

Empowering the Post-Pandemic Hotel Workforce: High Performance Work Systems, Self-Esteem, Trust, and Hotel Employee Well-Being

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ABSTRACT

Keywords:

Work force, High Performance work system, Self Esteem, Trust, Hotel Industry, Post Pandemic, employee Well-being.

Hotel employees' well-being is an important topic for hospitality industry after COVID-19 outbreak. Hotels were one of the most severely affected sectors due to COVID-19. There were unprecedented layoffs that impacted hotel employees' well-being. The purpose of this study is to examine the effect of high-performance work systems on hotel employees' well-being. Moreover, the mediating role of organization-based self-esteem and trust in management are also explored. Data were collected from 581 employees working in hotels in Pakistan. Employees from all levels and departments were selected. Regression analysis was used to analyze the data. Results show that high performance work system practices positively influenced hotel employees' well-being. Moreover, organization-based self-esteem and trust in management mediated the link between high performance work systems and employees' well-being. This research is the first of its kind to empirically test the effect of high-performance work systems on hotel employees' well-being, especially in context of aftermath of COVID-19 outbreak.

INTRODUCTION

The outbreak of COVID-19 has hit major industries of the world and tourism and hospitality is one of the most severely affected industry. Hospitality employees faced many challenges during COVID-19 such as unemployment, job security, mental well-being, and job burnout (Abolnasser et al., 2022). The hospitality industry is bouncing back after the pandemic threats are gradually over. However, hospitality employees have been badly affected by this outbreak and they would need time to recover. That is why it is important for hoteliers to understand

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hospitality employees' well-being (Yu, Park, & Hyun, 2021). In order to achieve superior performance, employee well-being is absolutely critical. This is particularly true in hospitality industry since it is labor-intensive and employees need to work closely with guests to provide them unique experience. Their happiness and well-being would help in providing great and genuine experience to tourists. Among various factors that determine employee's well-being, relatively little is known about the role of high performance work systems (HPWS).

HPWS refers to human resource management practices that are intended to improve employee's knowledge, skills, participation, involvement, and effort (Huang et al., 2016). Employees are critical source of gaining competitive advantage in hospitality industry. Without their involvement, effort, and enhanced abilities, hotels cannot achieve superior performance. Generally, hospitality employees face many human resource challenges such as low wages, poor working conditions, work-life imbalance, lack of flexibility in scheduling work, long working hours, reduced level of job security, abusive behavior of guests, job burnout, emotional dissonance, limited growth opportunities, and low level of support from coworkers and bosses (Ahmed et al., 2020; Amin & Akbar, 2013; Benitez & Medina, 2022; Gordon & Adler, 2017; Han, Lee, & Koo, B. (2021; Hsu, Liu, & Tsaur, 2019; Kirillova, Fu, & Kucukusta, 2020; Koutiva et al., 2020; Lee, Choo, & Hyun, 2016; Su & Swanson, 2019). These challenges imply that hotels should implement HPWS strategies so that employees become dynamic and they know that their participation and growth opportunities have provided them the motivation to perform better at jobs.

The link between HPWS and employee well-being in hospitality setting is not straight forward. There are intervening mechanisms through which employee well-being can be achieved through implantation of HPWS. Research in hospitality sector has identified some mediators in this regard such as organizational commitment, perceived organizational support, corporate social responsibility, self-efficacy, organizational culture, proactive personality, and job crafting (Gordon & Adler, 2017; Han, Lee, & Koo, B. (2021; Hsu, Liu, & Tsaur, 2019). Still the understanding of how HPWS explains employee well-being in hospitality context is limited. This study proposes that organization based self-esteem (OBSE) and trust in management are two intervening mechanisms that would explain the effect of HPWS on employee well-being. OBSE refers to how employees feel about themselves in the organizational setting and how competent, capable, and worthy they are in the workplace (Kim, Milliman, & Lucas, 2021). It is embedded in self-esteem that is derived from the organization. Each employee perceives himself/herself on the basis of capability, competence, worthiness, and significance.

