

Unlocking Employee Well-being in Tourism and Hospitality: A Systematic Literature Review

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ABSTRACT

In today's rapidly changing work landscape, ensuring a good balance between work and personal is a critical concern for employees. This equilibrium significantly influences their overall well-being, affecting work attitudes and behaviours. Research on the tourism and hospitality (T&H) workforce has covered many topics, but there remains an evident gap in scholarly investigations specifically addressing the well-being of employees in this industry. This work intends to fill the void by undertaking a thorough systematic literature review (SLR) focusing explicitly on employee well-being within the T&H sector. This thorough technique helped us identify and evaluate the most relevant studies from an extensive literature. The main goal of this academic paper is to address the identified research gap and provide practical insights for various stakeholders. Policymakers could benefit from recognising T&H workers' challenges and opportunities. Practitioners, including businesses in this sector, can gain valuable guidance on implementing strategies that promote work-life balance among their workforce. Scholars will also discover a consolidated resource that informs their future research and assists them in contributing to employee well-being discussions. Our results may also help T&H organisations develop work-life-balanced workplaces. Our rigorous literature analysis and practical insights seek to improve employee well-being, organisational performance, and industry vitality.

KEYWORDS

Employee Well-being, Tourism, Hospitality, Systematic Literature Review, Tourism Employees.

ARTICLE HISTORY

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1. Introduction

Service-based businesses dominate the tourism and hospitality (T&H) sector, wherein the employees serve as the organisation's primary offering and as ambassadors for the organisation's brand (Hsu et al., 2019). It is widely understood that the exchange process in the tourism industry relies heavily on human interaction, which makes it a very labour-intensive process (Deery & Jago, 2009; Alrawadieh et al., 2019). The health and welfare of employees in the T&H industries remain a critical area of inquiry for tourism scholars. An employee's psychological and mental health is included in their overall welfare, in addition to their physical health (Al Doghan & Talat, 2023). It can be noted that T&H employees' emotional labour and levels of engagement at work fluctuate throughout the day, thus understanding these shifts is crucial (Yu et al., 2023). The occurrence of emotional dissonance may be unavoidable due to the presence of a high-stress work environment characterised by extended working hours, irregular work schedules, substantial workloads, and demanding clientele (Yang et al., 2020). Furthermore, their mental and physical behaviours are favourable for delivering high-quality services and fostering a strong and enduring relationship with clients (Bednarska, 2013).

T&H, being a high-contact industry, requires a large pool of employees who can handle complex situations. Hence, employees may experience significant levels of stress in order to meet performance goals. Also, the experience of stress arises from conflicts in both the professional and personal domains, necessitating a harmonious equilibrium between work and personal life (Deery, 2008). Workplace stress, unfair behaviours, and job insecurity among employees might harm organisational outcomes (Alpler & Arasli, 2020; AlMutawa et al., 2023). The COVID-19 epidemic certainly impacted distress levels, job security, and mental well-being (Baloch et al., 2022). The reason for workers' diminishing morale was because of the uncertainty and anxiety caused by COVID. It significantly affected the mental and psychological health of employed workers and supervisors (Hameed et al., 2023). Numerous organisational outcomes, such as employee performance, are correlated with workers' sense of well-being (Veingerl Čič et al., 2016; Çetin et al., 2022). The T&H business has been linked to aggressive norms and workplace stress as potential causes of abusive supervision (Yu et al., 2023). The concept of job insecurity refers to the subjective experience of individuals perceiving their job position as vulnerable and at risk of being lost. This perception can result in adverse reactions and consequences for individuals and businesses, including reduced dedication, diminished contentment, and detrimental effects on one's physical and mental well-being (Al-Ghazali & Afsar, 2022). According to Sirgy et al. (2001), one of the main indicators of an employee's level of satisfaction is their work-life quality.

The well-being of employed workers also includes the pursuit of a work-life balance. Organisational investigation into the topic of balance between work and personal life often concentrates on employees as well as managers, revealing that conflict is linked to organisational circumstances, including long hours and job pressure (Sturges & Guest, 2004; Sun et al., 2020). Organisational variables (work demands, work culture, home demands, and home culture) and human factors (energy, work orientation, personal control, personality and resilience, age, gender, life stage, and career stage) influence work-life balance (Siu, 2013; Prayag et al., 2019). The implications of achieving or struggling with work-life balance include several aspects such as job happiness, overall life satisfaction, personal well-being, stress levels, performance outcomes both in the workplace and at home, as well as the influence on others within one's professional and personal spheres (Mulvaney et al., 2007; Sun et al., 2020). Travel experiences reduce stress and improve employees' quality of life (Chen et al., 2016; Sie et al., 2021). Commitment to the job and job satisfaction are the two main measures of work-life quality (Alrawadieh & Alrawadieh, 2022).

