeing	Job resources positively influence work engagement more than wellbeing. Job demands have a moderate negative effect on wellbeing but not on work engagement.
76	Rigg et al., 2014	290 employees	Jamaica	Job demands (engagement levels in different departments, high vs. low guest contact areas). Job resources (employee engagement programs)	Engagement defined per Schaufeli et al. (2002)	Independent sample t-test. One-way ANOVA	Employee Engagement (measured by the Utrecht Work Engagement Scale)	Age and department showed significant differences in engagement levels. Older employees (42 years and above) and younger employees (18-25 years old) were more engaged compared to middle-aged groups. Departments like HR, Front Office, and Sales and Marketing showed higher engagement levels than others, like accounting.
77	Russell, 2017	22 employees	United States	Focus on employee wellness, including perceptions of wellness and workplace influences	Human needs theory and a wellness model	Qualitative analysis using focus group methodology and thematic coding	Employee perceptions of wellness and workplace influences	Wellness perceived as multidimensional; supportive work environments, including compassionate and fair superiors, peer support, and personal wellness strategies, are significant for employee wellness.
78	Singh, 2020	35 employees	India	Job demands (overburdening workload, job security), Job resources (support in technology, management empathy)	Job Demand-Resource Model	Semi-structured interviews, Thematic analysis using Nvivo12	Employee Wellbeing, Employee Engagement, Organisational Success	1. Importance of self-preservation and financial stability for employee loyalty. 2. Mindfulness and meditation improve mental health and work performance. 3. Organisational success during a pandemic relies on a purpose-driven culture and CSR activities. Impact of remote working on emotional experience, mental wellbeing, financial security, and support from organisations.
79	Wang & Chen, 2020	312 employees	Taiwan	Coworker incivility, customer incivility, work engagement, and job performance	Job Demands-Resources (JD-R) model	Structural equation modelling (SEM)	Work engagement and job performance	Coworker and customer incivility reduce work engagement and job performance, with coworker incivility having a greater effect. Work engagement positively affects job performance.

80	Wang & Tseng, 2019	520 employees	Taiwan	Job Demands: Emotional Labor. Job Resources: Perceived Organisational Support, Self-Efficacy	Conservation of Resources (COR) Theory and Job Demands–Resources (JD-R) Model	Structural Equation Modelling, ANOVA, Sobel Test	Service Quality	Work engagement was found to be a significant mediator in the relationship between emotional labour, perceived organisational support, self-efficacy, and service quality. High levels of work engagement among employees led to better service quality in the hospitality sector.
81	Wu et al., 2021	325 employees	China	Job demands and resources, employee voice in performance evaluation	Procedural justice theory, social exchange theory	SPSS and AMOS tools	Work engagement of employees	Employee voice in performance evaluation positively affects work engagement and evaluation satisfaction. Performance evaluation satisfaction partially mediates the relationship between employee voice and work engagement.
82	Xu et al., 2015	305 employees	Ecuador	Abusive supervision, Co-worker emotional and instrumental support	Unfolding Model of Turnover, Organisational Support Theory	Confirmatory factor analysis, Linear regression	Turnover Intentions	Abusive supervision positively relates to turnover intentions. Abusive supervision's impact on turnover intentions is greater than co-worker support. The relationship between abusive supervision and turnover intentions is mediated by Perceived Organisational Support (POS). Emotional support from coworkers can buffer the negative effects of abusive supervision on POS.
83	Yang, 2010	671 employees	Taiwan	Role stress, burnout, socialisation, work autonomy	Theories from organisational behaviour and psychology were used to construct a model.	Descriptive analysis, reliability, validity, correlation analyses, confirmatory factor analysis,	Job satisfaction, organisational effectiveness	Role conflict, burnout, socialisation, and work autonomy significantly predicted job satisfaction, which in turn contributed to psychological outcomes in terms of organisational effectiveness .
84	Yavas et al., 2010	723 employees	Turkey	Organisational support mechanisms (training, empowerment, supervisory support) and personality traits (intrinsic motivation, trait competitiveness, self-efficacy)	Framework focuses on the influence of organisational support and personality traits on performance	Discriminant analysis models	Service recovery and job performance	Organisational support is more effective in differentiating high- and low-performing employees in service recovery performance, while job performance is more influenced by personality traits.