OBSE is the self-worth in the organizational setting. HPWS makes employees to believe that they are worthy members of the organization. HPWS includes HR practices that builds employees' skills, abilities, professional growth, productivity, and commitment (Lin, Jang, & Roberts, 2018; Loi et al., 2020; Wang, Guchait, & Paşamehmetoğlu, 2020; Wang & Huang, 2019). Trust in management is the willingness of employees to be vulnerable to the management because they believe that their managers are honest, resourceful, steadfast, upright, competent, and would always act in the best interest of their employees (Clark & Payne, 1997). It is embedded in beliefs of individuals about how respectful and honest the working settings are. If the setting is honest and open, trust in management enhances. Trust in management makes employees to feel valuable because they are treated fairly and their interests are protected. HPWS is a set of HR practices that are based on job security, career development, selective recruitment, and effective performance-based appraisal systems. These HR practices send signal to employees that the management genuinely cares about their welfare, it acts in the best interest of employees, the managers are honest, and every possible resource that ensures employee's growth would be provided. This would increase employees' trust in management that would lead to their well-being at the workplace.

There are three objectives of this study. First, the relationship between HPWS and employee well-being is examined. Second, the mediating effect of organization based self-esteem on the link between HPWS and employee well-being is tested. Finally, the mediating effect of trust in management on the link between HPWS and employee well-being is investigated. Figure 1 presents the research model of this study.

Hypotheses Development

HPWS includes selective staffing and rigorous recruitment. It is based on recruiting those potential candidates whose self-identity matches with the organizational identity. When there is a greater level of person-organization fit, the employees inducted in the organization would feel self-worth and they would be competent and capable enough to meet demands of the organization (Boxall, 2012; Gittell, Seidner, & Wimbush, 2010; Kaushik & Mukherjee, 2022; Messersmith et al., 2011). HPWS is embedded in recruiting selectively and making those employees part of the organization whose personal values and demands are aligned with the organizational expectations and objectives. As such, the organization understands the skills, competence, and abilities that it needs from potential employees. On the other hand, employees also know what to expect from the organization and the compatibility between one's self-identity and values to the organization's culture and resources (Gittell, Seidner, & Wimbush,

2010; Kaushik & Mukherjee, 2022). HPWS is therefore expected to enhance employee well-being. Therefore,

H 1: *HPWS would positively impact hotel employee's well-being.*

High performance work systems encourage employee participation in decision-making. Employees would not feel confident till the time they are not involved in decision making (Boxall, 2012; Gittell, Seidner, & Wimbush, 2010). Setting goals and targets through mutual understanding and collaboration would always make employees more worthy and confident. In hospitality sector, employees are in direct contact with the visitors and they know exactly what are the current trends and desires of customers. In this regard, if they are involved in decision making, the sense of ownership and worthiness enhance considerably. This would enhance OBSE due to greater match between an employee's expectations and the organization's demands. HPWS includes extensive training and skill development. Through training, employees become more adept and regularly update their skill and ability set. This extensive training makes employees confident and capable, hence increasing their OBSE (Chughtai & Rizvi, 2019; Wang, Zhang, & Wan, 2022). They feel worthy and relevant in the organizational setting because they keep learning new and novel ways of doing things. They do not feel stagnant in terms of their skills and abilities. This is especially true in the hospitality industry. With fierce competition, changing desires and preferences of guests, new features being added all the time, and pressure to provide unique and customized experience to visitors, the need to learn new skills and improve upon the existing set of abilities would always make employees to feel more worthy and competent.

