



Well-being of hospitality employees: A systematic literature review

Hiroaki Saito ^{a,1}, Danilo Brozović ^{b,*,2}, Tom Baum ^{c,d,3}

^a College of International Management, Ritsumeikan Asia Pacific University, 1-1 Jumonjibaru, Beppu, Oita 874-8577, Japan

^b School of Business, University of Skövde, Högskolevägen 8, Skövde 541 28, Sweden

^c Department of Work Employment and Organisation, University of Strathclyde, University of Strathclyde, Cathedral St, Glasgow G11XL, United Kingdom

^d School of Tourism and Hospitality, University of Johannesburg, 57 Bunting Rd, Cottesloe, Johannesburg, 2092, South Africa

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ABSTRACT

The hospitality industry employees' well-being is relevant for practitioners and researchers alike. Academic interest in hospitality employee well-being (EWB) has been steadily rising. Yet, the unintended result has been a fragmentation of the field, with at least 42 different theories addressing issues of EWB in hospitality. This study adopts a systematic literature review approach to re-balance a fragmentation that can lead to myopia and assesses relevant literature on EWB in hospitality. The study identifies 122 articles in 19 relevant hospitality journals listed in Scopus utilising the PRISMA process and analyses them with the help of a framework derived from well-being reviews in corresponding fields, such as human resource management. The findings account for individual, group and organisational level stressors, resources and practices affecting EWB in hospitality, and they are subsequently related to the theoretical landscape in the field, suggesting future avenues for research.

1. Introduction

The hospitality industry employees' well-being has become an increasingly important topic for scholars and practitioners. Research into employee well-being (EWB) in hospitality journals has been growing steadily over the past years (Koburtay and Syed, 2021), not least because of the effects of the COVID-19 pandemic on EWB (Wong et al., 2021). Promoting EWB is important as poor EWB leads to reduced productivity, absenteeism, job dissatisfaction, turnover intentions, and increased monetary and health costs (e.g., obesity, psychosomatic complaints and cardiovascular disease) (Schwepker and Dimitriou, 2021; Burke, 2018). Contrarily, improved EWB at work brings about many positive effects, such as increased job satisfaction and job performance (Burke, 2018), vigour (Yang et al., 2020), life satisfaction (Gordon and Shi, 2021), positive emotions (de Bloom et al., 2015), and subjective health benefits (de Bloom et al., 2015).

EWB is relevant to hospitality employees due to the unique challenges inherent in its jobs. Hospitality work requires high cognitive efforts and entails physical demands such as prolonged standing and exposure to harmful environments (e.g., cleaning with chemicals) (Choi et al., 2019; Kara et al., 2013; Gordon and Shi, 2021). These challenges

and other factors, such as low pay and job insecurity, reduce job satisfaction and engagement (Ariza-Montes et al., 2019). EWB is directly linked to service quality and organisational success, underscoring its importance. Thus, hospitality scholars and practitioners must understand EWB mechanisms and implement individual, team, and organisational interventions (Ariza-Montes et al., 2019; Agarwal, 2021).

However, the literature on this topic is fragmented and approaches the concept from different theoretical, often competing, perspectives. For example, some of the more common theoretical perspectives in previous EWB research in hospitality include conservation resource theory (COR; Wang et al., 2021), role theory (Shulga and Busser, 2020), and social exchange theory (SET; Haldorai et al., 2020). In addition, extant research has approached EWB from various perspectives, such as talent management (Shulga and Busser, 2019) and sexual harassment (Madera et al., 2018). Some of these theories are rooted in the psychology domain; others are derived from sociology, while management or gender studies are the underpinnings of another cluster of research. Psychological theories focus more on the individual's mind and behaviour; sociology considers the interaction with others, management examines organisational dynamics, while gender studies highlight gendered experiences, which contribute to theoretical fragmentation

* Corresponding author.

E-mail addresses: hsaito@apu.ac.jp (H. Saito), danilo.brozovic@his.se (D. Brozović), t.g.baum@strath.ac.uk (T. Baum).

¹ ORCID-ID: 0000-0002-4937-6004

² ORCID-ID: 0000-0001-9579-3266

³ ORCID-ID: 0000-0002-5918-847X

and confusion. Navigating these competing views requires integration and synthesis for better understanding. By combining insights from these disciplines more comprehensively, scholars can develop nuanced frameworks that account for a better understanding of the complex nature of the EWB concept. However, to the best of the authors' knowledge, no study has provided a comprehensive overview of EWB studies in the context of tourism and hospitality.

A systematic review of the state of knowledge is required to address this gap and rebalance the field's fragmentation. Such a review can help to synthesise and comprehensively examine the topic and identify knowledge gaps in the extant literature, consequently guiding future research directions (Petticrew and Roberts, 2008). In this context, the current study aims to conduct a comprehensive literature review of EWB in hospitality and provide conclusions that offer a foundation for future research.

To avoid the trap of adopting a particular theoretical lens that would result in the replication of existing myopic perspectives on EWB and cause additional confusion in the field, we refrain from subscribing to any particular theory that has examined EWB previously. Solely relying on a specific theoretical perspective when studying EWB can limit our understanding of this complex concept. Using one theory may overlook essential aspects of EWB other than the researcher's specific interest. Furthermore, it may prevent the exploration of alternative viewpoints and hinder the identification of how different contexts impact EWB. Therefore, a more balanced and inclusive approach to theories is required to develop a comprehensive understanding of EWB, which can better contribute to theoretical advancement in EWB research.

Inspired by the organisational behaviour and human resource management (HRM) literature, particularly the 'three levels of influence' - micro (individuals), meso (groups), and macro (the organisation) (Ashkanasy and Dorris, 2017), we construct a comprehensive analytical framework based on the extrapolation and integration of elements of previous EWB literature reviews and their frameworks in these literature streams (e.g., Page and Vella-Brodrick, 2009; Meyer and Maltin, 2010; Loon et al., 2019). Accordingly, our analytical framework consists of the three levels of attention (individual, group, and organisational), and we identify factors contributing to or limiting EWB in each of the levels in terms of stressors, resources, and practices, as three pertinent elements impacting EWB emerging from these two literature streams. Based on this, we explore the relationship between the theories commonly used in EWB studies in the hospitality industry context and the findings of our study.

2. Theoretical background

2.1. Employee well-being in the hospitality industry

EWB can be defined as the general psychological and physical health status of employees (Fisher, 2014), and the concept has been perceived as elusive as it is an "intangible, philosophical, and multi-faceted phenomenon" (Rahmani et al., 2018, p.155). However, both positive and negative EWB create prominent impacts on individual employees, their teams, and organisations, and the concept has been discussed in business and management literature in this light. Although there are various definitions and typologies of well-being, our study defines EWB as including psychological, physical and social states, the degree to which employees feel positive about their work (Grant et al., 2007; Wright and Huang, 2012). Indeed, hospitality jobs are associated with psychological (e.g., engaging in emotional labour and dealing with constantly changing customer needs), physical (e.g., standing all the time and carrying heavy artefacts), and social stress (e.g., dealing with customers, colleagues, and managers due to the nature of a 'people industry').

EWB holds particular significance in the hospitality sector due to the distinctive challenges of hospitality jobs from at least two perspectives. First, hospitality jobs impose high cognitive burdens, negatively affecting EWB. Hospitality services involve meeting customer

expectations, heavily engaging in emotional labour, multitasking, and communication challenges with guests and other employees, often resulting in burnout and mental exhaustion (Choi et al., 2019; Kara et al., 2013; Gordon and Shi, 2021). Second, the jobs can be physically demanding, such as standing for extended periods, lifting and carrying heavy items (e.g., trays and chairs), irregular working hours (e.g., night shifts), and exposure to harmful environment (e.g., exposure to chemicals in cleaning products), which affects an employee's physical well-being. A range of contextual factors (e.g., low pay, irregular working hours, challenging work environment, seasonality and job insecurity) can lead to lower job satisfaction and engagement (Ariza-Montes et al., 2019), which may not be so pronounced in other industries. Because hospitality jobs are inherently stressful, the failure to prioritise EWB leaves hospitality employees vulnerable (Ariza-Montes et al., 2019). Since hospitality workers' well-being is directly associated with their service performance and service quality, which is the critical determinant of organisational success, the importance of EWB cannot be overlooked (Ariza-Montes et al., 2019). It, therefore, becomes essential for hospitality scholars and practitioners to understand the mechanisms of EWB and promote it at the individual, team, and organisational levels by developing various intervention strategies (Ariza-Montes et al., 2019).

However, the literature on this topic is fragmented. This fragmentation is primarily a consequence of the complex nature of the concept. Taking the discipline of psychology alone, well-being is grounded in clinical, developmental, existential, humanistic, and social psychology (Agarwal, 2021). Various schools of thought delineate different attributes of a psychologically healthy individual, and the conceptualisation of well-being varies according to the domain and extent of the study (Ryff, 2019). Yet, two empirically and theoretically sound conceptualisations of well-being concerning EWB have been widely discussed: subjective and psychological well-being. The former focuses on a hedonic aspect of well-being. It consists of a person's cognitive and affective evaluation of one's life as a whole (Diener, 1984), as well as a combination of life satisfaction and the balance between positive and negative effects (Ryan and Deci, 2001).

