Critical Review of Organizational Factors Affecting Employee Well-Being in Hotel Industry

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ABSTRACT: Employee well-being is very important to encourage positive performance, which in turn will encourage employee behavior. Employee well-being is a challenge facing the hotel industry today and the main thing to consider for the hotel industry for business sustainability. As an important industry of service industry, hotel industry has increasingly become an important part of the present stage，and the well-being of its employees is crucial to the long-term stability and development of the organization. Well-being research in the service industries, including hospitality, has been growing. Specific studies on well-being in the hotel industry in China may contribute to this trend. The well-being of hotel employees in China has been a growing concern in recent years. As the tourism industry continues to boom in the country, hotel employees are facing increasing demands and pressures in their daily work. From this point of view, through sorting out the existing relevant literature and research results, this study seeks insights into organizational factors such as organizational culture, corporate social responsibility, work-life balance, high performance work systems that may influence employee well-being in hotel industry. This research may contribute to the management and organizational studies, provides an opportunity to validate existing organizational behavior and management theories in the context of the hotel industry. The paper may offer insights that can be generalized to other service-oriented industries, providing a broader theoretical understanding applicable beyond the hotel sector. This research may enhance employees' work productivity and efficiency, service quality, customer satisfaction, employee retention rate, reputation and brand value, also may demonstrate corporate social responsibility.

KEYWORDS: Organizational Culture, Corporate Social Responsibility, Work-life Balance, High Performance Work Systems, Employee Well-being

1. INTRODUCTION

The hotel industry in China has entered a golden age in the 21st century, marked by rapid growth, fierce competition, significant tax revenue generation, and job creation, contributing to the tourism sector. According to the survey, the hotel industry creates 16.68 billion yuan of tax revenue for the national finance every year, and provides about 1.51 million employment opportunities for the society every year, which has good social effect (Peilin & Chen, 2021).

In the field of industrial management, more and more enterprise leaders have realized that the happiness index of employees has a profound impact on the relationship between enterprises and employees, and is the basic guarantee for the sustainable development of enterprises. In labor-intensive and demanding fields like hospitality, where workers are more likely to encounter stressful circumstances, employee well-being is crucial (Afshari, Hayat, Ramachandran, Bartram, & Balakrishnan, 2022; Ariza-Montes, Hern´andez-Perlines, Han, & Law, 2019; Hayat & Afshari, 2021). Businesses in the tourism and hospitality industries can only offer their clients high-quality services if their employees are loyal, content, and committed. Workers who believe that their company

values their health are better able to treat clients with the same consideration, which will improve customer satisfaction (Yang, Kim, Min, & Hernandez-Calderon, 2021).

Based on this, this paper takes employee well-being of star-rated hotels in China as the main research content, analyzes and summarizes employee well-being, in-depth studies the current situation of employee well-being of star-rated hotels in China, and starts from several dimensions of employee well-being, such as organizational culture, corporate social responsibility, high-performance work system and work-life balance. To understand the psychology and needs of employees and explore the organizational factors that affect the happiness of employees, so as to help hotel managers more effectively stimulate the work potential of employees and improve the current human resource management model of the hotel industry.

2. THEORETICAL BACKGROUND OF WELL-BEING

(1) Positive psychology perspective on well-being

As a discipline to study human well-being, positive psychology has positive significance to promote human well-being（Wu Maoying, PHILIP L.Earce，2014）. Positive Psychology is a field of study that focuses on building well-being. Well-being causes external benefits, including better health(Seligman, 2019).

Employees well-being is a term for which "everyone understands the meaning but nobody can give a precise definition" (Lyubomirs, 2001). According to Ryan and Deci (2001), there are two main philosophical stances on well-being: the first is hedonism-focused and defines well-being as the individual's subjective perception of happiness; The alternative is eudaimonism, or the realization of human potential, which views happiness as the outcome of one's own accomplishments, self-actualization, or self-positioning. The majority of recent studies on well-being have acknowledged the merits of these two opposing paradigms.

In Western studies, Employees Well-being consists of three core components: subjective well-being; workplace well-being and psychological well-being. (Kathryn and Dianne, 2009). Ryff's (1995) definition of PWB was heavily influenced by Jahoda's (1958) work. PWB includes six core well-being dimensions: self- acceptance, purpose in life, environmental mastery, positive relations with others, autonomy and personal growth. Taken together, these six dimensions ''encompass a breadth of wellness that includes positive evaluations of one's self and one's life, a sense of continued growth and development as a person, the belief that life is purposeful and meaningful, the possession of good relationships with other people, the capacity to manage one's life and the surrounding world effectively, and a sense of self-determination'' (Ryff 1989, p. 99). PWB has six dimensions: self-acceptance, positive relationships with others, environmental mastery, autonomy, personal growth, and purpose in life (Page and Vella-Brodrick, 2009).