Employee well-being has been the subject of prior research that has used several models of theory, including the effort recovery model, reciprocity norm theory, need hierarchy theory, bottom-up spillover theory, conservation of resources theory, organisation justice theory, self-determination theory and job demands-resources theory (Le et al., 2016; Sirgy, 2019; Thal & Hudson, 2019; Gordon & Shi, 2021; Alrawadieh & Alrawadieh, 2022). Although previous studies have explored many facets of the T&H workforce (Kuriakose et al., 2023; Kim et al., 2023), there is a noticeable deficiency in academic inquiries that particularly focus on the welfare of employees within this sector. Given the growing recognition of employee well-being in modern times, scientific inquiries have already been undertaken to examine many

aspects of well-being. Therefore, there is a lack of extensive and integrated analysis in the literature review about the well-being of employees, which has not been thoroughly examined and is characterised by fragmentation. Using a systematic literature review, an endeavour is made to generate knowledge and offer an in-depth review of the existing literature concerning employee well-being. The purpose is to address the current knowledge gap through a thorough and systematic evaluation of the literature, specifically focused on the well-being of employees in the T&H industry.

Firstly, this research offers an in-depth assessment of many aspects of employee well-being within the T&H sector. The existing literature on employee well-being has been examined historically over several years. The primary scholarly papers are examined in order to get an understanding of the various patterns and developments pertaining to employee health and wellness. Following is the article's outline: Firstly, this article reviews employee well-being studies to summarise the main types of topics covered in the literature, the journals publishing articles on employee well-being, organisational partnership and data type (i.e., quantitative, mixed, qualitative and other statistical techniques); finally, this article reviews previous investigations to summarise their findings. Consequently, this offers prospects, orientations, and pathways for future research endeavours in this progressively significant topic within the realm of tourism literature.

2. Literature Review

Place and nation branding may enhance destination branding by incorporating improved social services and societal well-being in the tourism sector (Chigora & Hoque, 2018). Individuals may also strive for well-being as a means of improving their lives. Determining employability is crucial for addressing industry instability, fostering employee commitment, and reducing work insecurity, especially in the tourism sector (Alpler & Araslı, 2020). It might be challenging for many employees in the tourism industry to travel, pursue education, and maintain a healthy lifestyle since they are in front-line roles for 24-hour operations (Deery & Jago, 2009).

Well-being is a multidimensional and complicated societal phenomenon that is intangible (Chang et al., 2021). Well-being may be defined as a pleasant and subjective emotional state that individuals experience in relation to their experiences in life (Lin et al., 2014). Henceforth, the well-being of employees is a widely discussed subject in the context of organisational dynamics. Employee well-being is “the overall quality of an employee's experience and functioning at work” (Grant et al., 2007). Therefore, 3 essential elements comprise employee well-being: (1) subjective well-being; (2) psychological well-being; and (3) workplace well-being (Page & Vella-Brodrick, 2009). Key mental health indicators in the workplace include employees' psychological and subjective well-being (Page & Vella-Brodrick, 2013). A term analysis of employee well-being is presented in Table 1. Employee well-being can be understood in the three-dimensional model of subjective well-being, which includes rationally evaluating one's overall life satisfaction, decreased adverse consequences and enhanced favourable effects (Page & Vella-Brodrick, 2013; El-Sawalhy et al., 2022). While material well-being is often prioritised in tourism, other experts suggest that psychological and subjective well-being are crucial (Filep, 2016; Chang et al., 2021). Séraphin et al. (2023) found that research on transformational luxury might conceivably enhance the well-being of people. They also found that four factors—risk, ethics, trust and ambidextrous managerial practices—are crucial to the development of luxury innovations.

This study also extensively studied the significance of tourists' well-being within the T&H business (Lehto et al., 2020; Junaid et al., 2020; Sie et al., 2021; Majeed & Kim, 2022; Awan et al., 2022; Khairy et al., 2023). Many investigations highlighted the importance of well-being in enhancing the lives of various tourist demographics (Morad, 2007; Zhou et al., 2017; Stončikaitė, 2021). Dileep and Chandrasekar (2019) and Soliman et al. (2023) have conducted an investigation that analysed the association between technological experience and the well-being of tourists at tourism destinations. Another research showed that virtual tourism experiences may improve workers' mental health and focus while giving tourism spots a chance to highlight real encounters (Walters et al., 2022). The evaluation conducted by Knollenberg et al. (2019) examined the progress of the community and its overall welfare in the context of T&H. The term

“geriatric tourism” has achieved academic recognition in the tourist industry due to the attention placed on the well-being of elderly or senior travellers (Tsartsara, 2018).

Several factors impact employee well-being on different levels. Scholars in T&H have shown that work-leisure conflict significantly impacts both the professional and personal lives of workers (Tsaur & Yen, 2018). Previous academic research has indicated that organisations that have employees with low levels of well-being are susceptible to adverse consequences. These consequences include lower efficiency, compromised decision-making abilities, increased absenteeism rates and overall inferior performance (Cabrera et al., 2018). At the organisational level, bullying at work has an unfavourable influence on workers’ productivity, wellness, and service quality (Hsu et al., 2019; Kitterlin-Lynch et al., 2022). Support services are available to shield workers from stressful circumstances like conflict between their jobs and personal lives (Xu & Cao, 2019). Employee resilience is a crucial determinant in the overall well-being of tourism entrepreneurs and their organisations (Prayag et al., 2019).