On the other hand, psychological well-being focuses on eudaimonic aspects of well-being. It comprises self-acceptance, environmental mastery, purpose in life, positive relationships, personal growth and autonomy (Ryff and Keyes, 1995). Building on these conceptualisations, Grant et al. (2007) suggest EWB consists of psychological, physiological, and social well-being, while Page and Vella-Brodrick (2009) argue the concept involves subjective, psychological, and workplace well-being. As such, various conceptualisations of well-being result in the extensive theoretical landscape that previous studies applied to address some EWB-related issues.

Currently, numerous theories have been applied in studies of EWB in hospitality, frequently focusing on a small number of stressors or resources and testing their relationship to EWB through a particular theoretical lens, simultaneously overlooking other antecedents and/or theories. For example, Baker and Kim (2020) explored managers as resources vis-à-vis customer incivility toward employees using cognitive appraisal theory, Bufquin et al. (2021) focused on individual-level stressors in terms of psychological distress, whereas Jin (2023) investigated workaholic colleagues acting as stressors using conservation of resources theory. As such, these and other articles are valuable because they contribute knowledge on specific stressors or resources. However, their findings may appear reductionist because they show only a part of a broader reality that hospitality employees face.

Consequently, these articles' theoretical landscape helps address particular issues and creates more knowledge about specific antecedents. However, we still argue that it increases fragmentation and compartmentalises the hospitality EWB field into different theory-specific silos, which fails to contribute to a comprehensive understanding of the mechanisms influencing EWB among hospitality workers. This is problematic, as relying solely on one specific theoretical perspective in EWB

studies may restrict our comprehension of this multifaceted concept. Such a narrow approach also risks overlooking crucial aspects beyond the researcher’s particular interests and may hinder the exploration of alternative viewpoints. Thus, a more inclusive and balanced approach to theories is necessary to develop a comprehensive understanding of EWB.

The purpose of this study is fourfold. Firstly, it seeks to identify the prevailing theoretical frameworks utilised in previous studies examining EWB within the hospitality industry context. Secondly, it explores the interconnections among these commonly used theories concerning broader disciplinary perspectives. Third, the study identifies the pertinent concepts frequently included in discourses on EWB within the hospitality sector, organising them into key themes and exploring how they relate across different levels of organisations (individual, group, and organisational). Lastly, the study outlines a future research agenda based on the insights from these findings. The results of this study not only enhance our grasp of the broader picture but also provide insights into the current landscape of EWB research within the hospitality sector, thereby contributing to the advancement of EWB research and aiding practitioners in implementing effective intervention strategies to promote EWB.

2.2. The theoretical landscape of the hospitality EWB literature

The hospitality EWB literature is confused and, arguably,

contradictory, mainly because of the wide range of theories exploring related issues. Furthermore, previous research has primarily adopted positivist approaches, which seek to identify cause-effect relationships between EWB and other variables, informed by a limited number of theories. These studies adopting different theories, in turn, have produced somewhat similar results. While the contribution of these studies to EWB research is undeniable, they are limited in their scope to understand the EWB concept fully. This is because, owing to the diverse perspectives psychologists and sociologists adopt when examining common concepts, the focus on a singular theoretical framework risks offering a one-dimensional view of the study subject. To fully understand the concept of EWB within the hospitality industry, it is imperative to adopt multifaceted and multi-methods approaches, embracing diverse theoretical perspectives and examining how these different theories help our understanding of EWB more holistically. Such approaches facilitate an exploration of the intricate interplay between EWB and its relevant variables and enable a comprehensive understanding of the concept.

An interrogation of adopted theories in previous hospitality EWB studies reveals that. In contrast, some studies explore issues of EWB through the theories or models derived from psychology (e.g., [Hobfoll, 1989](#)), while others examine similar issues through a sociological lens. Moreover, some theories are employed across several studies, while others are used only once. Nevertheless, eight are the most commonly

Table 1
Key theories used in EWB studies in the hospitality journals.

Theory	Seminal author/s	Description	Examples of studies adapting the theories
1. Conservation of Resource Theory (COR)	Hobfoll (1989)	COR explains how people manage and conserve their psychophysiological resources to maintain well-being. It suggests that individuals have limited psychophysiological resources and they can conserve them by acquiring new resources, preserving and maintaining existing resources, allocating resources, and recovery depleted resources.	Kang et al. (2020) Yang et al. (2020) Tsauro and Tang (2012) Wang et al. (2020) Christ-Brendemühl (2022) Ngo et al. (2023) Gordon and Shi (2021)
2. Effort recovery model (ERM)	Meijman and Mulder (1998)	ERM proposes that individuals’ effort expended on work demands triggers load reactions (e.g., psycho-physiological activation and behavioural reactions). To maintain their well-being and performance, it requires opportunities for recovery from work demands.	Teo et al., (2020) Haldorai et al. (2020) Kang et al. (2020) Wong et al. (2021) Page et al. (2018) de la Nuez et al., (2023) Shulga and Busser (2020) Kang et al., (2021) Raub et al. (2021)
3. Social Exchange Theory or Theory of Social Exchange (T-SEX)	Homans (1958)	SET emphasises the social exchange/interaction of two parties that implement a cost-benefit analysis (determining whether the interaction with another party can provide the rewards/benefits and costs/risks. It suggests that people engage in social exchanges when they believe that there are more benefits of the exchange than costs.	Teo et al., (2020) Haldorai et al. (2020) Kang et al. (2020) Wong et al. (2021) Page et al. (2018) de la Nuez et al., (2023) Shulga and Busser (2020) Kang et al., (2021) Raub et al. (2021)
4. Role Theory (ROLE)	Solomon et al. (1985)	Role theory emphasizes the importance of social roles in shaping individual behaviour and identity (Biddle, 1986 ; Burke, 1991). It suggests that people play various roles in their lives and these roles come with certain expectations, norms, and obligations that individuals fulfill, whereby it guides behaviour and shape self-identity.	Agarwal (2021) Radic et al. (2020) Arjona-Fuentes et al. (2022) Christ-Brendemühl (2022)
5. Job-demand resource model (JDR)	Demerouti et al. (2001)	JDR model is a framework that explains how job demands and resources affect employee well-being and work outcomes. It suggests that strain is a response to imbalance between demands on the individual and the resource he/she has to deal with those demands. Organisations can promote employee well-being by minimising job demands and increasing job resources.	Guzzo et al. (2020)
6. Affect theory of social exchange	Lawler (2001)	Affect theory of social exchange suggests that individuals base their social interactions/relationships on the emotions that they experience during these interactions. The theory explains and predicts how such emotions and feelings impact relations, networks, and groups.	Guzzo et al. (2020)
7. Job demand-control-support model (JDCS)	Karasek (1979)	JDCS model explains how individuals can manage the stress caused by job demands through utilising job skills that allow them to gain autonomy/control over their work as well as the support they can gain at work.	Ariza-Montes et al. (2018a) Murray-Gibbons and Gibbons (2007)
8. Self-determination theory (SDT)	Deci and Ryan (2000)	SDT suggests that people have three innate psychological needs (i.e., three intrinsic needs in self-determination): 1) autonomy, 2) competence, and 3) relatedness, which must be fulfilled to promote optimal functioning, growth, and well-being. The theory posits that when these needs are met, people experience more intrinsic motivation, better performance, and greater well-being.	Hu et al. (2019) Mackenzie et al. (2020) Liu-Lastres and Wen (2021) Shulga (2021)
9. Cognitive appraisal theory (CAT)	Lazarus and Folkman (1984)	Cognitive appraisal theory explains how individual’s evaluation/perception of a situation (or stressors) influences their emotional and behavioural responses.	Guzzo et al. (2020) Baker and Kim (2020) Yang and Lau (2019)

adopted from the 42 theories applied in the field. The below presents the theoretical landscape of the hospitality EWB literature by explaining the theories widely used in previous studies (see Table 1) and examining their relationships (see Fig. 1).