HPWS includes HR practices that encourage employee participation in decision-making. Employees would not feel confident till the time they are not involved in decision making. Setting goals and targets through mutual understanding and collaboration would always make employees more worthy and confident. In hospitality sector, employees are in direct contact with the visitors and they know exactly what are the current trends and desires of customers. In this regard, if they are involved in decision making, the sense of ownership and worthiness enhance considerably. They feel an obligation to strive hard to achieve goals and objectives (Wang, Zhang, & Wan, 2022). HPWS is based on performance-based rewards. By implementing performance appraisals that give due rewards to the deserving employees, the level of OBSE can be increased. If performance is not rewarded on the basis of actual evaluation, the fairness perceptions decrease and OBSE is also minimal. If employees think that organization's performance management system is biased or there are problems in the system such as ineffective performance appraisals, errors, making subjective judgments,

evaluating performance on unrealistic or intangible metrics, or having poorly designed appraisals, they would feel less confident and worthy under such HR practices (Jyoti & Rani, 2017). Hence, their OBSE would further deteriorate.

HPWS also entails HR practices that can ensure maximum job security, This HR practice makes employees to worry less about their job security and concentrate more on achieving goals and objectives. Hospitality industry has seen a tremendous amount of employee firing during COVID-19 outbreak. Hotels were suffering from losses and they had to lay off employees to meet their expenses (Chan, Gao, & McGinley, 2021). This has created serious concerns in minds of employees. They are psychologically distressed. Their feeling of worthiness also got serious blow and hotels can regain confidence of employees by providing them with job security. This would increase their OBSE. HPWS also focuses on information sharing and open communication. When knowledge is exchanged frequently, employees improve their skills and abilities. Learning new things at workplace improves their ability to grow professionally and become more productive and worthy. As such, OBSE increases. HPWS sends strong message to employees that they are valuable to the organization. The organization is willing to invest in their growth through career planning and development (Ferris et al., 2015).

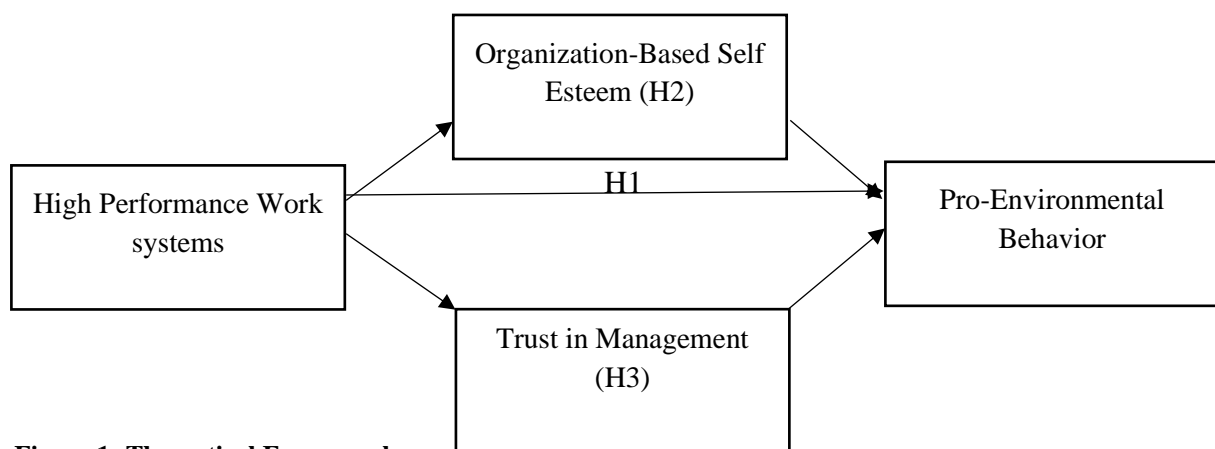


Figure 1: Theoretical Framework

Participative decision-making boosts an employee's sense of significance and competence, which directly elevates OBSE. HPWS provides job resources such as autonomy, skill variety, and feedback which enhance employees' perceived competence (a core element of OBSE) and sense of being essential to the organization. OBSE is expected to increase employee well-being. This notion is supported by self-determination theory (SDT) which posits that well-being can be achieved if psychological needs of competence and relatedness are satisfied (Deci & Ryan, 2000). High OBSE signals that these needs are being met. OBSE is embedded in self-esteem that is derived from the organization. Each employee perceives himself/herself on the basis of