Table 1. Term Analysis of Employee Well-being

Term Analysis	Definitions	Research-based on the review
Employee Well-being		
1. Subjective Well-being	Subjective well-being relates to the personal assessment and evaluation that individuals make of their overall life satisfaction and the many aspects and activities within their lives (Diener, 1984).	Agyeiwaah et al. (2024); Hameed et al. (2023); Sie et al. (2021); Su et al. (2016); De Bloom et al. (2016)
2. Psychological Well-being	Psychological well-being represents a person’s comprehensive evaluation of the quality of their lives (Ryff & Keyes, 1995).	Kimbu et al. (2023); Al Doghan & Talat (2023); Mensah et al. (2022)
3. Workplace Well-being	Workplace well-being incorporates a number of aspects of the workplace, such as the physical setting, employee happiness on the job, the culture of the workplace, and the organisational framework (Schulte & Vainio, 2010).	Adam et al. (2023); Tang et al. (2020); Hsu et al. (2019)

Source: Own Elaboration

2.1 COVID-19 and Employee Well-Being

The implementation of COVID-19-related measures, such as social distancing, remote work, travel limits and reduced staffing, has limited the ability to maintain previous work practices, resulting in a transformation of employee work patterns (Salari & Murphy, 2022). The COVID-19 epidemic also caused uncertainty among employees, which adversely impacted the T&H sector (Sharma et al., 2021; Baloch et al., 2022). Tourism was hit hard by the global reduction in demand for employment caused by the COVID-19 epidemic (El-Gohary, 2020; Gupta et al., 2022). Due to the outbreak, there has been a substantial drop in individuals’ confidence regarding the stability of their employment and financial hardship which was related to a decrease in positive feelings, leading to a reduction in employees’ subjective well-being (Açikgöz & Günay, 2020; Hameed et al., 2023). Operations, marketing, and organisational strategy have all been areas where businesses have dealt with VUCA (Volatility, Uncertainty, Complexity and Ambiguity) in the past few years (Hu et al., 2023). This phenomenon is notably apparent among the workforce in the tourism sector, whom the pandemic has significantly impacted. Consequently, these circumstances have had detrimental effects on their mental well-being (Elshaer & Azazz, 2023). Hameed et al. (2023) posited that the significance of one’s fundamental assessment in mitigating the adverse effects of monetary pressure and impact on an individual’s overall happiness via unfavourable feelings was significant among employees in a developing country like Pakistan. Furthermore, it has been noted that the presence of career anxiety among the prospective workforce might harm their psychological welfare, ultimately influencing how they perform (Rahimi et al., 2022).

Table 2 depicts the comparative state of employees prior to and subsequent to the COVID-19 epidemic. The implications of health concerns on individuals employed in the tourism industry can exhibit variations

based on their demographic attributes and job-related factors (Elshaer & Azazz, 2023). Prior research has shown that several elements, such as leadership style, organisational embeddedness, and corporate social responsibility practises, have a substantial effect on the standard of job life and employees' contentment in the tourism sector (Alrawadieh & Alrawadieh, 2022). According to the social support viewpoint, co-workers' assistance reduces employees' perceived uncertainty and emotional tiredness during such crises (Sharma et al., 2021). Following the global pandemic's consequences, sustainability has emerged as a critical factor in determining both the quality of work-life and efficiency of work (Diamantis & Puhr, 2022; Fuchs et al., 2022; Salem et al., 2023). Furthermore, travellers, workers, stakeholders, etc. are looking for methods to recover and revitalise by generating spirituality and religion in their behaviour (Wang et al., 2021; Rezapouraghdam et al., 2022). The T&H sector has included environmental behavioural tactics in response to the outbreak of COVID-19 (Khattak et al., 2021; Khairy et al., 2023).

Table 2. Employee Scenarios Prior to and Following COVID-19

S. No.	Scenario before COVID-19	Scenario after COVID-19
1.	No or less teleworking (Andrulli & Gerards, 2023)	Increase in teleworking (Andrulli & Gerards, 2023)
2.	Less concern about job insecurity (Al-Ghazali & Afsar, 2022)	Anxiety, despair, and stress levels rose in tandem with rising job instability (Elshaer & Azazz, 2023)
3.	Working conditions were confined and restricted (Chaichi et al., 2023)	Working conditions are flexible (Malousis et al., 2023)
4.	The working environment was challenging, making jobs tiresome (Hu et al., 2023)	With technological advancement, jobs have become easy (AlMutawa et al., 2023)
5.	Existence of socio-economic inequalities among the employees (Wong et al., 2021)	Existing socio-economic inequalities worsened post-pandemic (Malousis et al., 2023)
6.	The employees had a level of awareness of the technical software required for job execution, albeit their proficiency in using the software was limited (Radić et al., 2020)	Employees have shown a high level of adaptability and commitment towards using technology applications and platforms in their professional endeavours (Mensah et al., 2022)
7.	Lack of concern around the possibility of experiencing employment instability (AlMutawa et al., 2023)	Significant rise in anxiety and distress about employment instability (AlMutawa et al., 2023)
8.	Lack of employee well-being and mental health awareness (Chaichi et al., 2023)	Employee satisfaction and well-being mentally are given considerable priority (Fuentes et al., 2022)

Source: Own Elaboration

3. Methodology

This study applied a systematic literature review (SLR) to comprehensively investigate and synthesize existing research on employee well-being within the tourism and hospitality (T&H) sector. The SLR design followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) procedures (Moher et al., 2009), as illustrated in Figure 1.

To ensure the relevance and quality of the included articles, a particular inclusion and exclusion criteria were applied. Inclusion criteria encompassed scholarly articles focusing on employee well-being, tourism, and hospitality. Only articles in the English language were considered. Exclusion criteria comprised studies not directly addressing employee well-being or those lacking relevance to the T&H sector.