Appendix C: CASP CHECKLIST

A checklist based on the Critical Appraisal Skills Programme (CASP) guidelines was used to evaluate the quality of both quantitative and qualitative studies. CASP provided a structured framework for assessing the research methodology and findings. The checklist covered various aspects of research, including the research objectives and questions, appropriateness of the study design, selection and representation of the sample, ethical considerations, methods of data collection, bias and confounding factors, rigor of data analysis, clarity and consistency of findings, conclusions and implications, validity and reliability/trustworthiness, statistical and qualitative analysis, generalizability/transferability, contribution to existing knowledge, and transparency in reporting.

1. Are the objectives and research questions of the study clearly defined and relevant?
2. Is the study design (whether qualitative, quantitative, or mixed-methods) appropriate to address the research objectives?
3. Was the sample selection method suitable for the study's design and objectives? Is the sample representative of the population being studied?
4. Were ethical considerations and participant consent adequately addressed?
5. Were the methods of data collection appropriate, clearly described, and applied consistently?
6. Have potential biases and confounding factors been identified and appropriately managed?
7. Was the data analysis process rigorous, systematic, and appropriate for the type of data collected?
8. Are the findings clearly presented, consistent with the data, and logically derived from the analysis?
9. Do the conclusions logically follow from the findings, and are the implications of the research clearly outlined and relevant to the research questions?
10. For quantitative studies, are the validity and reliability of the results addressed? For qualitative studies, is the trustworthiness (credibility, transferability, dependability, confirmability) of the findings established?
11. For quantitative studies, were statistical methods appropriately used? For qualitative studies, were themes and patterns identified in a systematic manner?
12. Can the results be generalized to other populations or settings in quantitative studies? In qualitative studies, is there a discussion on the transferability of the findings?
13. Does the study contribute new insights or understanding to the existing body of knowledge?
14. Is the reporting of the methodology, data collection, analysis, and findings transparent and thorough?

Derived from: Critical Appraisal Skills Programme (2021). CASP (Randomised Controlled Trial and Qualitative checklist).

Appendix D: CASP critical appraisal of studies included in this review

	Author/s	CASP criterion														Total Score
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	
1	Alfes et al., 2012	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
2	Anasori et al., 2021	2	2	2	2	2	1	2	2	2	1	2	2	2	2	26
3	Ariza-Montes et al., 2017	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
4	Ariza-Montes et al., 2019	2	2	2	2	2	2	2	2	2	2	2	2	2	1	27
5	Arjona-Fuentes et al., 2019	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
6	Arslaner & Boylu, 2017	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
7	Babakus et al., 2008	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
8	Babakus et al., 2017	2	2	2	2	2	2	2	2	2	2	2	2	2	1	27
9	Bani-Melhem et al., 2020	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
10	Bhardwaj & Kalia, 2021	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
11	Boukis et al., 2019	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
12	Burke et al., 2019	2	1	2	2	2	2	2	2	2	1	2	2	2	2	26
13	Chela-Alvarez et al., 2020	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
14	Cheng & Chen, 2017	2	2	2	2	2	2	2	2	1	2	2	2	2	2	27
15	Cheng & O-Yang, 2018	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
16	Chi & Wang, 2016	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
17	Chia & Chu, 2017	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
18	Chiang & Hsieh, 2012	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
19	Choo, 2017	2	2	2	2	2	2	2	2	2	2	2	1	2	2	27
20	Cizreliogullari et al., 2020	2	2	2	2	2	2	2	2	2	2	2	1	2	2	27
21	Cleveland et al., 2007	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
22	Correia Leal & Ferreira, 2020	2	2	2	2	2	2	2	2	2	2	2	1	2	2	27
23	Darvishmotevali et al., 2017	2	2	2	2	2	2	2	2	2	2	2	1	2	2	27
24	Elbaz et al., 2020	2	1	2	2	2	2	1	2	2	2	2	1	2	2	25
25	García-Buades et al., 2016	2	2	2	2	2	2	2	2	2	2	1	2	2	2	27
26	Gom et al., 2021	2	2	2	2	2	2	2	2	2	2	2	1	2	2	27
27	Grobelna, 2019	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
28	Guchait et al., 2015	2	2	2	2	2	2	1	2	2	2	2	2	2	2	27

