



## Occupational Well-Being Role for Enhancing Employee Motivation, Creativity, and Organizational Reputation in Tourism and Hospitality

دور الرفاهية المهنية في تعزيز دافعية الموظفين وإبداعهم وسمعة المنظمة في السياحة والضيافة

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### Abstract

Employee performance has a direct impact on service quality, customer happiness, and institutional reputation in the fiercely competitive and customer-focused tourism and hotel sector. Enhancing employee engagement, excitement, and creativity—all of which are essential for providing outstanding visitor experiences and encouraging innovation—is largely dependent on job well-being.

This study examines the role of occupational well-being in enhancing employee motivation and creativity, and how these factors collectively influence the reputation and attractiveness of organizations in the tourism and hospitality sector.

Drawing on a sample of 397 employees from various job positions and experience levels, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) via Warp PLS 8 to assess both the measurement and structural models. The findings reveal that job well-being significantly and positively influences both employee motivation and creativity. Moreover, both motivation and creativity serve as mediators in the relationship between job well-being and organizational reputation and attractiveness. The measurement model demonstrated strong internal consistency, convergent validity, and discriminant validity. Structural model results confirmed the explanatory and predictive power of the model, with  $R^2$  values ranging from 0.237 to 0.544 and  $Q^2$  values indicating acceptable to strong predictive relevance. These findings underscore the strategic importance of fostering occupational well-being as a pathway to enhancing employee engagement and sustaining a positive organizational image in the competitive tourism and hospitality landscape.

### معلومات المقالة

لغة المقالة: الإنجليزية

### الملخص

يؤثر أداء الموظفين بشكل مباشر على جودة الخدمة، ورضا العملاء، وسمعة المؤسسات في قطاع السياحة والفنادق الذي يشهد منافسة شرسية ويركز على العملاء. ويعتمد تعزيز مشاركة الموظفين وحماسهم وإبداعهم - وهي أمور أساسية لتقديم تجارب مميزة للزوار وتشجيع الابتكار - بشكل كبير على الرفاهية الوظيفية. تبحث هذه الدراسة في دور الرفاهية المهنية في تعزيز دافعية الموظفين وإبداعهم، وكيف تؤثر هذه العوامل مجتمعة على سمعة المؤسسات وجاذبيتها في قطاع السياحة والضيافة.

واستناداً إلى عينة مكونة من ٣٩٧ موظفاً من مختلف المناصب الوظيفية ومستويات الخبرة في قطاعي السياحة والضيافة، استخدمت الدراسة نموذج المعادلات الهيكلية الجزئية للمربعات الصغرى (PLS-SEM) من خلال Warp PLS 8 لتقييم كل من نماذج القياس والنماذج الهيكلية. تكشف النتائج أن الرفاهية الوظيفية تؤثر بشكل كبير وإيجابي على كل من دافعية الموظفين وإبداعهم. علاوة على ذلك، يعمل كل من الدافع والإبداع كوسيط في العلاقة بين الرفاهية الوظيفية وسمعة المؤسسة وجاذبيتها. أظهر نموذج القياس اتساقاً داخلياً قوياً وصلاحيّة مقاربة وصلاحيّة تمييزية. وأكدت نتائج النموذج الهيكلي القوة التفسيرية والتنبؤية للنموذج، حيث تتراوح قيم  $R^2$  من ٠.٢٣٧ إلى ٠.٥٤٤ وتشير قيم  $Q^2$  إلى أهمية تنبؤية مقبولة إلى قوية. وتؤكد هذه النتائج على الأهمية الاستراتيجية لتعزيز الرفاهية المهنية كوسيلة لتعزيز مشاركة الموظفين والحفاظ على صورة تنظيمية إيجابية في مشهد السياحة والضيافة التنافسي.

**Keywords:** Job Well-Being, Creativity, Institutional Reputation, Customer Attractiveness, Employee Performance.

**الكلمات الدالة:** الرفاهية الوظيفية، الإبداع، سمعة المؤسسة، جاذبية العملاء، أداء الموظفين.

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## Aim of the Study

This research aims to explore the role of occupational well-being in enhancing employee motivation, creativity, and organizational reputation in the tourism and hospitality sectors.