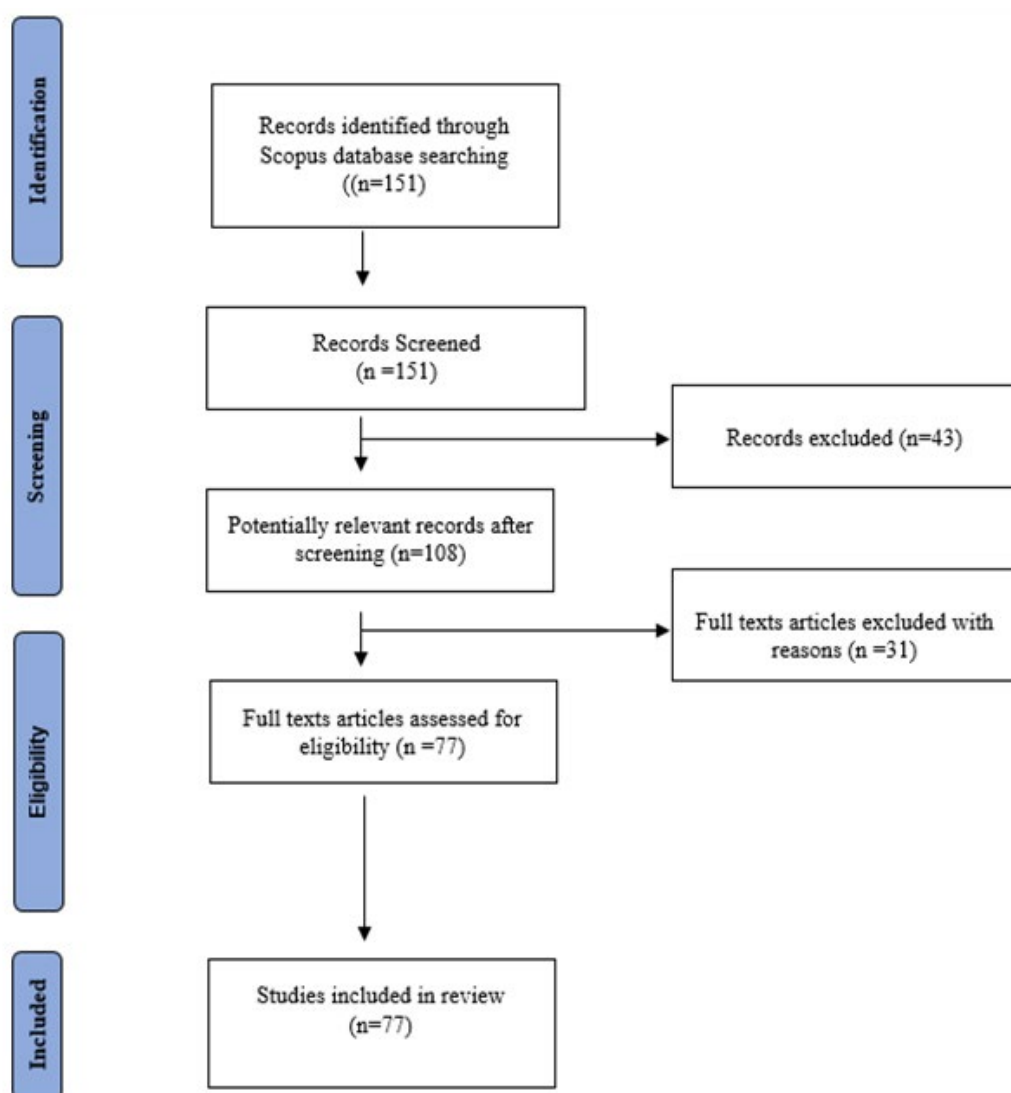
A broad search strategy was devised to identify related articles. Electronic database i.e. Scopus, was systematically searched using specific keywords. The search strings were constructed using Boolean operators, combining terms such as "well-being" AND "employees" OR "tourism" AND "hospitality".

Choosing Scopus for our systematic literature review on employee well-being in tourism and hospitality brings numerous advantages. Scopus's comprehensive coverage ensures access to a diverse range of scholarly sources, vital for a multidisciplinary field like ours. Its international scope facilitates the inclusion of studies from various global regions, offering a more representative review. The citation analysis feature aids in identifying influential works, contributing to historical context. Abstract and keyword indexing enhances search precision. Given the interdisciplinary nature of employee well-being, Scopus's coverage of diverse subject areas proves valuable. Additionally, Scopus's rigorous quality control ensures the reli-

ability of peer-reviewed studies, affirming the robustness of our systematic review. The study selection process involved multiple stages. Initially, titles and abstracts were screened for significance, followed by a full-text assessment of eligible articles. The data extraction process entailed methodically logging pertinent data, such as author names, publication years, research methodologies, important conclusions, and implications, from the chosen publications. This information was then synthesised to identify overarching themes and patterns. A quality assessment was conducted to gauge the methodological rigour of the included studies. The assessment considered research design, sampling methods, and data analysis techniques. Studies were not excluded based on quality but were considered in the synthesis with quality considerations. The findings were combined to present a comprehensive overview of the current knowledge on employee well-being in the T&H sector. There are limitations to this SLR. The inclusion of only English-language articles may introduce language bias. Additionally, the dynamic nature of the T&H industry may mean that recent developments are not fully captured in the literature.