The first group consists of theories related to *resource depletion/replenishment* and commonly shares the notion that employees have a finite capacity for psychophysiological resources. Job demands deplete these resources and need to be refilled. These theories/models are derived from the domain of psychology and include the conservation of resource theory, effort-recovery model, job-demand resource model, and job-demand control support models. A second group are theories/models related to the *evaluation of practice*, essentially social interactions between two parties. According to such theories, EWB is strongly associated with the nature of social exchange (or simply ‘interaction’). Related theories are mainly derived from sociology or social psychology, including social exchange theory, affect theory of social exchange and cognitive appraisal theory. Lastly, *other commonly used theories* include self-determination theory and role theory. Based on the characteristics of these commonly identified theories used in previous EWB studies in the hospitality context, we illustrate the relationship among the theories in tabular form (Table 1) and diagrammatically (see Fig. 1). Other theories applied in the field are employed less frequently, often only in a single paper. Some examples include the job strain model (O’Neill & Davis 2009), leader-member exchange theory (Luu, 2019), transactional stress theory (Darvishmotevali and Ali, 2020), and community CSR theory (Taheri and Thompson, 2020), to name some. As such, the predominant number of theories used in EWB studies in the hospitality industry is derived from either psychology or sociology. Except for those studies solely focusing on physical well-being, this picture is aligned with two major conceptualisations of the well-being concept (i.e., subjective well-being and psychological well-being), as well as subsequent conceptualisations of EWB (Grant et al., 2007; Page and Vella-Brodrick, 2009), which examine the concept of EWB through the lens of individual or social interaction.

2.3. Analytical framework to examine the hospitality EWB literature

In such an extensive theoretical landscape, subscribing to any particular theory to conduct a literature review that would result in a platform serving as a springboard for future research might be considered myopic, as it would tend to promote a particular theory rather than

provide a comprehensive view of the field. To avoid such myopia and create a conceptual and analytical framework that will help to examine EWB in hospitality systematically, we turned to well-being literature reviews performed that draw on broader disciplines, such as mental health research (Page and Vella-Brodrick, 2009), vocational behaviour (Meyer and Maltin, 2010), and HRM (Loon et al., 2019). The scrutiny of these reviews identified three different levels of examination (individual, group, and organisational) focusing on three pertinent elements impacting EWB (i.e., stressors, resources, and practices). *Stressors* are causes of stress affecting EWB, presumably negatively (Meyer and Maltin, 2010). *Resources* are those used to affect well-being, such as workplace resources placed at the individual employee, group, and organisational levels, aimed at increasing EWB (Nielsen et al., 2017). *Practices* are actions, behaviours, procedures, and/or policies practised by individuals, teams or organisations contributing to EWB (Page and Vella-Brodrick, 2009).

Based on our analysis, the literature reviews on EWB often focus on one or several elements and/or levels. For example, Page and Vella-Brodrick (2009) focused on the individual level, simultaneously discussing stressors and practices. In contrast, the interests of Meyer and Maltin (2010) were with stressors and resources at all three levels. Moreover, Van De Voorde et al., (2012) highlighted the role of organisational practices, while Nielsen et al. (2017) focused on resources on all three levels. Loon et al. (2019) explored practices at the individual and partially at the organisation level, whereas other reviews were interested in leadership practices and resources (Skakon et al., 2010; Inceoglu et al., 2018).

3. Method

A systematic literature review approach was applied to address the purpose of our study. According to Dresch et al. (2015), the strategy aims to map, consolidate, aggregate, and direct research on a specific emerging topic. Methodological guidelines for executing systematic reviews agree that the approach involves the development of structured sets of steps to identify relevant literature and determine patterns in a given field (Dresch et al., 2015; Linnenluecke et al., 2020; Hiebl, 2023). Following these authors’ understanding of the term *systematic* as reviewing according to an explicit and planned method, we devised a structured set of steps guiding our review process.

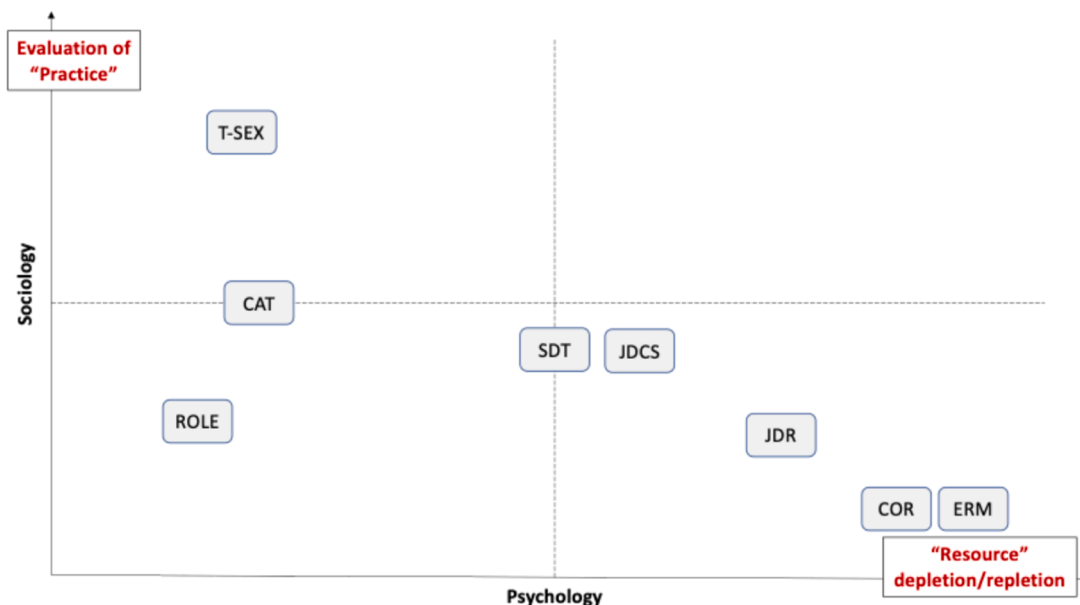


Fig. 1. The relationship between the theories used in EWB studies in the hospitality journals.

3.1. Selection of the literature

The first step was to search and identify relevant publications for the review (Dresch et al., 2015; Linnenluecke et al., 2020). We limited our search to scientific journals focusing on hospitality based on the ABS journal quality list. Then, we performed a search of 19 journals in Scopus, using the search string SRCTITLE (“Journal Title”) AND TITLE-ABS-KEY (wellbeing OR “well being” OR “well-being”), meaning that we searched for the term well-being in its alternate spellings in the publication title, abstract, and/or author-supplied keywords (in these journals). We only used the term well-being and not employee well-being to encompass as many articles dealing with EWB as possible, where the exact phrase EWB was not specified as such. We predicted that we would dismiss articles that did not deal specifically with EWB in the next step. One journal that changed the name was not listed on Scopus (International Hospitality Review, formerly FIU Hospitality Review). To verify the results, we searched for relevant publications on this journal’s homepage.

The second step was the selection and quality assessment of identified publications (Dresch et al., 2015; Linnenluecke et al., 2020) to eliminate duplication and articles not dealing with EWB. To do this, we assessed the abstracts of retrieved publications (Dresch et al., 2015). The inclusion criteria that we used at this stage were: 1) EWB is the main topic of the article or significantly linked to the main topic of the article; 2) the article was published in 2000 or later; and 3) the article was written in English. To explain the first criterion, the search conducted in

the first step revealed articles in which well-being was mentioned in the title, abstract, or keywords. We dismissed the articles dealing with, for example, guests’ or tourists’ well-being. We included only articles dealing specifically with EWB or where EWB was one of the focal constructs but not necessarily the article’s main topic. One example is Xu et al. (2023), who reviewed research on service robot adoption from hospitality employees’ perspectives. Effect on EWB was a relevant study result but not its primary focus. In addition, we decided not to discriminate against any approach applied, which is why we consequently included both conceptual and empirical (quantitative and qualitative) articles. Ultimately, we identified 123 relevant articles published between 2000 and 2022. However, access to one article was restricted to all the authors, and the final sample of publications included in the review was 122 articles. Fig. 2 shows the search process with the help of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA; Page et al., 2021) framework.

In the third step, we chose to opt for a review strategy. Two options emphasised in the methodological literature are usually configurative and aggregative, and this choice affects the coding and the analysis process (Dresch et al., 2015). The former strategy implies approaching the data set openly and allowing the codes to emerge during the analysis. In contrast, the latter type, aggregative, approaches the data set with a pre-existing analytical framework used as a coding tool (Dresch et al., 2015). As we constructed a comprehensive framework derived from previous literature reviews on EWB in other contexts, the choice of the aggregative review strategy appeared logical.