capability, competence, worthiness, and significance. OBSE is the self-worth in the organizational setting. Hence, high OBSE leads to greater life satisfaction, positive affect, and reduced stress (Kim & Beehr, 2018). The relationship between OBSE and well-being can also be explained through Conservation of Resources (COR) Theory. This theory suggests that OBSE is a psychological resource. An employee would protect this resource which is having feeling of competence, relatedness, and self-worth in the work context (Lapointe, Vandenberghe, & Panaccio, 2011). Employees with high OBSE feel more capable of coping with challenges and protecting themselves against burnout by using psychological resource of competence and self-worth, hence buffering against strain and promote well-being.

OBSE strengthens the sense of belonging to a valued group. When employees identify positively with their organization, they derive self-esteem from this affiliation, which boosts mental well-being and resilience. OBSE increases competence making employees to believe in their skills, reducing anxiety over job demands (Masoom, 2021). Sense of belonging increases when employees have high OBSE leading to feeling of self-worth, fostering social connectedness, resulting in greater well-being. OBSE serves as a buffer against strain. Positive self-perceptions translate into optimistic outlooks and satisfaction. Given that OBSE satisfies fundamental psychological needs, functions as a critical personal resource, and fosters a positive self-concept within the workplace, it is reasonable to expect that higher OBSE will lead to greater employee well-being. Therefore, this study proposes:

H 2: Organization based self-esteem mediates the effect of high performance work systems on hotel employee's well-being.

HPWS is expected to enhance trust in management. According to social exchange theory, when employees perceive genuine care from the management, the obligation to reciprocate with positive attitudes such as trust becomes definite. HPWS practices (e.g., extensive training, fair performance appraisals, employee involvement, and job security) are perceived by employees as organizational investment in their growth and well-being (Ha & Lee, 2022; Hakanen, Häkkinen, & Soudunsaari, 2015; Kloutsiniotis & Mihail, 2018; Lapshun & Fusch, 2021; Macky & Boxall, 2007; Min, Zhu, & Bambacas, 2020; Searle et al., 2011; Wang et al., 2019). HPWS sends a signal of competence, respect, integrity, empathy, and benevolence from management. Transparent recruitment, participative decision-making, and fair rewards communicate that management is trustworthy, honest, and ethical, building employee confidence in their intentions. This would mean greater trust in the management.

HPWS often embeds procedural fairness (clear policies, consistent evaluation), distributive fairness (equitable rewards), and interactional fairness (respectful communication). Fair

treatment is a cornerstone of trust, making HPWS a natural enabler of stronger trust in management (Hakanen, Häkkinen, & Soudunsaari, 2015; Kloutsiniotis & Mihail, 2018; Lapshun & Fusch, 2021). In presence of HR practices that foster fair reward system, justice in procedures, processes, and practices, genuine efforts to train and equip employees with new skills, capabilities, and knowledge, job security, and honest and open communication, employees would be more willing to trust their management. Trust in management is expected to mediate the effect of HPWS on employee well-being. Trust in management reflects employees' belief that leaders act with integrity, competence, and benevolence. When employees trust management, they perceive a high-quality exchange relationship and honest feedbacks, leading to greater feelings of safety, integrity, support, and mutual respect, boosting employee well-being (Min, Zhu, & Bambacas, 2020; Searle et al., 2011; Wang et al., 2019). Trust in management functions as a psychological resource, reducing uncertainty and perceived risk in the workplace.