This systematic literature review employed a robust methodology to investigate the current state of employee well-being within the T&H sector. The systematic approach confirms a comprehensive and unbiased synthesis of existing knowledge, providing valuable insights for policymakers, practitioners, and scholars.

Figure 1. Flow Chart of the Literature Section based on the PRISMA Approach (in Lines of the Moher et al. 2009)



4. Presentation of Results, Discussion and Conclusion

This research has conducted a comprehensive evaluation of scholarly publications published in journals from 1990 to 2023, focusing on the topic of employee well-being. Despite the topic's narrow focus on the hospitality and tourism industries, scholarly publications have increased in recent years. The articles reviewed in this research shed light on the initial investigations about employee well-being, wherein the challenges employees face within an organisational context were examined, especially in the wake of the coronavirus epidemic. However, subsequent observations have indicated a shift in the approach towards these challenges, with a focus on adopting a positive mindset through the practice of mindfulness and actively seeking out opportunities that promote personal happiness and satisfaction. Based on the aforementioned existing literature pertaining to this subject, the attainment of employee well-being may be succinctly described as being contingent upon the following identified conditions:

4.1 Through Organisational Support

Employment opportunities in the service sectors are distinguished by frequent and significant interpersonal encounters, often accompanied by heightened stress levels (Benítez et al., 2021; Koh et al., 2022). Given the labour-intensive characteristics of the tourism business, it is crucial to highlight human capital resources in the present setting and its considerable potential to imitate the physical aspects of rival goods (Bednarska, 2013). Employees are more likely to feel fulfilled when they have beneficial interpersonal interactions with coworkers; on the other hand, initiatives to achieve positive outcomes in terms of organization-building from employees will be in vain unless they see an inviting, cooperative, and trust-worthy work atmosphere fostered by the business (Wang et al., 2023). Table 3 provides an overview of the studies that were examined to investigate the impact of organisational support on employee well-being.

Positive organisational behaviour, which promotes positive phenomena like optimism and resiliency among employees, is a key component in the relationship between well-being and organisational characteristics (Page & Vella-Brodrick, 2009). To encourage increased workforce investment, businesses must pay careful attention to how employees feel about the fairness of the workplace and their own personal well-being (Tripathi & Kumar, 2023). Therefore, organisations should prioritise their employees' well-being by implementing policies and programmes that promote diversity, equity, and compassion in the workplace.

Table 3. Review Studies of Organisational Support for Employee Well-Being

S. No.	Author/s (Year)	Aim	Nation	Data Collection	Analysis Approach	Outcomes
1.	Yu et al. (2023)	To determine if there is a connection between subordinates' emotional labour on a daily basis, their level of engagement with their job, and abusive supervision.	China	95	R-Studio, ESM	These results highlight employees' everyday reactions to abusive supervision, assisting T&H managers in creating training programmes and policies to mitigate harmful effects and safeguard employee well-being.
2.	Al Doghan & Talat (2023)	To investigate the effect of personal and organisational parameters on employees' emotional health.	Saudi Arabia	234	Pearson's Correlation Test	According to the study, A worker's psychological well-being, work-life balance, and supervisor behavior are all affected by the presence or absence of social support.
3.	Alrawadieh & Alrawadieh (2022)	To provide a theoretical framework that connects perceived organisational support and several outcome factors such as burnout, life happiness, and work-life balance.	Turkey	301	PLS-SEM	The findings reveal that tour guides' quality of life at work is improved and their levels of burnout are reduced when perceived organisational support is implemented.
4.	Xu & Cao (2019)	To establish a conceptual structure for comprehending challenges and difficulties related to work-life balance in the hotel sector.	U.K.	-	Meta-analysis	Outcomes show that social assistance, positive and negative affectivity, job features, and outcomes like employment-related well-being, stress efficiency, and turnover intentions are all associated with work-to-non-work and non-work-to-work conflicts.

4.2 Through Familial Assistance

Employees who experience high job expectations and work overload are compelled to work extended hours, resulting in heightened conflicts between their work and non-work activities (Yilmaz, 2015; Al-Aali, 2023). Consequently, this situation hinders their ability to engage in leisure activities. Employees are confronted with the challenge of balancing their professional obligations with familial responsibilities, which may potentially harm their overall welfare. Employees who work full-time may need more flexible work arrangements to balance their personal and professional lives, and this may be the case more so than for those who work part-time (Cabrera et al., 2018). In the context of work, the provision of social support has been shown to have a mitigating effect on mental tiredness, enhance emotional labour, and foster both job satisfaction and job achievement (Lin et al., 2014).

Table 4 summarises the research on family support and employee well-being. Organisational managers must support work-family policies that improve employee well-being to resolve work-family conflict (Medina-Garrido et al., 2023). Employer-provided family-friendly policies or perks may help employees balance work and family obligations. Therefore, family support may play a catalytic role in improving the well-being of employees by lowering their stress and anxiety levels.