29	He et al., 2019	2	2	2	2	2	2	2	2	2	2	2	2	2	28
30	Hofmann & Stokburger-Sauer, 2017	2	2	2	2	2	2	2	2	2	2	2	2	2	28
31	Hori & Chao, 2019	2	2	2	2	2	2	2	2	2	2	2	2	2	28
32	Hsieh et al., 2016	2	2	2	2	2	2	2	2	2	2	2	2	2	28
33	Hsieh et al., 2016	2	2	2	2	2	2	2	2	2	2	2	2	2	28
34	Huang et al., 2020a	2	2	2	2	2	1	2	1	2	2	2	2	2	26
35	Huang et al., 2020b	2	2	2	2	2	2	2	2	2	2	2	2	2	28
36	Johnson et al., 2018	2	2	2	2	2	2	2	2	2	2	2	2	2	28
37	Karadas & Karatepe, 2019	2	2	2	2	2	2	2	2	2	2	2	2	2	28
38	Karatepe & Demir, 2014	2	2	2	2	2	2	1	2	2	2	2	2	2	27
39	Karatepe & Ehsani, 2011	2	2	2	2	2	2	2	2	2	2	2	2	2	28
40	Karatepe & Olugbade, 2009	2	2	2	2	2	2	2	2	2	2	2	2	2	28
41	Karatepe & Olugbade, 2016	2	2	2	2	2	2	2	2	2	2	2	2	2	28
42	Karatepe & Uludag, 2007	2	2	2	2	2	2	2	2	2	2	2	2	2	28
43	Karatepe et al., 2010	2	2	2	2	2	1	2	2	2	2	2	2	2	27
44	Karatepe et al., 2018	2	2	2	2	2	1	2	2	2	1	2	2	2	26
45	Karatepe, 2010	2	2	2	2	2	1	2	2	2	2	2	2	2	27
46	Karatepe, 2011	2	2	2	2	2	2	2	2	2	1	2	2	2	27
47	Karatepe, 2012	2	2	2	2	2	2	2	2	2	1	2	2	2	26
48	Karatepe, 2013a	2	2	2	2	2	2	2	2	2	2	2	2	2	28
49	Karatepe, 2013b	2	2	2	2	2	2	2	2	2	1	2	2	2	27
50	Karatepe, 2014	2	2	2	2	2	2	2	2	2	2	2	2	2	28
51	Kim et al., 2018	2	2	2	2	2	2	2	2	2	1	2	2	2	27
52	Kim, 2018	2	2	2	2	2	2	2	2	2	1	2	2	2	27
53	Ko & Lin, 2016	2	2	2	2	2	2	2	2	1	2	2	2	2	27
54	Koo et al., 2019	2	2	2	2	2	2	2	2	2	1	2	2	2	27
55	Lee & Eissenstat, 2018	2	2	2	2	2	2	2	2	2	1	2	2	2	26
56	Lee & Madera, 2019	2	2	2	1	2	2	1	2	2	1	2	2	2	25
57	Lee & Ok, 2015	2	2	2	2	2	2	2	2	2	1	2	2	2	27
58	Lee & Ravichandran, 2019	2	2	2	2	2	2	2	2	2	1	2	2	2	27
59	Lee et al., 2017	2	2	2	2	2	2	2	2	2	1	2	2	2	27