In hospitality industry, the level of perceived risk is always high. Employees want certainty and risk-free environment, especially after COVID-19 outbreak that has made them extremely cautious about uncertainties and risks. Lower uncertainty reduces stress and emotional exhaustion, creating more space for well-being (Ha & Lee, 2022). According to social exchange theory, when employees perceive genuine care from the management, the obligation to reciprocate with positive attitudes such as trust becomes definite. HPWS practices (e.g., extensive training, fair performance appraisals, employee involvement, and job security) are perceived by employees as organizational investment in their growth and well-being (Ha & Lee, 2022; Hakanen, Häkkinen, & Soudunsaari, 2015; Kloutsiniotis & Mihail, 2018; Lapshun & Fusch, 2021). When employees trust management, they feel secure in expressing ideas, taking risks, and admitting mistakes without fear of punishment. This climate of safety contributes to happiness and employee well-being. Trust in management reduces uncertainty which lowers stress, improving mental health. It provides support to employees and enhances positive affect and life satisfaction. Trust in management is a source of psychological safety that encourages open communication and personal growth. It fosters fairness and respect making employees to believe that they have dignity, self-worth, and emotional stability. By creating a climate of psychological safety, fairness, and support, trust in management acts as a vital organizational resource that enhances employees' psychological and emotional well-being. Therefore, this study hypothesizes:

H 3: Trust in management mediates the effect of high performance work systems on hotel employee's well-being.

METHODOLOGY

Sample and Procedure

This study used a standardized questionnaire to collect data. Population of this study was employees working in hotels in Naran, Kaghan, Balkot, Nathiagali, Hunza, Skardu, Murree, and Kalam. These areas were selected because of the increasing number of visitors that travel to these places. These are hot tourist spots in Pakistan. Due to an exponential travel to these areas before COVID-19 outbreak, it is reasonable to suggest that they would have been badly affected by the lock down. In each of these eight places, 20 hotels were selected. The selection was made on the basis of number of rooms. Only those hotels were selected which had at least 50 rooms for guests. The researcher went to each of the hotel and conducted meeting with the HR representative of the hotel. In some cases, the owners of the hotel were contacted. The purpose of the research was shared with them in detail and their permission was asked for. Out of 160 hotels that were approached, 123 agreed to participate. Then, they were asked to provide list of employees working in the hotel. Some of them provided the list but majority did not share any list. That is why the researcher decided to collect data by physically going to the hotels and distributing surveys among employees. The respondents of this study were employees from all departments and at all levels. In total, 900 surveys were distributed and we were able to collect 581 responses. 71% of respondents were males, 38% had Master degree, 27% had an experience of more than 5 years, and average age of respondents was 27.6 years.

Construct Measurement

This study has four key constructs. All constructs were measured on five point Likert scale. The items were adopted from previous studies. To measure trust in management, a three item scale developed by Mayer and Davis (1999) was used. OBSE was quantified on the basis of 10-item measure developed by Pierce et al. (1989). To measure HPWS, 15-item scale was adopted from studies of Safavi and Karatepe (2018) and Sun, Aryee, and Law (2007). Employee well-being was measured with the help of 12 items developed by Van Katwyk et al. (2000).

ANALYSIS AND RESULTS

Table 1 provides reliabilities of four key constructs of this study. The reliability of HPWS is 0.893, OBSE is 0.826, trust in management is 0.819, and employee well-being is 0.792, all above the threshold value of 0.7, suggesting that constructs are reliable.

Table 1: Reliability of key constructs

Variables	Cronbach's alpha
HPWS	.893
OBSE	.826
Trust in Management	.819
Employee Well-Being	.792

To test hypotheses, regression analysis was used. Table 2 shows correlations among variables. As expected, all correlations were positive which gives a preliminary evidence to test hypotheses. The correlation between HPWS and employee well-being is 0.45 and is significant.

Table 2: Correlation Matrix

	1	2	3	4
1. HPWS	-			
2. OBSE	0.32*	-		
3. Trust in Management	0.39**	0.26*	-	
4. Employee well-being	0.45**	0.31***	0.34***	-

Table 3 shows that the effect of HPWS ($\beta = 0.418$; $t\text{-value} = 17.28$; $p < 0.001$), on employee well-being is positive and significant, confirming Hypothesis 1.