Table 4. Research on the Influence of Family Support on Workers' Well-being

S. No.	Author/s (Year)	Aim	Nation	Data Collection	Analysis Approach	Outcomes
1.	Medina-Garrido et al. (2023)	To, directly and indirectly, evaluate the impact of employee access to and assistance from their employer's work-family policy on well-being and organisational commitment.	Spain	530	PLS-SEM	The findings suggest that human resource management should prioritise organisational support for workers to make work-family policies available and foster organisational commitment and well-being.
2.	Fuentes et al. (2022)	To investigate the impact crisis anxiety has on the emotional well-being of cruise ship employees.	-	-	PLS-SEM	It shows that employees' impression of their employability outside the industry moderates fear. The COVID-19 crisis does not affect family support.
3.	Alrawadieh & Alrawadieh (2022)	To provide a theoretical framework that connects perceived organisational support and several outcome factors such as burnout, life happiness, and work-life balance.	Turkey	301	PLS-SEM	The findings reveal that tour guides' quality of life at work is improved and their levels of burnout are reduced when perceived organisational support is implemented.

Source: Own Elaboration

4.3 Attaining Work-Life Balance

Employees in the T&H sector often have to balance many priorities at once, which may negatively affect their health and productivity on the job (Cabrera et al., 2018). Tourism impact research has recently shifted to non-economic indicators, including quality of life for tourists, employees and community inhabitants (Uysal & Sirgy, 2019). The total quality of life of employees was also observed to be influenced by their work-life quality (Lütkenhaus, 2020).

When analyzing work-family problems, taking into account individual variations among workers, using different nations as research settings, and looking at the long-term effects of work-family assistance schemes, it is essential to take a complete viewpoint. The topic of work-family support policies needs more scholarly attention within the industry of T&H, which warrants further investigation to better understand the implications and effectiveness of such policies. Furthermore, policies on childcare and women's safety need to be implemented since they affect the work-family balance. Hence, the adoption and implementation of policies aimed at achieving a harmonious equilibrium between work and personal life can effectively assist in improving the health and happiness of employees, especially those who experience undue psychological strain. An overview of work-life balance studies on employee well-being is in Table 5.

Table 5. Review Studies on Work-life Balance Research for Employee Well-being

S. No.	Author/s (Year)	Aim	Nation	Data Collection	Analysis Approach	Outcomes
1.	Chaichi et al. (2023)	To study well-being in a Malaysian casino to understand employee issues and factors influencing motivation to provide realistic mitigation strategies.	Malaysia	14	NVivo Software	Lack of break time, erratic working hours impacting family time, handling client outbursts, and pandemic-related changes in emotional support and pay hurt employees. Employed women were especially susceptible.
2.	El-Sawalhy et al. (2022)	The research builds an integrative model using social influence theory to examine the connections between overqualification, social distance, and four different organisational attitudes.	Egypt	409	WarpPLS 7.0	Employees' quitting intentions, satisfaction with their jobs, well-being, and counterproductive behaviour were all found to be impacted by overqualification, with social acceptance playing a mediating role.
3.	Uysal & Sirgy (2019)	To suggest that metrics of quality of life may be utilised as indicators of performance in the tourism industry, either on their own or in conjunction with other, more conventional measures of success.	USA	-	Literature Review	It may be inferred that there exists a reciprocal association between traditional performance metrics and indices of quality of life.
4.	Cabrera et al. (2018)	To study work-family and family-work overflow and hospitality sector well-being. Additionally, this research examines if supervisor support moderates this association.	Spain, UK, Norway	1494	SPSS	Research indicated that perceived supervisor support significantly affected employees' job well-being, with work-family spillover and perceived supervisor support playing a moderating role.

Source: Own Elaboration

4.4 Practicing Employee Mindfulness

Utkarsh and Sigala (2021) suggested that tourism should prioritise the well-being of stakeholders, including employees, tourists, and communities, using a well-being and mindfulness theoretical lens. Tourism can be a meaningful activity that improves the quality of life and happiness through hedonic activities. It was also noted that healthy ecosystems play a crucial role in supporting various essential services for the overall well-being, health, sustenance, and survival of human populations (Marcinkevičiūtė et al., 2022). It was also observed that the emotional and psychological well-being of employees and customers may be greatly enhanced via the effective adoption of nature-based solutions in T&H management (Cai et al., 2021; Sohaib et al., 2022).

According to prior research, employees who possess a heightened state of mindfulness are inclined to see an abusive boss as exhibiting unjust behaviour (Burton & Barber, 2019; Yu et al., 2023). Mindful employees and mindful leadership are essential for mindful organisations since they can appreciate the subtleties of this offering. Various negative emotional states, such as anxiety, tension, and depression, may be lessened via regular mindfulness meditation, according to research (Yu et al., 2023). Therefore, employees should engage in mindful practices and coping approaches to boost their health and happiness, as well as their productivity and progress in the workplace (Zhu et al., 2020). Table 6 outlines the impact study of mindfulness on the well-being of workers.