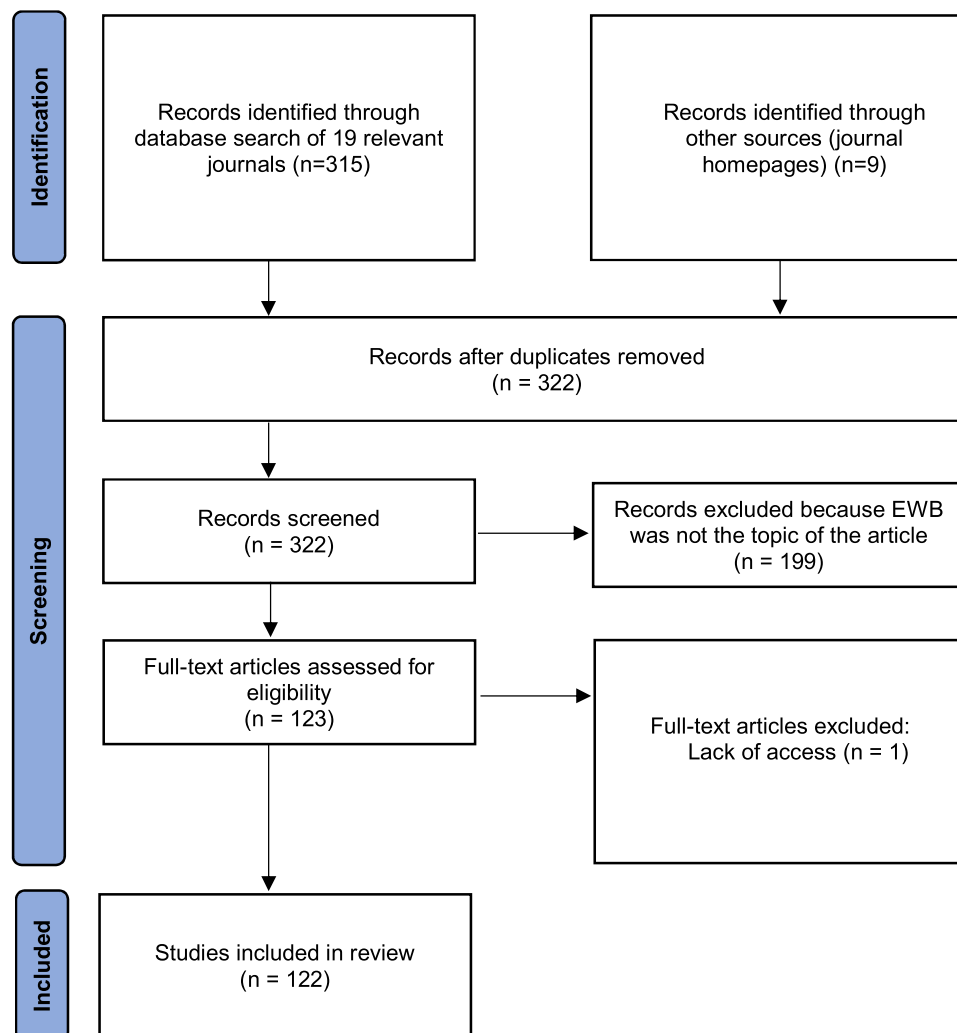


Fig. 2. Adapted PRISMA framework illustrating the search process in the study.

3.2. Data analysis

In line with the aggregative review strategy, major concepts were defined *a priori* (Dresch et al., 2015), which is why the EWB framework consists of three different levels (individual, group and organisational) and three pertinent elements impacting EWB (stressors, resources, and practices) represented the basis for the so-called *categorical coding* (Miles and Huberman, 1994). In this type of coding, major concepts serve as a frame within which more specific categories arise during the coding process. In our case, the starting point was nine principal codes (three EWB elements times three levels), which we applied to analyse the identified articles using NVivo as the analysis software (Alam, 2020).

Then, we derived subcategories within each of the nine major categories, performing the second-level analysis. This step resulted in many subcategories within each major category, which essentially represent the main result of the overall literature review. One challenge during this step concerned our observations about similarities between specific subcategories across some main categories. For example, personality traits are designated as stressors and resources on the individual level. To deal with this challenge, we focused on defining and understanding the three pertinent elements of EWB (stressors, resources, and practices). This approach led to different traits of similar subcategories categorised under three elements. In personality traits, a strong sense of responsibility was categorised under stressors, and self-esteem and self-efficacy were considered resources. In addition, the group practices category included situational factors related to this particular category, emerging from the analysis.

The following section presents the results, structured according to three levels of interest (the level of the individual hospitality employee, the group level, including employee teams and employees' relationships with their managers, and the organisational level), reflecting on stressors, resources, and practices at each level.

4. Findings

4.1. Individual level

4.1.1. Individual stressors

Stressors on the individual level have a foothold in the employees themselves. Specifically, the most frequently occurring individual stressors include personality traits and job demands. Another stressor marginally appearing at this level is employment type. *Personality traits* are characteristics of individual employees affecting the degree of their experience vis-à-vis stress and EWB. Thus, although employees experience the same events (e.g., working conditions), their personality traits affect how they perceive those events as possible stressors (Ariza-Montes et al., 2018b). For example, emotional stability suggests that variability in experiencing negative emotions causes different degrees of emotional exhaustion (Xu and Wang, 2019). Furthermore, employees with a strong sense of responsibility are prone to feeling more pressure and stress than others (Mackenzie et al., 2020). Finally, the individual definition of well-being (Liu-Lastres and Wen, 2021) and the individual characteristics of an employee determine the level of EWB, such as one's temperament (Xu and Wang, 2019) or the person-environment fit (Tang et al., 2020) affect EWB.

Job demands, including psychological and physical demands associated with employees' work (Ariza-Montes et al., 2018a), negatively affect EWB (Shani and Pizam, 2009) and frequently occur as individual stressors. For psychological demands, customer interaction is one of the most observed themes, which suggests that employees' handling of customer needs and customer incivility negatively affect EWB (Booyens et al., 2022; Kuriakose and Sreejesh, 2023). Such psychological demands lead to psychological distress (Bufquin et al., 2021) and create adverse effects on EWB. As for physical demands, one of the most frequently observed themes is work overload, the sheer amount of work employees need to perform. In particular, time pressure increases the level of stress

employees experience (Ariza-Montes et al., 2019).

Lastly, *employment type* is another factor associated with employment status, such as full-time, part-time, and others. Gordon and Adler (2017) found that the difference in employment status affects EWB, suggesting that full-time employees have higher levels of EWB than part-time employees.

4.1.2. Individual resources

Individual resources contributing to EWB are those factors held by individuals and consciously or unconsciously accessed and utilised to deal with stressors in a workplace. It should be noted that these resources are primarily associated with an individual's personality traits and values, positive emotion/affection, and work attitudes.

Personality traits and values include self-esteem and positive psychological capital. The intensity or containment of these individual personality traits affects the degree of EWB one experiences (Darvishmotevali and Ali, 2020; Chen and Chen, 2021). For example, self-efficacy, one of the components of positive psychological capital, can buffer the adverse effects of job intensity on employees' subjective well-being and job performance (Darvishmotevali and Ali, 2020). Similarly, resilience is also helpful in coping with stressful working environments of the hospitality job (Wang et al., 2020; Yang et al., 2020). Furthermore, optimism helps control employees' perception of job intensity and workplace stress, improving EWB (Darvishmotevali and Ali, 2020). Similarly, emotional stability contributes to psychological control and security, whereby it leads to EWB (Xu and Wang, 2019).

Positive emotion can also be used as a resource to maintain EWB. For example, personal accomplishment through work can bring about reduced job stress (Ariza-Montes et al., 2018b), whereas affective experience (e.g., acquiring new skills through training) can bring about positive emotions and increase energy levels (Lee et al., 2016). Other themes associated with positive emotion include love (Ariza-Montes et al., 2018b), gratitude, and compassion (Guzzo et al., 2022). Such positive emotion often leads to employee job (or career) satisfaction and can act as a source to improve EWB (Wong et al., 2021).

Themes related to *work attitudes* vary, yet positive attitudes towards work can act as a resource to maintain EWB. For example, intrinsic motivation mitigates emotional exhaustion and reduces the risk of depression (Kang et al., 2021). Similarly, employee commitment leads to improved EWB (Wong and Ko, 2009). Other themes in this category include dedication (Lee et al., 2016) and employee loyalty (Wong and Ko, 2009). Another interesting theme is religiosity, which explains that strong religious beliefs can be used as a source to resist job pressure (Wang et al., 2021; Koburtay and Syed, 2021). Other individual resources are fragmented and include family support (Arjona-Fuentes et al., 2022; Farrell, 2012), work-life balance (Wong and Ko, 2009), financial security (Ariza-Montes et al., 2018b), and perceived own health (Ariza-Montes et al., 2018b).

4.1.3. Individual practices

Individual practices that contribute to EWB are those practices – meaning, actions, behaviours or procedures contributing to EWB (Loon et al., 2019) – exercised by employees themselves. They can be divided into individual practices in free time (outside work) and at work. Starting with the former, the most frequently mentioned practices were relaxation, recovery, and exercise. Relaxation and recovery include some form of detachment from work (Yang et al., 2020). They are considered relevant sources of EWB, even for workaholics (Gordon and Shi, 2021). Still, researchers have nevertheless warned that too much leisure and detachment may have contrary effects (Tsaour and Tang, 2012).

Participating in sports and exercise in free time were also mentioned (Bichler et al., 2020). For example, some of the respondents in the study by Xu et al. (2021) noted that running made them more relaxed. Surprisingly, this practice is not more prominent in the identified articles, considering the public discussion about the importance of exercise in

releasing stress. In addition, Murray-Gibbons and Gibbons (2007) identified drinking as a free time practice that can help with stress release, simultaneously pointing out its negative connotations.