In Chinese studies, Employees Well-being comprises three dimensions: life well-being (LWB), workplace well-being (WWB), and psychological well-being (PWB). Employee well-being includes not only physical and psychological factors, but also mental and emotional aspects(Zheng et al., 2015). Zheng et al. proposed that employee happiness includes life, work and psychological happiness, that is, Supervisors ought to be concerned about their staff members' work-life balance, family happiness, emotional well-being, personal development, and surroundings in addition to their job satisfaction, as these factors might provide a more complete picture of their happiness (Zheng et al., 2015).

(2) Seligman's Well-Being Theory

According to Seligman's new theory, achieving and pursuing any one of the following five elements—positive emotion, engagement, relationships, meaning, and accomplishment—represents well-being (which he abbreviates as PERMA) (Jayawickreme et al., 2012). The vague, yet all-encompassing term for all the good feelings is happiness. Emotions such as pride, contentment, fulfillment, satisfaction, and tranquility are associated with the past. Optimism, faith, trust, and confidence are positive feelings for the future. It is generally known that these feelings, particularly hope and optimism, can be learned and act as a depressive stressor (Seligman, 1991, 2002a). When people report being engrossed in and focused on what they are doing, it is referred to as engagement. There is no denying that positive connections have a significant positive impact on well-being. Meaning is doing something meaningful and important. Success (or achievement) is frequently sought after for its own sake, even in the absence of meaningful interactions, pleasant feelings, or beneficial relationships(Jayawickreme et al., 2012).

On the whole, Positive psychology is a field of study that has positive importance in promoting human well-being. The theory of employee well-being is mainly based on positive psychology perspective on well-being and Seligman's well-being theory.

3. ORGANIZATIONAL FACTORS IN AFFECTING EMPLOYEE WELL-BEING

3.1 The organizational culture and employee well-being

According to Schein's (1984) three-level model, organizational culture represents the behavior of all individuals of an organization, well-being is an important aspect of organizational culture research (Arslanparcasi, 2023). Positive organizational culture is associated with increased employee well-being, especially in Jordan's education sector(Alkhodary, 2023). Organizational culture has a positive and significant impact on mental health(Sun et al., 2023). Positive workplace cultures prioritize employees' well-being, effective leadership increases employee well-being and productivity (Biggadike et al., 2023). A healthy workplace culture is related with increased job satisfaction and decreased employee stress and sadness, measuring cultural well-being supportiveness can aid in improving employee emotional health (Marenus et al., 2022). The evidences above provided an understanding about the impact of organizational culture on the employee well-being. Based on the perspective of the literatures, the positive organizational culture could be affecting Employee Well-being in the positive ways.

3.2 The Association between corporate social responsibility and employee well-being

Based on a survey of 326 employees from hotel managers and front-line employees in Punjab, Pakistan, data were analyzed using Structural Equation Modeling (SEM) method. The research shows that CSR has a positive significant association with employee well-being (EWB)(Hayat & Afshari, 2022). Internal corporate social responsibility (CSR) has a favorable impact on employee well-being (Ramdhan et al., 2022). When employees cooperate with companies willing to undertake social responsibility, they will feel safe and comfortable, and the CSR environment can create a way for employees to realize their self-worth, thus promoting their happiness (Wu Dingyu, He li, 2023).Corporate social responsibility positively affects employee well-being by enhancing organizational trust, identification, well-being, and promoting innovative work practices, leading to increased creativity and job satisfaction(Quoc et al, 2023).The impact of employee-oriented CSR in the hospitality industry positively influences quality of life, indicating a potential correlation between CSR and employee well-being(Manuel et al.,2023).Corporate social responsibility enhances employee well-being by creating a peaceful environment, trust, and good management-labor relationships, leading to loyal employees and improved quality of life(Mrs., M, Sathiya er al.,2024).The evidences above provided an understanding about the impact of corporate social responsibility on the employee well-being.

3.3 The work-life balance and employee well-being

Work-life balance is a major challenge for organizations today. Poor work-life balance has a negative impact on employees' health and psychology, which suggests a significant relationship between work-life balance and employee well-being, flexible work arrangements, such as remote work and flexible hours, are important for improving work-life balance(. & Verma, 2022). Work-life balance and social skills are important predictors of employee psychological well-being, work-life balance has a significant positive relationship with employee psychological well-being, improving work-life balance and social skills benefits employees' psychological well-being(Nwanzu & Babalola, 2023). Work-life balance and job satisfaction have a significant impact on psychological well-being, effective contribution of work-life balance and job satisfaction in predicting psychological well-being is 59.8%(Septina & Soeharto, 2023). The paper states that work-life balance has a significant impact on employees' psychological well-being, work pressure does not significantly impact psychological well-being (Saraswati & Lie, 2020). The paper found that participants who worked from a combination of the workplace and home had significantly greater job and life satisfaction levels, suggesting a relationship between work-life balance and employee well-being, offering flexible working hours can improve psychological well-being(Sharkey & Caska, 2020).The evidences above provided an understanding about the impact of work-life balance on the employee well-being.