Table 6. Review literature on Employee Mindfulness for Well-being

S. No.	Author/s (Year)	Aim	Nation	Data Collection	Analysis Approach	Outcomes
1.	Yu et al. (2023)	To determine if there is a connection between subordinates' emotional labour on a daily basis, their level of engagement with their job, and abusive supervision.	China	95	R-Studio, ESM	These results highlight employees' everyday reactions to abusive supervision, assisting T&H managers in creating training programmes and policies to mitigate harmful effects and safeguard employee well-being.
2.	Elshaer & Azazz (2023)	This study applies a mediation analysis to how job instability and psychological well-being are related among hotel and travel industry employees.	Egypt	475	PLS-SEM	The results demonstrate that job insecurity significantly affects depressive symptoms, anxious thoughts, and stress levels in the tourism industry and that financial strains on families exacerbate the detrimental impact of uncertain employment on mental well-being.
3.	Hameed et al. (2023)	To comprehend the goal of calculating the financial burden of the COVID-19 epidemic resulting from job termination on the subjective well-being of those employed in the T&H industry.	Pakistan	284	Mixed	Financial strain and subjective well-being were shown to have a considerable negative connection in Study 1, with negative affectivity mediating the relationship. Study 2 revealed that COVID-19-related job loss caused long-term financial pressure, requiring employees to use various contextual and personal resources to minimise its influence on subjective well-being.
4.	He & Hao (2022)	To conduct an in-depth cultural study of three autoethnographic case studies from the hospitality sector.	United States	-	Autoethnography	The outcomes indicate that emotional labour and employee well-being in diverse settings are a closed cycle with a mutual connection that triggers ongoing modifications through the individual's cultural interactions.

Source: Own Elaboration

4.5 Better Working Opportunities

The tourism industry has much to gain from embracing sustainability practices, including a more competitive perception and a more productive workforce (Islam et al., 2019; Andrade-Valbuena et al., 2022). Also, better mental health for tourism workers may be achieved by establishing policies and practices that provide job stability, which in turn offers more consistent schedules for work, more generous benefits, and more chances for career advancement (Elshaer & Azazz, 2023). The consideration of virtuous organisational practises (VOPs), which have a special focus on enhancing the well-being of employees, is necessary to improve job performance (Veingerl Čič et al., 2016). Eventually, employees, as marketers and operators, will be able to understand tourists' voluntary electronic word-of-mouth behaviour and develop ways to increase it (Fan et al., 2023).

Table 7 discusses research on improving working conditions for employee well-being. Employees who experience a significant degree of job satisfaction exhibit loyalty towards their respective organisations (Bednarska, 2013). An increase in brand participation, organisational citizenship, role internalization, and overall brand health may be a result of a happy and healthy workforce, which is an inherent mechanism for workers to actively represent the brand (Wang et al., 2023). Henceforth, employee well-being improves in tandem with their work satisfaction and work quality (Uysal & Sirgy, 2019).

Table 7. Review Studies on Improving Employee Well-Being by Obtaining Better Working Opportunities

S. No.	Author/s (Year)	Aim	Nation	Data Collection	Analysis Approach	Outcomes
1.	Wang et al. (2023)	To shed light on two tourist hotspots' primary staff members by presenting a structural equation model for corporate camaraderie, employee happiness, employee helpfulness, and brand ambassador conduct.	China	208	AMOS-SEM	The empirical findings demonstrate that employee brand ambassador behaviour may be determined by workplace friendship via two mediators: employee well-being and employee helpful behaviour.
2.	Gordon & Shi (2021)	To examine the effects of workaholism on the connection between recovery, health, and professional performance in the hotel management field and how successful recovery from vacations influences career advancement.	United States	302	Multiple Regression Analysis	The effects of workaholism and recovery experiences on the perceived professional success and well-being of hotel managers were investigated and evaluated in this research.
3.	Hameed et al. (2023)	To comprehend the goal of calculating the financial burden of the COVID-19 epidemic resulting from job termination on the subjective well-being of those employed in the T&H industry.	Pakistan	284	Mixed	Financial strain and subjective well-being were shown to have a considerable negative connection in Study 1, with negative affectivity mediating the relationship. Study 2 revealed that COVID-19-related job loss caused long-term financial pressure, requiring employees to use various contextual and personal resources to minimise its influence on subjective well-being.

Source: Own Elaboration

4.6 Sensitizing of Awareness Programmes on Employee Well-being

Employees in the T&H sector often have to balance many priorities at once, which may negatively affect their health and productivity on the job. Also, the T&H sector may be emotionally demanding due to the immersive characteristics of the travel industry and the dynamic and intimate human relationships involved. Emotional labour refers to the process by which employees must express the right feelings in order to perform at an optimal level throughout interactions (He & Hao, 2022). Maintaining a pleasant outward demeanour while at work may be tough, especially if the task is emotionally draining. Affective events considerably increase workers' organisational variable evaluations, demonstrating the relevance of neuro leadership abilities in regulating emotions and promoting the health and happiness of workers (De La Nuez et al., 2023). Hence, the organisation needs to contemplate implementing awareness initiatives that engage employees and address the issue of well-being, while also establishing a conducive climate that fosters the development of capable professionals.

Also, their suffering from job insecurity might draw strength from their optimism and perseverance (Al-Ghazali & Afsar, 2022). In this manner, people are more likely to take responsibility for their own health and happiness, which in turn increases their capacity and productivity. Table 8 reviews research on employee well-being and awareness programme efficacy.