Individual practices at work are highly fragmented because each is mentioned only once. For example, taking a break at work (Tsaour and Tang, 2012), participating in the firm's CSR practices (Hu et al., 2019), solving problems at work (Ersoy and Ehtiyar, 2022), and getting oneself distracted with other work tasks as a means to diminish the problem causing the stress (Xu et al., 2021) were all mentioned as individual practices exercised at work contributing to EWB.

4.2. Group level

4.2.1. Group stressors

Group-level stressors are mainly derived from two parties at work: colleagues and managers. The most frequently occurring themes for the former include interpersonal tensions, whereas the latter include management incompetency, management style and communication, and lack of managerial support. In addition, the literature also discusses workplace abuse and bullying from these two parties and the impact of a stressful work environment.

Colleagues act as stressors when employee interpersonal tensions arise (O'Neill and Davis, 2011). A large part of hospitality work is teamwork, and this result is understandable. While good relationships with teammates create positive synergy, interpersonal tensions yield a hostile team environment and negatively affect EWB (Wong and Chan, 2020). Such relationships also facilitate a non-supportive environment among team members (Wong and Ko, 2009). Even workaholic colleagues can act as stressors (Jin, 2023).

Concerning managers as group-level stressors, management incompetency becomes a stressor when employees observe that managers lack the ability to control their emotions (Ersoy and Ehtiyar, 2022) and that they behave unprofessionally toward employees (DiPietro et al., 2020). For example, Ersoy and Ehtiyar (2022) found that some managers have a minimal capacity to control their emotions, particularly in situations that evoke powerful emotions when they behave aggressively and lose control in the overexcitement. Such behaviours affected the employees who reported to those managers and spread to other employees in the team.

Management style and communication can also be a group-level stressor and include employees' feeling under-valued by their supervisors (Mackenzie et al., 2020), management style (Ersoy and Ehtiyar, 2022), and managers' poor communication with employees (Murray-Gibbons and Gibbons, 2007). In particular, the lack of managerial support for employees strongly affected EWB (Ariza-Montes et al., 2019). In the hospitality industry, managers often emphasise customer orientation's importance so much that they may disregard employees when conflicts between employees and customers occur (Yang and Lau, 2019). For instance, sometimes employees cannot deal with customers' unreasonable requests and customers complain. In such cases, employees would likely seek emotional support from their managers, but some managers take the customers' side (Baker and Kim, 2020).

In addition to the abovementioned themes, workplace abuse and bullying appear so frequently that we allocated them to a separate category (e.g., Teo et al., 2020). Workplace bullying often negatively correlates with EWB, justice, and friendship (Hsu et al., 2019). Studying chefs, Murray-Gibbons and Gibbons, (2007) found that about a quarter of chefs experienced workplace bullying and harassment and that bullying was strongly and negatively correlated with chefs' general health. Similarly, Page et al. (2018) found that 20.6 % of their sample experienced workplace bullying weekly.

Finally, there is a cluster of articles that discuss stressful work environments. In their study, Gordon and Adler (2017) established no significant difference in the level of EWB in different departments in a hospitality firm. In contrast, Yang and Lau (2019) acknowledged that some employees within the work collective might act as lone wolves but

that their needs still have to be recognised, and DiPietro et al. (2020) expressed that EWB is higher when employees feel that their team is like a family to them.

4.2.2. Group resources

Group resources are related to the factors held by the teams or departments employees belong to. They can be categorised into colleagues' support, supportive leadership, and group-level psychological resources.

One of the most frequently identified themes in group resources is colleagues' support. As noted earlier, hospitality jobs are labour-intensive, and employees must work as a team to deliver customer service. Thus, various forms of support from co-workers are crucial for improving team and organisational performance (Wong and Ko, 2009) and maintaining EWB at work. Regarding EWB, colleagues' social and emotional support reduces the adverse effects of psychological and physical job demands on EWB (Ariza-Montes et al., 2018a).

Supportive leadership is also a critical group resource that enhances EWB. Certain leadership styles help increase employees' job satisfaction and positive work experience, which act as a resource for employees to manage their job stress (Kara et al., 2013). Similarly, inclusive, benevolent leadership leads to employees' job satisfaction and affective commitment, which results in improved EWB (Luu, 2019). These styles are often related to high degrees of supervisory support. The positive effects of one's immediate supervisor or manager's emotional and social support on EWB have been widely documented (e.g., Gordon et al., 2018; Baker and Kim, 2020). In this regard, managerial concern and action alleviate employees' stress significantly, mainly when employees deal with uncivil customers (Yang and Lau, 2019).

Last but not least, group-level psychological resources are associated with a positive atmosphere, culture, or climate within a team. Such resources often help to reduce demand-induced job strain (Yang and Lau, 2019). For instance, workplace friendship, involving mutual trust, commitment, enjoyment, and sharing interests and values, positively affects hotel employees' well-being (Hsu et al., 2019; Ahmad et al., 2023). These studies suggest that social and emotional support from co-workers in the same team and healthy relationships with them can act as resources for employees that the team can utilise to confront job stress.

4.2.3. Group practices and situational factors

Practically all the practices at the group level are associated with employees' managers. Thus, good leading and management practices were the most frequently mentioned group practices contributing to EWB. Good leading practices include transformational leadership, ethical leadership, and authentic leadership. Transformational leadership tends to increase EWB because such leaders inspire and motivate employees (Ohunakin et al., 2019). Furthermore, according to the authors, such leaders also intellectually stimulate employees, and transformational leadership contributes to employees' job and life satisfaction. Kara et al. (2013) also emphasised the importance of transformational leadership as a generator of employees' effectiveness and productivity in the firm, its influence on EWB and consequently on the quality of work and life. In addition, de la Nuez et al., (2023) explored neuro leadership, a neuroscience-based approach to transformational leadership. Other leadership styles were also mentioned. Ethical leadership was emphasised in the CSR practices of the hospitality firm as an example of responsible behaviour and inspiration for employees, thus contributing to EWB (Wood et al., 2021). Authentic leadership, i.e., managers' genuineness and honesty, helped increase EWB, not least during the COVID-19 pandemic (Agarwal, 2021). Supportive management is relevant for EWB and retaining employees (Gordon et al., 2018). The authors explained that managers should practice real support and not only pay lip service because employees can see through them, and EWB could be damaged.

Furthermore, Ersoy and Ehtiyar (2022) emphasised that good

management practices involve managers' openness to constructive suggestions and employees' critique, and managers should provide constructive feedback. Moreover, managers are crucial in recognising and helping depressed employees (Karatepe and Zargar Tizabi, 2011). In addition, the importance of a well-designed management system, such as a roster system, job re-design, and cooperation between departments, was also emphasised (Wong and Ko, 2009; Hewagama et al., 2019). Related to this insight, clearly defining work roles was also mentioned (Kang et al., 2020). Other group practices mentioned only once or in a small number of sources were prevention of bullying at a group level (Hsu et al., 2019), employee empowerment (Kang et al., 2020), and socialisation with the customers (Shulga and Busser, 2020).

4.3. Organisational level

4.3.1. Organisational stressors

Organisational stressors are the organisational factors causing detrimental effects on EWB. These stressors are developed over a long period and are deeply rooted in organisational culture and climate. They can be categorised into poor working conditions and human resources management practices.

Poor working conditions appeared frequently in the analysis. For example, hospitality jobs force employees to move heavy items, make repetitive hand and arm movements, and deal with unreasonable requests or angry customers (Ariza-Montes et al., 2019). During the COVID-19 pandemic, customer-contact employees were also required to expose themselves to the risk of infection, which affected EWB (Wong et al., 2021). In another example, chefs experienced constant exposure to uncomfortable physical working environments, which included high temperatures in the kitchen areas, hazardous equipment or environment (e.g., gas or fire), and no windows for fresh air (Murray-Gibbons and Gibbons, 2007). Such poor working conditions can, directly and indirectly, lead employees to experience another frequently appearing theme: organisational injustice and distrust (DiPietro et al., 2020; Hsu et al., 2019). Otherwise, the factors associated with employees' perception of a poor work environment are somewhat fragmented and include a lack of employee participation (Ariza-Montes et al., 2019), poor organisational policies (e.g., maternity leave) (Xu et al., 2021), and poor workplace experience among ethnic minority workers (Liu-Lastres Wen, 2021).

Another organisational stressor is associated with a firm's approach to HRM. Among various HRM-related issues, one of the most frequently occurring themes was a lack of job control, such as limited flexibility over their work arrangements (Wong and Chan, 2020). Another critical theme is employees' perceptions of their pay. Many hospitality employees report their pay and benefits as inadequate (Ayachit and Chitta, 2022). It is acknowledged that typical practice for hospitality workers' pay is near the prevailing legal minimum wage in many places (Ariza-Montes et al., 2019). Other themes in this category vary to a large extent yet also reflect an organisation's poor HRM-related issues: poor staffing (Agarwal, 2021), employee evaluation process (Darvishmotevali and Ali, 2020), lack of employee empowerment and participation (Ariza-Montes et al., 2019), limited orientation and training (Ariza-Montes et al., 2019), and gender inequality in workplace autonomy (Mackenzie et al., 2020).