## Study Objectives

1. To examine the relationship between occupational well-being and employee motivation in the tourism and hospitality sector.
2. To examine the role of occupational well-being in enhancing employee creativity at work.
3. To assess the impact of occupational well-being on a company's reputation and guest appeal.
4. To identify practical ways to enhance employee well-being and help them perform better.
5. To provide practical recommendations for the tourism and hospitality sector.

## 1.introduction

The tourism and hospitality industry is, honestly, one of the most vibrant and hardworking sectors out there. It's really fascinating how it's constantly evolving, with fierce competition and new ideas popping up all the time. Plus, you've got guests expecting top-notch experiences. It's a fast-paced world (Alshaabani et al., 2023). In such a demanding environment, employee performance and well-being are vital to achieving and sustaining organizational success (Baum, Kralj, Robinson, & Solnet, 2020<sup>A</sup>). As frontline employees constantly interact with guests, their psychological and physical well-being directly influence service quality, guest satisfaction, and ultimately, the organization's reputation.

Occupational well-being is a multifaceted concept that encompasses physical health, emotional resilience, job satisfaction, and a balanced work-life interface (Danna & Griffin, 2021). Research has consistently shown that employees with higher levels of well-being exhibit greater enthusiasm, are more motivated, and demonstrate higher levels of creativity—qualities essential for innovation and problem-solving in guest-focused environments like tourism and hospitality (Deci & Ryan, 2017). However, many organizations in this sector continue to undervalue the strategic role of employee well-being, resulting in issues such as burnout, disengagement, and high turnover (Karatepe& Olugbade, 2022).

This research examines how happiness, health, and occupational well-being at work can enhance people's enthusiasm for their jobs and their ability to innovate new and better ways of doing things (Kim and Qu, 2020<sup>A</sup>). These key elements are crucial for maintaining first-class service and staying at the forefront of tourism and hospitality, especially when what guests think of us often comes from how researchers speak to them. This study isn't just about what happens inside a facility; it also examines how happiness and occupational well-being can boost employee motivation and creativity and make a company look good to guests, helping them stay and choose guests over others (Fombrun and Van Riel, 2020). In today's overcrowded tourism landscape, enhancing your reputation by having happy and empowered employees can be a powerful way to stand out and grow (Siu et al., 2021).

Despite its critical relevance, the relationship between job well-being and organizational success remains underexplored in the hospitality domain. This research addresses this gap by examining how job well-being affects employees' proactive engagement and creative contributions, and how these, in turn, shape guest perceptions and brand competitiveness. The study also aims to identify actionable strategies that tourism and hospitality institutions can adopt to improve staff well-being and gain sustainable advantages (Harter et al. 2020<sup>B</sup>).

By analyzing the interconnections between well-being, performance, and reputation, this study provides valuable insights for HR professionals, policymakers, and industry leaders. It underscores the need to integrate well-being initiatives into strategic planning to foster both employee development and institutional excellence in service-driven environments.

## **Research Problem and Gap**

While the concept of employee well-being has been explored in general management research, its integrated role in driving employee motivation, creativity, and institutional reputation within the tourism and hospitality context remains under-investigated. This sector presents unique workplace challenges—such as emotional labor, irregular working hours, and performance pressure—which make the exploration of occupational well-being both timely and necessary. Thus, the current study addresses the following key questions:

- To what extent does occupational well-being influence enthusiasm and creativity among employees in the tourism and hospitality sector?
- How does employee well-being reflect on organizational reputation and guest attractiveness?

This study aims to fill this theoretical and empirical gap by establishing a clear link between occupational well-being and both internal employee outcomes and external organizational performance

## **Significance of the Study**

This study is significant for both theoretical advancement and practical application. It highlights the strategic role of employee well-being not only in improving internal outcomes such as creativity and motivation but also in strengthening external markers of success such as guest trust and institutional reputation. This study fills a significant gap in the tourism and hospitality literature, providing valuable insights for human resource managers, decision-makers, and policymakers. It aims to help them develop well-being-focused strategies that enhance competitiveness and improve service quality in this vital sector. By understanding the role of occupational well-being in enhancing employee motivation, creativity, and organizational reputation in tourism and hospitality, it is possible to understand the role of occupational well-being in enhancing employee motivation, creativity, and organizational reputation in the tourism and hospitality sectors.