Table 8. Review Studies on the Effectiveness of Awareness Initiatives in Boosting Employee Well-being

S. No.	Author/s (Year)	Aim	Nation	Data Collection	Analysis Approach	Outcomes
1.	Elshaer & Azazz (2023)	This study applies a mediation analysis to see how employment instability affects the mental health of those working in the hospitality and tourism industries' employees.	Egypt	475	PLS-SEM	The results demonstrate that job insecurity significantly affects depressive symptoms, anxious thoughts, and stress levels in the tourism industry and that financial strains on families exacerbate the detrimental impact of uncertain employment on psychological well-being.
2.	Sharma et al. (2021)	To investigate the COVID-19 pandemic's impact on travel through an analysis of the existing scholarly literature in this domain.	India	35	Systematic review methodology	The framework showed that resilient governments, market participants, technological innovators, and industry workers could help tourism evolve post-pandemic.
3.	Gordon & Shi (2021)	To examine the effects of workaholism on the connection between recovery, health, and professional performance in the hotel management field and how successful recovery from vacations influences career advancement.	United States	302	Multiple Regression Analysis	The effects of workaholism and recovery experiences on the perceived professional success and well-being of hotel managers were investigated and evaluated in this research.

Source: Own Elaboration

This research undertook a comprehensive examination of the notion of employee well-being in the T&H business employing a rigorous analysis of existing literature. After the global epidemic, employee well-being has become a buzzword that governments and practitioners must address if businesses are to continue operating successfully. Learnings from COVID-19 may aid in overcoming challenges and thriving after adversity. A number of employee outcomes, including confidence in one's abilities, optimism, hope, resilience, and contentment with the company's reaction to the COVID-19 pandemic, have been responsible for favourably influenced by CSR initiatives (Utkarsh & Sigala, 2021). Managers must use a multifaceted approach to enhance psychological capital post-COVID-19. The conclusion drawn is that the aforementioned conditions play a significant role in augmenting the welfare of an employee inside an organisational setting. Employees who get encouragement from both their employers and their families are more likely to feel capable of handling their jobs and personal commitments. This is the key that unlocks the door to a healthy work-life balance for them. Mindfulness training at the individual level is essential for improving employees' health and happiness, which in turn may boost their performance at work. Also, enhancing employee well-being may be facilitated by implementing improved training programmes and wider working possibilities. These initiatives can foster positive change, provide novelty, and contribute to employee job satisfaction. The cultivation and advocacy of employee well-being may provide benefits for both the company and society at large.

5. Implications

5.1 Theoretical Implications

By conducting a thorough analysis of existing literature on employee well-being in the T&H industries, this work provides several significant theoretical advances within the current corpus of information. The paper offers a thorough evaluation of the theoretical evidence of employee well-being in the T&H industry. It encompasses various aspects and delineates the diverse conditions that provide support for the current body of literature on employee well-being. The previously mentioned conditions, which are outlined to enhance the overall well-being of personnel working for T&H, underscore the necessity of addressing these individual concerns distinctly. Practitioners have the opportunity to integrate the subject of employee well-being into their educational and training initiatives, to enhance awareness and foster the concept of employee mindfulness.

5.2 Practical Implications

There are substantial implications for tourism organisations in this research that provide employment opportunities, highlighting the significance of employee well-being. Various factors, such as organisational culture and environment, human resource and job-related policies and regulations, etc. influence this aspect. Understanding the influence of these policies can provide valuable insights for T&H organisations and policymakers. Managers can utilise research on employee well-being as a managerial instrument to evaluate the effectiveness of their business operations and implement suitable practices and strategies to enhance positive behavioural objectives. Women, specifically those more susceptible to the absence of support for balancing work and family responsibilities, can potentially be addressed by focusing on work-family issues. This strategy can potentially address the gender gap in leadership roles and recruit more qualified women (Kim et al., 2023). Professionals and legislators in tourism industries should explore methods to alleviate the financial burden on employees and their families, including implementing aid programs, flexible work arrangements, and supporting company regulations.

5.3 Social Implications

This investigation has significance for tourism and travel industry stakeholders, including governments, employers, and organisations. The statement underscores the theoretical underpinning that demonstrates how important employee well-being is in fostering the development and progress of an organisation. Cooperation among business owners, managers, and legislators is essential for a company's success to reap the long-term socioeconomic advantages of investing in its employees' well-being. As an added bonus to society, this will help coworkers at an organisation get along better by illuminating and facilitating their emotional wellness and personal growth. This study promotes a level of self-awareness in the workforce that, if not addressed, might negatively affect workers' well-being. In addition to providing resources for physical and mental health, organisations may foster a positive and accepting work environment by maintaining frequent check-ins with employees and encouraging open communication.

6. Limitations and Future Research Scope

It is critical to recognise the limits of this study, notwithstanding the contributions and systematic technique used in this investigation. These constraints also offer possible future study directions. Firstly, the scope of this evaluation was limited to those full-length studies indexed in the SCOPUS database. Therefore, there is a need for increased academic focus that draws on findings from different databases. Secondly, the present investigation relies solely on theoretical evidence from existing literature. Future research could investigate the associations between employee well-being and other factors through empirical evaluation using quantitative or qualitative methods. Thirdly, an additional problem pertains to the decision only to analyse publications that have been published in academic journals. This approach limits the ability to investigate the grey literature, which might potentially provide valuable insights into the subject matter. Hence, it is recommended that future research endeavours include additional pertinent literature to obtain comprehensive knowledge of the intricate dynamics implicated in managing the work-life equilibrium of employees and enhancing consciousness about employee well-being within the T&H sector.

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