60	Lee, 2014	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
61	Lei et al., 2021	2	2	2	2	2	2	2	2	1	2	2	2	2	2	27
62	Liu & Liu, 2012	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27
63	Loi et al., 2016	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
64	Lu et al., 2016	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
65	Luo et al., 2021	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
66	Luu, 2021	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
67	Mansour & Tremblay, 2018	2	2	2	2	2	1	2	2	2	1	2	2	2	2	26
68	McNamara et al., 2011	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
69	Naderiadib et al., 2021	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
70	O'Neill & Davis, 2011	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
71	Onsøyen et al., 2009	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
72	Paek et al., 2015	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
73	Park et al., 2020	2	2	2	2	1	2	2	2	2	2	2	2	2	2	27
74	Poulston, 2009	2	2	2	2	2	1	2	2	2	2	2	2	2	2	27
75	Radic et al., 2020	2	2	2	2	2	2	2	1	2	2	2	1	2	2	26
76	Rigg et al., 2013	2	2	2	2	2	2	2	1	2	1	2	2	2	2	26
77	Russell, 2017	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
78	Singh et al., 2021	2	2	2	2	2	2	2	1	2	2	2	2	2	2	27
79	Wang & Chen, 2020	2	2	2	2	2	2	2	1	2	2	2	2	2	2	27
80	Wang & Tseng, 2019	2	2	2	2	2	2	2	1	2	2	2	2	2	2	27
81	Wu et al., 2021	2	2	2	2	2	2	1	2	2	2	2	2	2	2	27
82	Xu et al., 2015	2	2	2	2	2	2	2	1	2	2	2	2	2	2	27
83	Yang, 2010	2	2	2	2	2	2	2	2	2	2	2	2	2	2	28
84	Yavas et al., 2010	2	2	2	2	2	2	2	2	1	2	2	2	2	2	27

CASP critical score: a) Criterion is completely met = 2; b) criterion is partially met = 1; c) criterion not applicable, not met, or not mentioned = 0; Total score: 28 = high quality; 20–23 moderate quality; ≤ 19 low quality

Appendix E: Data Extraction Form

Study Information	
Article Name:	
Article Authors:	
Reviewer:	
Date Examined:	

Study Background	
Country:	
Research Question:	
Study Design:	
Predictor Variable:	
Outcome Measure:	
Mediating Variable (if applicable):	
Theoretical Framework: (e.g., JDCS, ERI, JDR)	

Sample	
Sample Size:	
Recruitment/Sampling Method:	
Participants from More Than One Site:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Response Rate:	

Measures	
Construct Measurement Method/Instrument Name:	
Self-report: (Yes/No)	
Internal Reliability:	

Findings	
Predictor:	
Dependent:	
Effect Size:	
n: (Sample Size for This Finding)	
Other Findings:	

Limitations of Study

Appendix F: Interview schedule

Interview Protocol

Introduction and information for the participant (to be stated before the interview)

Thank you for agreeing to take part in this research. My name is Saurabh Kailash Jain. I am conducting this interview as part of my research project to explore job engagement and well-being within the hospitality industry (HORECA sector) for sustained organisational performance. My research project focuses on the understanding how job engagement can affect workplace productivity and general well-being, with a particular interest in understanding the relationship between job demands, job resources, engagement, and employee wellbeing. I will be glad to answer any questions you may have about what I have explained. Thank you for agreeing to participate in the study.

Job Demands, Resources and Well-being:

1. What aspects of your job do you find most rewarding?
2. What aspects of your job do you find most challenging/demanding and why?
3. What impact do you think your work has on your well-being?
4. What factors do you think contributed to your current state of well-being?
5. What work related support, are you currently receiving in the workplace and from whom?
(Follow up - if no support being received: What support would you have liked to receive in the workplace that you are currently not getting?)
6. What happens in the workplace that helps you to cope better when there is a lot expected of you?
7. What other resources can you rely upon in your job?

Engagement:

1. How engaged do you feel at work? In what ways?
2. What is your organisation currently doing to improve employee engagement? How are these steps working in improving your/employee engagement?
3. What do you think needs to be done to improve employee engagement in your organisation?
4. Which workplace factors make it easier for you to be engaged?
5. Why do you feel you are an important and contributing part of the organisation?