4.3.2. Organisational resources

Organisational resources are held by the organisation or company rather than at the team or department level, whereby all employees in the workplace can access them. This type of resource can be categorised into organisational psychological resources, organisational-level leadership, and organisational physical resources.

One of the most common themes is *organisational psychological resources*, psychological assets developed by organisations that anyone within organisations can access but that takes a long time to build. This category's most frequently identified theme was a psychological safety

climate, defined as shared perceptions of organisational policies, practices and procedures for protecting workers' psychological health and safety (Teo et al., 2020). Psychological safety climate reflects an organisation's strong commitment to and prioritisation of EWB (Teo et al., 2020), thus reducing psychologically harmful events in the workplace (e.g., workplace bullying and increasing employees' affective commitment), which results in promoting EWB at work (Teo et al., 2020). Such a climate is often strengthened by perceived organisational support (Page et al., 2018) and a positive and supportive work environment (Teo et al., 2020).

Organisational-level leadership is associated with directing and coordinating not only a specific department but all employees. Thus, the subject of influence is more holistic. For instance, brand-oriented leadership inspires employees in that strongly shared values for the company brand help create a sense of internal community among employees (Xiong and King, 2020). *Organisational physical resources* are associated with the facilities employees can access to deal with job-related stress. While these facilities may include breakrooms, sleeping rooms, staff canteens, and a gym, one of the exciting facilities was a prayer room. According to the study, this room is used for employees to pray and discuss religious and personal issues (Koburtay and Syed, 2021).

4.3.3. Organisational practices

Organisational practices are organisational actions, behaviours or procedures contributing to EWB. We identified several distinct sets of practices: creating a positive work environment, compensation and benefits practices, and diversity practices, together with other organisation-level practices.

Creating a positive work environment was mentioned most frequently concerning this level of practice. This kind of work environment helps the employees to cope with stress better (Murray-Gibbons and Gibbons, 2007), enables employees to develop and prevents bullying (Page et al., 2018), encourages employees to behave more positively (Haldorai et al., 2020), and generally contributes to EWB (Liu-Lastres and Wen, 2021). Some studies emphasise work flexibility practices, such as employees trained for multiple roles (Agarwal, 2021). In contrast, others discussed the relevance of creating an environment that would stimulate the development of employees' knowledge and creativity (Liu-Lastres and Wen, 2021).

Compensation and benefits practices comprise various practices that the hospitality firm could offer to its employees to secure their financial stability. Several studies mentioned the relevance of providing fair compensation to help employees feel more financially secure, which can also affect their job satisfaction positively and stress negatively (Xu et al., 2021). In addition, Liu-Lastres and Wen (2021) emphasised that offering job security in general is a factor that contributes to employees' stability. Moreover, this set of practices frequently mentions the organisation aiding employees. For example, some studies emphasise training employees to cope with stress (Tsaor and Tang, 2012), and others say that some hospitality firms offer counselling support to their employees (Agarwal, 2021). Other authors posited the role of organisational mentors vocationally and psychosocially (Karatepe and Zargar Tizabi, 2011). Different practices in this set were offering health insurance to employees (Gordon and Adler, 2017), offering some kind of wellness programs (Hewagama et al., 2019), and offering employees access to spiritual facilities to practice their religion (Koburtay and Syed, 2021).

The third most extensive set of organisational practices contributing to EWB are *diversity practices*. Their essence is ensuring workplace equality to ensure that each minority feels equal to anyone else, to boost their job satisfaction and increase their well-being. This set of practices includes gender quality practices (Tsaor and Tang, 2012; Mackenzie et al., 2020), employee disability inclusive practices (Luu et al., 2019), ethnic minority equality practices (Agarwal, 2021), and migrant worker inclusion (Adam et al., 2023). Other practices mentioned less frequently were creating a sense of involvement (Lee and Ravichandran 2019),

tolerating employee errors (Wang et al., 2020), and involving employees in the environmental or CSR work of the hospitality firm (Kim et al., 2018; Agarwal, 2021).

5. Conclusions

5.1. Future research directions

This study conducted a comprehensive literature review of EWB in hospitality to offer a steadier platform for future research. The main reason for conducting the review was a fragmentation of the field – at least 47 different theoretical approaches were applied to study EWB, resulting in high levels of theoretical compartmentalisation. To avoid the trap of adopting a particular theoretical lens that would imply a myopic view of EWB, we reviewed the literature to derive the analytical framework based on reviewing well-being models in relevant fields (e.g., Page and Vella-Brodrick, 2009; Meyer and Maltin, 2010; Loon et al., 2019). The analytical framework consists of three levels (individual, group, and organisational) and three pertinent EWB elements (stressors, resources, and practices).

The results of our study yield two critical directions for future research. The first future research direction is related to the findings, whereas the second advises using the findings to propel the theoretical landscape of the EWB hospitality field. More generally, we suggest continued research in all nine aspects presented in Table 2 (individual stressors, individual resources, etc.) and exploring connections and relationships between the levels. For example, less is said about how management practices at the group level arise from the organisational practices and affect the individual employee.

Emphasising findings of particular interest, we focus on customer interactions as a source of stress, especially directing research on the relationship between customer incivility and employee stress. In undertaking such research in hospitality, we suggest finding inspiration in the broader customer incivility literature, for example, by exploring the dynamic dimensions of EWB in customer encounters with uncivil customers (Subramony et al., 2021). Furthermore, the findings show the abundance of individual EWB practices outside work, such as relaxation and exercise, but research into individual practices at work is minimal. Thus, what employees do at work to increase EWB is understudied. In direct relation to this insight, the findings also include some reflections about organisational and physical resources that employees can access to handle their stress, not prayer rooms. However, more studies about such resources would be welcome.

The findings also exhibit abundant management practices that contribute to EWB. However, as discussed at the group level of the analysis in relation to hospitality management and the team about EWB, the absence of team practices in our findings is curious and requires further attention. Finally, the review reflected on the roles of religiosity, diversity, and the prevention of workplace bullying and sexual abuse for increased EWB—these are all critical issues that should be studied further.

The second direction of future research implies discussing how the findings may be used to propel the theoretical landscape in EWB in hospitality. This theoretical landscape is overcrowded, to say the least, although 9 of at least 47 applied theoretical approaches in the field appear more frequently. Consequently, we develop Fig. 3 to present how these nine theories relate to the findings.

Fig. 3 shows that commonly used theories in previous studies are concentrated in two areas (i.e., between resources and stressors at an individual level and between stressors and practices at a group level). In comparison, there is a lack of theoretical application to the other three areas. This results in several critical gaps in comprehensively understanding the dynamics of the EWB concept in the hospitality industry.

The first area of investigation pertains to the intersection between stressors and practices at an individual level. While previous research has often adopted five critical theories to focus on the association

between resources and stressors at this level, there exists a notable theoretical gap in understanding the mechanism linking stressors (e.g., job demands and employment type) to EWB practices adopted by individual employees (e.g., relaxation and recovery, and exercise). One potential explanation for this gap is the complexity derived from the ‘difference in agents’ between stressors and practices. The identified stressors often derive from inherent job characteristics while individual employees apply the practices. To address this issue, the Transactional Theory of Stress and Coping (Lazarus and Folkman, 1984) may provide a valuable framework to explore how individuals cope with and respond to stressors inherent in the hospitality job.

Additionally, implementing daily diary studies (Lischetzke, 2014) can offer insights into employees’ day-to-day experiences, capturing the interactions between stressors and EWB practices at an individual level. Participants can record their stressors, well-being practices, and responses daily, allowing for a detailed exploration of individual-level dynamics. By integrating such a method, researchers can understand how stressors relate to adopting or activating certain EWB practices among individual hospitality employees.

The second area of inquiry concerns the interaction between resources and stressors at a group level. Although many previous studies have adopted three theories to investigate the relationship between stressors and practices at this level, there remains a theoretical gap in understanding how group-level resources (e.g., supportive leadership, group-level psychological resources, or colleague support) interact with the perception of stressors (e.g., poor management or workplace abuse) within the dynamics of hospitality teams. To address this gap, applying Social Identity Theory (Tajfel and Turner, 1979) could offer valuable insights into how group resources, such as membership, norms, and identity, influence the interpretation and management of stressors within hospitality teams. Furthermore, integrating quantitative methods, such as network analysis (e.g., Brennecke, 2020), can illuminate team relational dynamics, revealing key influencers and resource distribution. Additionally, qualitative approaches, such as focus group discussions, can delve into team members’ shared experiences, perceptions of their group resources, and coping strategies in response to stressors, offering an understanding of group-level dynamics and their impact on stress management within hospitality teams.