3.4 The Association between high performance work systems and employee well-being

Huselid (1995) asserts that HPWS can have an impact on employees' motivation for their jobs. so that a higher level of motivation can impact an employee's well-being(Huselid, 1995). High Performance Work System (HPWS) and social working climate have a positive effect on employee Well-being in a manufacturing company，they can be used by managers to develop a supportive work environment(Wibowo et al., 2019). High performance work systems (HPWS) directly influence employees' quality of life (QoL),

which is a measure of well-being(Dorta-Afonso et al., 2021a). HPWS positively affect employee mental health through empowerment, HPWS negatively affect employee mental health through work-role overload(Kim et al., 2023). There is a positive association between high-performance work practices (HPWPs) and employee well-being, including happiness-related and health-related outcomes(Hauff et al., 2022). High performance work systems has a significant influence on employee well-being, applying HPWS can create a harmonious working environment and boost job involvement (Tripathi & Kumar, 2023). Similarity，Babic et al pointed out high performance work systems (HPWS) have a significant relationship with employee well-being at work, HPWS leads to more enrichment and less conflict between work and family lives(Babic et al., 2019). The evidences above provided an understanding about the impact of high performance work systems on the employee well-being.

4. DISCUSSION

According the above literature, it could be best summarized that the proposed four factors do have the potential impacts on the employees' well-being. Firstly, the existing paper considers organization culture as one of the factors influencing the well-being.Hence，Western and Chinese organizational culture differences impact employee well-being (Yuan-Ho et al,2012).There are significant differences between Chinese cultural background and that of Western countries, such as collectivism and individualism, power distance, long-term orientation and short-term orientation, etc.

The United Nations Sustainable Development Goals (SDGS), adopted by UN Member States in September 2015, are primarily aimed at promoting human well-being and social-economic development. Some SDGS are closely related to employee well-being.At the same time, in the hotel industry, sustainability—the cautious use of resources so that they are not exhausted or damaged—is essential. The preservation of natural and cultural qualities that attract tourists to a destination is critical to the viability of hospitality businesses. The hospitality sector contributes significantly to the global economy while having a variety of negative effects on the environment and society. The hospitality industry has grown into a key influence in the global economy. As a result, the hospitality sectors might be considered critical industries supporting the SDGs.

Technological improvements have increased employment insecurity while also bringing flexibility, which has impacted how people balance work and family demands. Work-family conflict impacts employees' well-being in Chinese hotels, moderated by spouses' work-family conflict and gender, highlighting the importance of understanding and addressing these factors for employee welfare （Anu et al., 2024）.

In recent years, millennial employees have become an important human resource supporting the development of enterprises, which directly affects the sustainable and healthy development of enterprises. Millennial employees are described as competitive, civic-minded, open-minded on diversity, and achievement-oriented individuals who seek challenge, growth, development, a fun work life, and work-life balance (Yu, 2022). Millennial employees have unique characteristics such as being highly motivated, having limited tolerance for stressful tasks, and having high standards for their work(Hudiono & Sari, 2022). Millennials seek work-life balance, feedback, contact with leaders, and rapid growth in their careers. They prefer organizations that provide learning opportunities and challenges, which is why they frequently change jobs(Ramírez Angel, 2022). Hence, the job needs of millennial employees identified are sociability with colleagues, opportunity to grow, and work-life balance (Kemperman & Appel-Meulenbroek, R.,2019). As we enter the twenty-first century, the corporation no longer focuses on employees' knowledge, but rather on optimizing quality and function, as well as their happy work experiences. Well-being is crucial for individual work performance, employees that are happy tend to perform better at work, are more creative, and are more resilient to stress and hardship, are more productive and satisfied.

5. CONCLUSIONS

In this paper, the author found the construction of affecting employee well-being about empirical research. This review has examined the organizational factors affecting employee well-being. The organizational factors examined were organizational culture, corporate social responsibility, work-life balance and high performance work systems. They have a significant correlation to employee well-being, among which work-life balance is the most significant impact on employee well-being.

In this paper, the theoretical support of these organizational factors mainly includes positive psychology perspective on well-being and Seligman's Well-Being Theory.

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It not only provides theoretical support for employee well-being in the hotel industry, but also provides practical management strategies for enterprises to improve employee well-being and work performance. At the same time, this paper provides the research direction for optimizing hotel staff management, enhancing enterprise competitiveness and promoting the development of the hotel industry.

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