6. Can you give me some examples of how you have used and implemented your initiative at work?
7. What response did you get for showing initiative?
8. Please elaborate on those occasions when you have experienced a feeling of inspiration or passion for your work / at your work?
9. Can you give me an example when you felt fully immersed in your work, such that time flew by?

General questions to Managers:

1. What are the expectations of your role as a manager?
2. What do you feel your staff expect from you as a manager?
3. How would you characterise a supportive manager?
4. What are the measures that your hotel has developed to reduce the turnover of employees who show outstanding performance?
5. Why does the employee turnover rate remain at a high level in hotels in the UK?

Appendix G: Ethics Approval



DPAP Committee : 11/01/2021

Supervisor: Dr Angeli Santos

Applicant: Saurabh Jain

Project ID : 1686

Project : Managing employee engagement and well-being: A qualitative study exploring job engagement and well-being within the hospitality sector, comparing employee and manager perspectives

Dear Saurabh,

A favourable opinion is given to the above named study on the understanding that the applicants conduct their research as described in the above numbered application. Applicants need to adhere to all conditions under which the ethical approval has been granted and use only materials and documentation that have been approved.

If you need to make any changes (for example to the date or place of data collection, or measures used), an Amendment Form should be submitted. This can be done by the Supervisor in 'Create Sub Form' in the Actions Menu on the left hand side of the page on the on-line system: Select 'Amendment Form'

Yours



Professor David Daley

Co-Chair DPAP Ethics Subcommittee



Professor Amanda Griffiths

Co-Chair DPAP Ethics Subcommittee

Appendix H: Participant Information Sheet

PARTICIPANT INFORMATION

STUDENT RESEARCH PROJECT ETHICS REVIEW

Division of Psychiatry & Applied Psychology

Project Title: A qualitative study exploring job engagement and wellbeing within the hospitality sector, comparing employee and manager perspectives.

Researcher/Student: Saurabh Kailash Jain saurabh.jain@nottingham.ac.uk

Supervisor/Chief Investigator: Dr. Angeli Santos angeli.santos@nottingham.ac.uk

Ethics Reference Number: 1686

My name is Saurabh Kailash Jain. I am a doctoral student at the University of Nottingham's Division of Psychiatry and Applied Psychology. I would like to invite you to take part in my doctoral research study (PhD) exploring job engagement and wellbeing within the hospitality industry hospitality sector, comparing employee and manager perspectives. Before you begin, I would like you to understand why the research is being done and what it involves for you.

What is the purpose of this study?

The purpose of the study is to examine the perspectives of manager and employees within a sample of hotels in the UK, to identify what you feel is important to improve work engagement and wellbeing to improve organisation performance and productivity and identify the issues that are faced in implementing good human resource practices.

The information you provide me will help me to develop further recommendations, guidance for better practice and for subsequent implementation.

Why have I been invited?

You have been invited because you work or have worked in the hospitality sector and you have been identified as someone who has the relevant work experience that will be helpful and beneficial to my research.

I will be interviewing a range of people between 30 and 35 in total (15 to 17 employees and 15 to 16 managers) who have worked in the hospitality industry with varied work experience ranging from employees to manager.

Do I have to take part?

It is up to you to decide whether or not to take part. And you may change your mind about being involved at any time or decline to discuss a particular question. You are free to withdraw at any point before or during the study without giving a reason. If you do decide to take part,

you will be given this information sheet to keep and be asked to sign a consent form sent you via an email for you to sign and return before the interview.

What will I be asked to do?

If you choose to take part, you will be asked to answer a few questions regarding the research aims and objectives. The time it takes for an interview varies, depending on how much you have to say, but most interviews will last between 30 to 45 minutes. To facilitate note taking, I will be recording the session because I do not want to miss any of your comments. Because we are on tape, please be sure to speak up so that we do not miss your comments. All responses will be kept confidential. The digital recording and the typed-up record (transcript) will be identified only by the assigned code number. That means, only I and my supervisors will have access to the recordings without identifiable markers and any contact details provided for this research or used exclusively for this interview will be destroyed immediately after use.