Lastly, the least explored area involves comprehensively examining stressors, resources, and well-being practices at an organisational level. This holistic perspective is essential for developing strategies promoting EWB across the hospitality organisation. In this realm, adapting theories such as Organisational Support Theory (Eisenberger, Huntington, Hutchison and Sowa, 1986) or theories related to organisational culture could shed light on how perceived support from the organisation influences EWB practices and experiences. To comprehensively study organisational-level factors, surveys assessing the organisational climate for support (Walton, 1973) and supportive organisational culture (Quinn and Rohrbaugh, 1983) may provide valuable insights. These methods enable measuring perceived support, resource availability, and their impact on EWB practices throughout the hospitality organisation. Alternatively, the aforementioned focus group discussions and in-depth interviews could also enhance insights into how employees perceive the organisation, potentially aiding hospitality firms in developing effective organisational-level interventions.

5.2. Theoretical implications

The current study has indicated that the hospitality literature has approached the concept of EWB from many theoretical perspectives, with at least 47 different theories used to portray some aspect(s) of EWB in hospitality. The consequence has been extreme fragmentation of the field and compartmentalisation of research. To address this situation, our review offered a proposition for theoretical consolidation of this fragmented field of research by indicating, describing and mapping the nine most relevant theories in the field (Fig. 1).

Table 2
Summary of the findings from the systematic literature review of EWB studies in the hospitality journals.

	Stressors	Resources	Practices
Individual	<p>Personality traits & values (prone to have stress)</p> <ul style="list-style-type: none"> Emotional stability A strong sense of responsibility Gender Individual definition of well-being manifested in the perceived stress in a particular situation <p>Job demands</p> <ul style="list-style-type: none"> Psychological - Customer interaction (handling customer needs; customer incivility; psychological demands; psychological distress) Physical – Work overload <p>Employment type</p>	<p>Personality traits & values (stress resistant)</p> <ul style="list-style-type: none"> Self-esteem Positive psychological capital (self-efficacy, resilience, optimism, emotional stability) Perfectionism <p>Positive emotion</p> <ul style="list-style-type: none"> Personal accomplishment Affective experience job (or career) satisfaction <p>Positive work attitudes</p> <ul style="list-style-type: none"> intrinsic motivation employee commitment dedication employee loyalty religiosity <p>Others</p> <ul style="list-style-type: none"> family support work-life balance financial security perceived own health 	<p>Relaxation & recovery</p> <ul style="list-style-type: none"> detachment from work <p>Exercise</p> <ul style="list-style-type: none"> practicing sports <p>Others</p> <ul style="list-style-type: none"> taking a break at work participating in the firm’s CSR activities solving problems at work getting oneself distracted with other work tasks as a mean to diminish the problem causing the stress
Group	<p>Colleagues (poor interpersonal relationship)</p> <ul style="list-style-type: none"> Interpersonal tensions between colleagues Non-supportive environment <p>Managers’ unfavourable traits</p> <ul style="list-style-type: none"> Management incompetency A lack of ability to control their emotion <p>Manager’s poor management behaviours</p> <ul style="list-style-type: none"> Employee’s feeling of being under-valued by their supervisors Management style Manager’s poor communication with employees Lack of managerial support Unprofessional behaviours <p>Workplace abuse & bullying</p> <p>Group-level stressful work environment</p>	<p>Colleagues (good interpersonal relationship)</p> <p>Supportive leadership</p> <ul style="list-style-type: none"> Leadership style Supervisory support Manager’s concern for employees Managerial action <p>Group-level psychological resources</p> <ul style="list-style-type: none"> Organisational trust Workplace friendship 	<p>Leadership practices</p> <ul style="list-style-type: none"> Transformational leadership Ethical leadership Authentic leadership <p>Management practices (employee oriented)</p> <ul style="list-style-type: none"> Openness to constructive suggestions and employees’ critique Constructive feedback Recognising and helping depressed employees <p>Management practices (task/production oriented)</p> <ul style="list-style-type: none"> Roaster system Job re-design Cooperation between departments Clearly defining work roles <p>Others</p> <ul style="list-style-type: none"> Prevention of bullying on group level Employee empowerment Socialisation with the customers
Organisational	<p>Poor working condition</p> <ul style="list-style-type: none"> Organisational injustice and distrust Lack of employee participation poor organisational policies <p>Poor HRM system</p> <ul style="list-style-type: none"> a lack of job control payment poor staffing employee evaluation process lack of employee empowerment and participation limited orientation and training gender inequality in workplace autonomy 	<p>Organisation-level psychological resources</p> <ul style="list-style-type: none"> psychological safety climate perceived organisational support positive and supportive work environment organisational based self-esteem sense of community organisational psychological resources <p>Organisation-level leadership</p> <p>Organisation physical resources</p>	<p>Positive work environment development</p> <p>Compensations and benefits practices</p> <ul style="list-style-type: none"> Fair compensation Training employees to cope with stress Counsellors Organisational mentors Health insurance Offering some kind of wellness programs Offering employees access to spiritual facilities to practice their religion <p>Diversity practices</p> <ul style="list-style-type: none"> Gender quality practices Employee disability inclusive practices Ethnic minority equality practices Migrant worker inclusion Policies and practices against bullying <p>Others</p> <ul style="list-style-type: none"> Creating a sense of involvement Tolerating employee errors Involving employees in the environmental or CSR work of hospitality firm

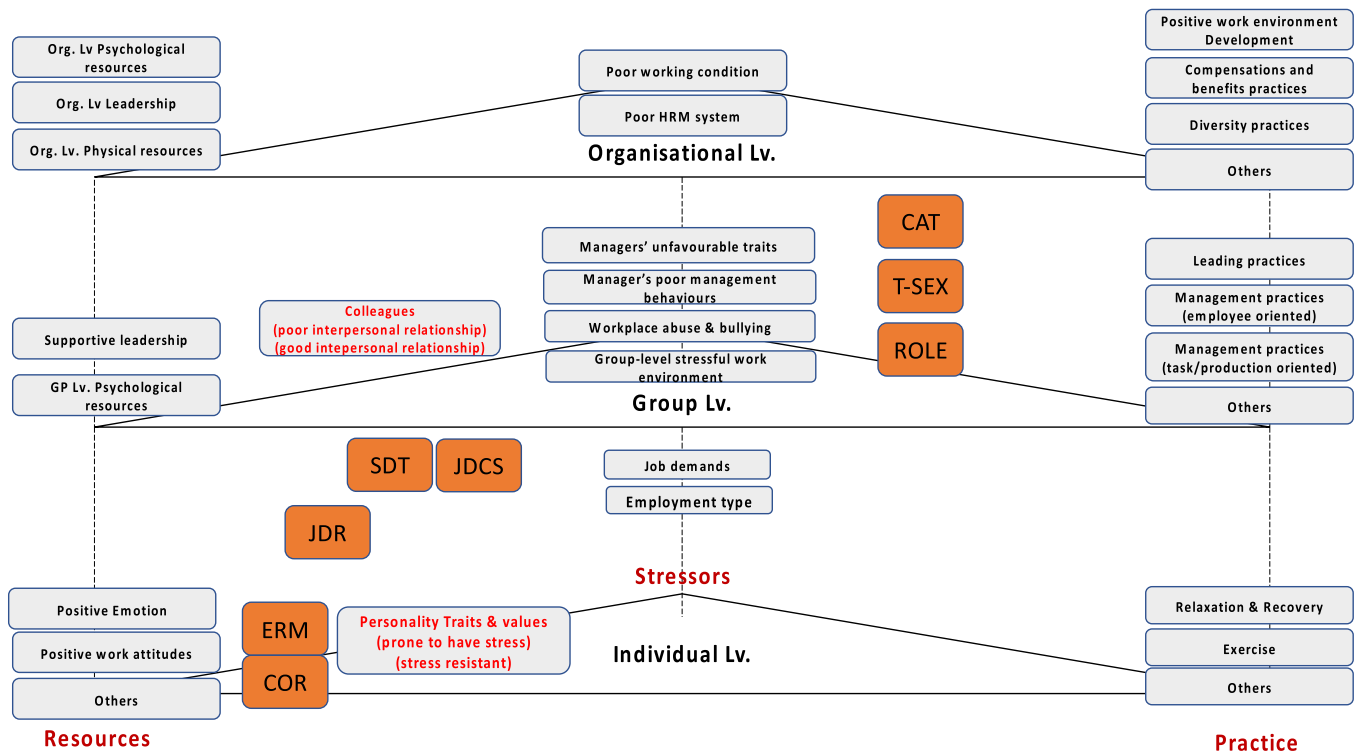


Fig. 3. The relationship between stressors, resources, and practices at the individual, group, and organisational levels.

The 10 EWB reviews that we used to develop the analytical framework indicated that EWB literature, in general, is also theoretically fragmented. It copes with fragmentation in three ways. First, some subscribe to a particular theory and use it as a lens to interpret the results; for example, Inceoglu et al. (2018) used COR theory to understand the leadership process. This approach can be useful to promote research within a specific theory. Second, some other reviews grouped or categorised different theories in distinct groups; for example, Mäkikangas et al. (2016) categorised EWB theories into three categories: theories focusing on EWB stability, theories focusing on change in EWB, and life-span EWB theories. Third, some reviews adopted an overarching metatheoretical view, as do Loon et al. (2019) with their paradox metatheory to study tensions between EWB and organisational performance.