Table 3: Direct Effects

Relationship	Beta value (β)	T-value
HPWS \rightarrow employee well-being	0.418***	17.28***
HPWS \rightarrow OBSE	0.215***	9.26***
HPWS \rightarrow trust in management	0.257*	10.19*
OBSE \rightarrow employee well-being	0.377***	14.21**
trust in management \rightarrow employee well-being	0.383**	16.29*

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Table 4 shows the results for the mediating role of **OBSE** and **trust in management**. According to this table, in model 1, **OBSE** is regressed with HPWS. The model is found to be significant wherein there is a positive effect of HPWS on **OBSE** ($R^2 = .09$, $\beta = .31$, $T = 7.47$, $p < .001$). In model 2, employee well-being is regressed with HPWS. The model is significant wherein HPWS leads to an increase in employee well-being ($R^2 = .21$, $\beta = .38$, $T = 14.29$, $p < .05$). Likewise, in model 3, employee well-being is regressed with HPWS and **OBSE** simultaneously. The model is significant showing that both HPWS and **OBSE** have an increasing effect on employee well-being ($R^2 = .35$, $\text{Beta} = .41$, $T = 21.31$, $p < .01$, & $\text{Beta} = .28$, $T = 8.12$, $p < .05$). Moreover, the inclusion of **OBSE** as a mediator between HPWS and employee well-being aids significantly to the strength of the model by explaining 14% more variation in the dependent variable that is associated with the variation in independent variable ($\Delta R^2 = .14$). Similarly, the indirect effect of HPWS on employee well-being through **OBSE** is significant and does not contain zero between lower and upper level confidence intervals (effect

size = .1277, LLCI = .0834, ULCI = .1553). Therefore, in view of the above results, Hypothesis 2 is accepted.

Table 4: Mediation Effects

Relationship	Model 1 OBSE		Model 2 Employee well-being		Model 3 Employee well-being	
	Beta	t	Beta	t	Beta	t
HPWS	.31***	7.47	.38*	14.29	.41**	21.31
OBSE					.28*	8.12
R ²	.09		.21		0.35	
ΔR ²			.12		0.14	
			Indirect Effect		LLCI	ULCI
					.1277	.1553
	Trust in management		Employee well-being		Employee well-being	
HPWS	.25**	9.46	.31**	11.29	.24**	7.32
Trust in management					.19***	8.91
R ²	0.04		0.13		0.29	
ΔR ²			0.09		0.16	
			Indirect Effect		LLCI	ULCI
					.1038	.2104

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

To test the mediating effect of **trust in management**, model 3 is significant showing that both HPWS and **trust in management** have an increasing effect on employee well-being ($R^2 = .35$, Beta = .24, T = 7.32, $p < .01$, & Beta = .19, T = 8.91, $p < .001$). Moreover, the inclusion of **trust in management** as a mediator between HPWS and employee well-being aids significantly to the strength of the model by explaining 16% more variation in the dependent variable that is associated with the variation in independent variable ($\Delta R^2 = .16$). Similarly, the indirect effect of HPWS on employee well-being through **trust in management** is significant and does not contain zero between lower and upper level confidence intervals (effect size = .1038, LLCI = .1219, ULCI = .2104). Therefore, in view of the above results, Hypothesis 3 is accepted.

DISCUSSION

This study investigated the effect of high performance work system on employee well-being in hospitality context. The study confirms that when hotels implemented HR practices aimed at high performance work systems, hotel employees' well-being improved. HPWS includes HR practices that encourage employee participation in decision-making. Employees would not feel confident till the time they are not involved in decision making. Setting goals and targets

through mutual understanding and collaboration would always make employees more worthy and confident. In hospitality sector, employees are in direct contact with the visitors and they know exactly what are the current trends and desires of customers. In this regard, if they are involved in decision making, the sense of ownership and worthiness enhance considerably. They feel an obligation to strive hard to achieve goals and objectives (Wang, Zhang, & Wan, 2022). HPWS is based on performance-based rewards. By implementing performance appraisals that give due rewards to the deserving employees, the level of OBSE can be increased. If performance is not rewarded on the basis of actual evaluation, the fairness perceptions decrease and OBSE is also minimal. If employees think that organization's performance management system is biased or there are problems in the system such as ineffective performance appraisals, errors, making subjective judgments, evaluating performance on unrealistic or intangible metrics, or having poorly designed appraisals, they would feel less confident and worthy under such HR practices (Jyoti & Rani, 2017).