Carefully go through the consent form and sign if you are pleased to carry on participating in this interview. My intention is to ask you some questions on the telephone or via Skype or Facetime (whichever is most convenient for you). This interview is planned to last no longer than 45 minutes. During this time, I have several questions that I would like to cover. If time beings to run short, we can reschedule a second meeting and complete our outlined questions, if acceptable. Be aware that, you do not have to answer or talk about anything you are not comfortable with and you may stop the recording at any time and carry on without being on tape or end the interview at any time.

What will happen to the information I provide?

Anyone who volunteers to participate in this research will remain entirely anonymous in my report, as will their place of work. They will be known, for example, as 'Person A' who works in 'Place B'. The anonymised transcripts will be uploaded into a password-protected hard disk. There is a possibility that this research could be used in a further report or publication. I may like to quote what you say in a report or a publication. I will make sure that your anonymity is protected. But if you do not wish us to do so, please let me know.

All data will be collected and stored in accordance with the University's Code of Conduct and Research Ethics and data protection regulations. At the end of the project, all raw data will be kept securely by the University for 7 years under the terms of its data protection policy after which it will be disposed of securely. The data will not be kept elsewhere.

If you have any questions or concerns, please do not hesitate to ask. We can be contacted before and after your participation at the above addresses.

Are there any possible disadvantages or risks in taking part?

No, there is no disadvantage in participating in this study. But if you have any concern about any aspect of this study, or feel distress during or after the interview, please do let me know. There are no known risks associated with this research study; however, as with any online related activity the risk of a breach is always possible. But everything possible will be done to ensure your answers in this study will remain anonymous.

Data Protection

I will follow ethical and legal practice and all information will be handled in confidence. Under UK Data Protection laws the University is the Data Controller (legally responsible for the data security) and the Chief Investigator of this study (named above) is the Data Custodian (manages access to the data). This means we are responsible for looking after your information and using it properly. Your rights to access, change or move your information are limited as we need to manage your information in specific ways to comply with certain laws and for the research to be reliable and accurate. To safeguard your rights we will use the minimum personally – identifiable information possible.

You can find out more about how we use your information and to read our privacy notice at: <https://www.nottingham.ac.uk/utilities/privacy.aspx>

I would like your permission to use anonymised data in future studies. The results of the research will be written up as part of an educational qualification recognised by the University of Nottingham and may get published. A general (not individual) report will also be sent to your employing organisation if requested. Please be assured that you will not be identified in any report or publication. If you have any questions or concerns, please do not hesitate to ask. We can be contacted before and after your participation at the email addresses above.

What if there is a problem?

If you have any queries or complaints, please contact the student's supervisor/chief investigator in the first instance. If this does not resolve your query, please write to the Administrator to the Division of Psychiatry & Applied Psychology's Research Ethics Sub-Committee adrian.pantry@nottingham.ac.uk who will pass your query to the Chair of the Committee.

If you remain unhappy and wish to complain formally, you should then contact the Faculty of Medical and Health Sciences Ethics Committee Administrator, Faculty Hub, Medicine and Health Sciences, E41, E Floor, Medical School, Queen's Medical Centre Campus, Nottingham University Hospitals, Nottingham, NG7 2UH or via E-mail: FMHS-ResearchEthics@nottingham.ac.uk

Further information and contact details.

I do not expect that taking part in this study will cause any distress. If you have a concern about any aspect of this study, please do not hesitate to email the researchers who will do their best to answer your questions. The investigators of the study are Dr. Angeli Santos: angeli.santos@nottingham.ac.uk, and Saurabh Kailash Jain: saurabh.jain@nottingham.ac.uk

Appendix I: Participant Consent

STUDENT RESEARCH PROJECT ETHICS REVIEW

Division of Psychiatry & Applied Psychology

Project Title: A qualitative study exploring job engagement and wellbeing within the hospitality sector, comparing employee and manager perspectives.