Our study takes a more “neutral” approach because we opt to map the theoretical state of hospitality EWB research. We consider this mapping a first step in the theoretical development of the field, and we see the three approaches from the general EWB reviews as equally valid and necessary for this development to occur. This is why we recommend future studies in each of the three directions. In addition to this extensive theory borrowing, not uncommon in business-related disciplines (Whetten et al., 2009), we advocate for inductive theory building to complement existing ways in which theories can be built, and they can equally lead to theoretical maturity in a particular field (Edmondson and McManus, 2007).

Considering future theoretical development in the light of Fig. 3, we suggest further development using theories that focus on particular levels. For example, the Transactional Stress Theory (Lazarus and Folkman, 1984) could be used to provide more understanding of how individual employees cope with stress and develop relevant coping strategies; Social Identity Theory (Tajfel and Turner, 1979) that we already suggested could be used for the group level, and Organizational Support Theory (Eisenberger et al., 1986) on the organisational level. Moreover, future theoretical development should bridge the gap between the stressors, resources and practices across different levels. The study has identified underexplored areas, such as the relationships

between stressors and practices at the individual level and suggested some theories that could be used to integrate this dynamic.

Furthermore, future research could expand on the contexts of study within hospitality. We have focused on the hospitality industry and lifted its characteristics, such as customer interaction, industry volatility, and varying organisational practices. The findings highlighted only some national contexts, such as China and the USA. Still, future studies of hospitality EWB could expand this focus and investigate other and multiple geographical and cultural contexts. One example could be contrasting hospitality EWB in developed countries against developing countries or countries with different views on EWB, such as Japan and Sweden. Another relevant context differentiation is the type of hospitality sector. EWB could be achieved differently in restaurants, cruise liners, or hotels. Another example could be exploring religious workplace practices in different religious and cultural settings.

In terms of characteristics and different variables that could be explored, the interaction between stressors and resources at various levels is significant in light of the findings. For example, personal resources like resilience or group-level support from colleagues may mitigate individual-level stressors such as workload and customer incivility. However, less is known about how these interactions affect overall well-being and performance. Future studies should focus on linking these variables to understand their collective impact on EWB better. Some moderating variables that could be explored to a higher degree is the role of diversity (age, gender, cultural background) because diversity practices may significantly shape EWB outcomes.

Finally, we also suggest some methodological avenues for future research. For example, implementing daily diary studies (Lischetzke, 2014) can offer insights into employees’ day-to-day experiences, capturing the interactions between stressors and EWB practices at an individual level. Furthermore, as the hospitality EWB research is dominantly quantitative, using traditional qualitative techniques such as interviews and focus groups to capture more profound insights into employees’ perceptions of, for example, group dynamics and how organisations support well-being practices could be valuable. We also suggest mixed-method approaches, combining quantitative surveys (e.

g., assessing organisational climate and supportive leadership) with qualitative methods to develop a holistic understanding of EWB in hospitality. This approach could help create more targeted interventions that address individual and organisational needs.

5.3. Practical implications

Our study also provides several essential implications for hospitality practitioners. First, the study provides a holistic view of what aspects managers can pay attention to when they want to improve EWB at work and is beneficial not only as a check as to whether current practices fit in the big picture of improving EWB but also to identify the areas they are currently overlooking. For instance, individual stressors such as job demands and employment type can be resolved by proper work assignments and fair compensation to non-full-time workers. Also, the main stressors at the group level are predominantly associated with poor leadership. Instead, middle managers should consider how to facilitate supportive leadership by developing leadership training (both task and employee-oriented), which can transform into group-level resources such as supportive leadership and group-level psychological resources.

Understanding the mechanisms of EWB contributes to hospitality managers retaining current workers and attracting new employees. The COVID-19 pandemic accentuated the vulnerability of hospitality jobs, and many workers left the industry. The recent resume of international travel in the post-pandemic era has boosted the number of inbound tourists in many countries. Nevertheless, the negative image of the industry job, such as vulnerability, job characteristics, and low pay, has made it difficult for organisations to attract new employees domestically and internationally. With the shift of the primary generations in the workforce, the traditional way of attracting and recruiting employees may no longer be as effective as it used to be (Tang et al., 2020).

Furthermore, compared to other industries where employees can practice remote work, these options are limited for customer-facing hospitality workers. Thus, other than monetary benefits, hospitality organisations must consider what they can offer non-monetary benefits, such as providing a workplace that can foster greater EWB. The results of our study provide some clues on how to craft such a workplace to attract new employees.

5.4. Limitations

While our study has several limitations, they act as a platform for future research. First, although our study offers a comprehensive picture of EWB in the hospitality industry and points out the theoretical fragmentation of the field, identifying or developing a meta-theory to synthesise those different views was beyond its scope. In hospitality research, adopting one or two relevant theories to explain the phenomenon of investigation is a conventional approach. Such practices can explain complex concepts such as EWB, but multiple theories increase the multi-dimensionality of the field and essentially limit the understanding of the concept. To deeply understand the theoretical underpinnings of EWB in hospitality research, it is recommended that future research should consider either identifying or developing a meta-theory to explain a 'true' theoretical underpinning of EWB.

Second, derived from the existing literature, the study organised the data based on three major categories (practices, stressors, and resources) at three levels (individual, group, and organisational levels) and included the previous study's findings as comprehensively as possible. However, there might be alternative ways to organise the results of previous EWB studies. For instance, some results, such as organisational atmosphere, industry norms, or societal values, appeared only once, and they were thus not included in the presentation of the results, despite their general importance. Thus, other categories or levels may exist, depending on how the previous literature is. Future researchers may consider these alternative ways to manage the information when they conduct a systematic literature review of EWB.

A third limitation is associated with our study's sample. We included only hospitality journals on the ABS list and articles published between 2000 and 2022. This choice excluded tourism and service journals covering the same topic. Future studies could include those journal articles in a systematic literature review to provide a broader picture of EWB in the hospitality, tourism, and service industries.

The growing attention towards EWB in service industries, particularly in hospitality, underscores the pivotal role of workplace environments in nurturing employees' psychological, physical, and social well-being to ensure service quality. This study addressed theoretical fragmentation in EWB studies by systematically reviewing previous literature and utilising an adapted framework from established fields. Through this approach, the research identified and categorised the various individual, group, and organisational factors impacting EWB within the hospitality sector. By consolidating these insights, we present a comprehensive perspective on the current state of EWB research and suggest avenues for future exploration and theoretical advancement. The study serves as a platform for scholars and industry practitioners, promoting a more cohesive and enlightened approach to enhancing EWB within the dynamic context of the hospitality industry.

CRediT authorship contribution statement

Hiroaki Saito: Writing – review & editing, Writing – original draft, Project administration, Investigation, Funding acquisition, Formal analysis, Data curation, Conceptualization. **Daniilo Brozovic:** Writing – review & editing, Writing – original draft, Methodology, Formal analysis, Conceptualization. **Tom Baum:** Writing – review & editing, Writing – original draft.

Declaration of Competing Interest

There are no conflicts of interest to declare.

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Hiroaki Saito is an Associate Professor at Ritsumeikan Asia Pacific University, Japan. Before joining the current university, he served The University of Queensland as a sessional lecturer where he taught various courses in hospitality management. His current research interests include employee well-being and diversity management in the hospitality industry. He acts as a country representative for Japan at Asia-Pacific Council on Hotel, Restaurant, and Institutional Education (APACHRIE). He has published in various top-tier international journals including *Annals of Tourism Research*, *Journal of Hospitality and Tourism Management*, *Tourism Analysis* and others. He is an awardee of *Journal of Hospitality and Tourism Management* 2017 Best Paper Awards, and a recipient of a number of competitive international and national grants, which include Swedish Foundation for Humanities and Social Sciences and Japan Society for the Promotion of Science.

Danilo Brozović is Associate Professor in Business Administration at the University of Skövde, Sweden. His research interests include value creation perspectives, organizational resilience, strategic flexibility, and sustainability. His work appeared in *Business Strategy and the Environment*, *International Journal of Management Reviews*, *British Journal of Management*, *Journal of Service Theory and Practice*, *Management Decision*, *Futures*, and *Journal of Services Marketing*, among others.

Tom Baum is a professor of Tourism Employment of University of Strathclyde. His academic interests address the social and strategic contexts of low skills employment, with particular focus on hospitality and tourism. This interest stems from over 30 years of experience in the strategic planning and development of vocational and professional education and training, as a research director within the public sector, as an educator in universities and as consultant to the private sector and to public sector, internationally funded projects across five continents. A key focus of his work addresses the role of public and private stakeholders in planning and HRD for the diverse employment environment of hospitality and tourism.