OBSE mediated the effect of HPWS on hotel employee's well-being. This notion is supported by self-determination theory (SDT) which posits that well-being can be achieved if psychological needs of competence and relatedness are satisfied (Deci & Ryan, 2000). High OBSE signals that these needs are being met. OBSE is embedded in self-esteem that is derived from the organization. Each employee perceives himself/herself on the basis of capability, competence, worthiness, and significance. OBSE is the self-worth in the organizational setting. Hence, high OBSE leads to greater life satisfaction, positive affect, and reduced stress (Kim & Beehr, 2018). The relationship between OBSE and well-being can also be explained through Conservation of Resources (COR) Theory. This theory suggests that OBSE is a psychological resource. An employee would protect this resource which is having feeling of competence, relatedness, and self-worth in the work context (Lapointe, Vandenberghe, & Panaccio, 2011). Employees with high OBSE feel more capable of coping with challenges and protecting themselves against burnout by using psychological resource of competence and self-worth, hence buffering against strain and promote well-being. OBSE strengthens the sense of belonging to a valued group. When employees identify positively with their organization, they derive self-esteem from this affiliation, which boosts mental well-being and resilience. OBSE increases competence making employees to believe in their skills, reducing anxiety over job demands (Masoom, 2021). Sense of belonging increases when employees have high OBSE leading to feeling of self-worth, fostering social connectedness, resulting in greater well-being. OBSE serves as a buffer against strain. Positive self-perceptions translate into optimistic outlooks and satisfaction.

Another key finding of this study is that trust in management mediated the link between HPWS and hotel employee's well-being. Trust in management reflects employees' belief that leaders act with integrity, competence, and benevolence. When employees trust management, they perceive a high-quality exchange relationship and honest feedbacks, leading to greater feelings of safety, integrity, support, and mutual respect, boosting employee well-being (Min, Zhu, & Bambacas, 2020; Searle et al., 2011; Wang et al., 2019). Trust in management functions as a psychological resource, reducing uncertainty and perceived risk in the workplace. In hospitality industry, the level of perceived risk is always high. Employees want certainty and risk-free environment, especially after COVID-19 outbreak that has made them extremely cautious about uncertainties and risks. Lower uncertainty reduces stress and emotional exhaustion, creating more space for well-being (Ha & Lee, 2022). According to social exchange theory, when employees perceive genuine care from the management, the obligation to reciprocate with positive attitudes such as trust becomes definite. HPWS practices (e.g., extensive training, fair performance appraisals, employee involvement, and job security) are perceived by employees as organizational investment in their growth and well-being (Ha & Lee, 2022; Hakanen, Häkkinen, & Soudunsaari, 2015; Kloutsiniotis & Mihail, 2018; Lapshun & Fusch, 2021). When employees trust management, they feel secure in expressing ideas, taking risks, and admitting mistakes without fear of punishment.

Limitations and Future Research

This study has some limitations. First, data were collected from hotels in Pakistan which limits the generalizability of the research model. Second, cross-sectional nature of data makes it tough to establish mediating effects. In future, data should be collected at multiple time intervals to increase robustness and credibility of findings. Third, the boundary conditions were not examined in this study. Literature suggests that employee well-being depends on a number of boundary conditions such as personality type, moral identity, pessimist vs. optimist style of life, and hope and resilience. Future studies should try to look into the moderating effect of these variables to give better understanding of the research model.

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