Researcher/Student: Saurabh Kailash Jain saurabh.jain@nottingham.ac.uk

Supervisor/Chief Investigator: Dr. Angeli Santos angeli.santos@nottingham.ac.uk

Ethics Reference Number: 1686

- Have you read and understood the Participant Information? YES/NO
- Do you agree to take part in an interview that will be recorded about job engagement and wellbeing within the hospitality industry for sustained organisational performance YES/NO
- Do you know how to contact the researcher if you have questions about this study? YES/NO
- Do you understand that you are free to withdraw from the study without giving a reason? YES/NO
- Do you understand that once you have been interviewed it may not be technically possible to withdraw your data unless requested within two weeks? YES/NO
- Do you give permission for your data from this study to be shared with other researchers in the future provided that your anonymity is protected? YES/NO
- Do you understand that non-identifiable data from this study including quotations might be used in academic research reports or publications. YES/NO
- I confirm that I am 18 years old or over YES/NO
- If you would like a summary of the research findings, please insert your email address here

Name (in capitals)

By ticking the button below, I indicate that I understand what the study involves, and I agree to take part. I consent to take part in this research study ☐ Yes

Please indicate a date and time suitable for the interview:

Date:.....

Time:.....

Appendix J: Correlation matrix of the variables and the control variables

		Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Age	3.19	1.32	1																	
2	Gender	1.52	0.50	.099**	1																
3	Education	4.25	1.35	-.096**	-0.022	1															
4	Employment	1.75	0.41	.044*	-.121**	0.013	1														
5	Contract	2.74	2.07	.071**	-.157**	-0.027	-0.019	1													
6	Tenure	5.67	7.22	.517**	0.039	-.114**	.117**	.097**	1												
7	Job Demands	33.01	9.57	-.145**	0.021	-.044*	0.02	-.093**	-.108**	1											
8	Job Resources	67.24	15.39	0.03	0.018	.045*	0.038	-.142**	0.031	-.407**	1										
9	Stress	37.85	21.05	.066**	.077**	-.065**	.056**	-0.009	.044*	.405**	-.179**	1									
10	Engagement	72.00	19.23	.075**	0.019	.063**	-0.022	0.006	0.024	-.358**	.370**	-.286**	1								
11	Health & Wellbeing	35.37	31.25	.112**	.116**	-.060**	0.039	-0.009	.085**	.289**	-.090**	.521**	-.208**	1							
12	Lack of Control	57.98	24.20	-.138**	.118**	-.117**	-.130**	-.214**	-.156**	.566**	-.339**	0.021	-.288**	0.022	1						
13	Workload	41.30	16.88	-.164**	-.067**	.061**	.072**	-.078**	-.113**	.621**	-.171**	.441**	-.192**	.269**	.069**	1					
14	Work life Imbalance	27.99	18.72	0.029	-.079**	-0.013	.190**	.186**	.071**	.497**	-.210**	.493**	-.218**	.353**	-.130**	.432**	1				
15	Bullying Violence	4.23	11.03	-.090**	.047*	0.015	0.005	-0.038	-.049*	.434**	-.214**	.207**	-.123**	.207**	.093**	.224**	.151**	1			
16	Autonomy	59.89	29.53	.190**	-.102**	.093**	.131**	.256**	.209**	-.385**	.465**	-0.032	.316**	-0.002	-.646**	-.101**	.110**	-.083**	1		
17	Reasonable Work	60.21	38.71	.062**	.081**	-.057**	.056**	-.121**	0.028	-.090**	.627**	-.074**	0.034	-0.036	.075**	-.092**	-.140**	-.143**	-.075**	1	
18	Supervisor Support	69.47	21.54	-.147**	.041*	.052*	-.123**	-.304**	-.128**	-.287**	.617**	-.202**	.328**	-.127**	-.145**	-.139**	-.283**	-.165**	.094**	.115**	1
19	Co-worker Support	78.69	18.52	-.150**	0.024	.051*	-.052*	-.295**	-.140**	-.233**	.554**	-.154**	.318**	-.076**	-.125**	-.064**	-.257**	-.124**	.054**	.082**	.559**

N = 2393

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).