## **2. Review of literature**

### **Job Well-Being and Its Dimensions**

Job well-being is a complex concept that captures how employees feel physically, mentally, and emotionally in their workplace. It encompasses important elements such as job satisfaction, work-life balance, organizational support, and psychological resilience (Danna and Griffin, 2021). This concept goes beyond simply avoiding stress or illness; it also highlights the positive experiences and conditions that enhance employees' motivation and creativity and help them succeed at work (Brown and Smith, 2022).

The Job Demands-Resources (JD-R) model provides a useful framework for understanding how the balance between job demands and resources affects job well-being (Bakker and Demerouti, 2017). According to this model, when job well-being and job demands are too high—such as long hours, psychological stress, or heavy workloads—it can lead to burnout and decreased performance (Zhao and Ghiselli, 2016). Conversely, adequate job resources—such as supportive leadership, role

autonomy, and opportunities for personal growth—can enhance motivation, engagement, and overall well-being. In this model, job well-being is not merely a static state; it is a dynamic experience influenced by the organizational environment and individual circumstances to enhance employee motivation and creativity.

### **Workplace Well-being**

Workplace well-being has become a key component in shaping not only the performance of individual employees but also the success of organizations, particularly in rapidly growing service sectors such as tourism and hospitality. Workplace well-being encompasses the physical, psychological, and emotional aspects of the work experience, impacting how employees view their roles, their relationships with colleagues, and the overall atmosphere of the workplace (Danna and Griffin, 2021; Johnson and Lee 2023). When companies prioritize job well-being, employees tend to feel valued, supported, and engaged—essential elements that foster motivation, creativity, productivity, and long-term loyalty.

However, the hospitality sector often faces challenges such as long working hours, emotional demands, and high guest expectations, which can lead to burnout and exhaustion among employees. On the other hand, having adequate job resources—such as autonomy, constructive feedback, recognition, and supportive leadership—can help alleviate stress and enhance overall well-being, occupational well-being, and performance outcomes (Taris & Schaufeli, 2023).

### **Occupational Well-being in the Tourism and Hospitality Sector**

In the tourism and hospitality sector, where emotional resilience and continuous personal interaction are essential pillars of daily tasks, enhancing employee well-being and its role in enhancing employee motivation and creativity becomes critical to sustaining innovation, service quality, and employee satisfaction (Usman et al., 2022). Empirical evidence suggests that organizations that adopt proactive strategies to enhance employee well-being such as wellness programs, flexible schedules, and professional development opportunities tend to experience lower employee turnover rates and higher levels of creativity and job commitment (Karatepe and Olugbade, 2022; Alshaabani et al., 2023). When research addresses employee well-being, it's not just about making employees feel satisfied; it's a win-win situation for everyone. When organizations foster employee well-being, they not only help their employees succeed, but also enhance employee motivation and creativity, and their reputation (Brown and Smith, 2022). This makes them more attractive to potential recruits, which is crucial for retaining talent and ensuring superior guest experiences in the tourism and hospitality sector.

What does well-being actually mean, especially in the tourism and hospitality sectors? It's a rather complex concept, encompassing physical and mental health, a supportive work environment, and a good work-life balance. In an industry where employee engagement and service excellence are paramount, focusing on well-being is crucial to enhancing employee motivation, creativity, and the organization's reputation in tourism and hospitality (Siu et al., 2021).

There's a theory called "self-determination theory," proposed by Deci and Ryan in 2017. This theory suggests that there are three basic psychological needs—autonomy, competence, and connection—that all researchers require to feel motivated. When employees' needs are met, they tend to feel better overall, which can boost their enthusiasm and creativity at work. Let's face it; these qualities are essential in the tourism and hospitality industry, where innovation, caring, and a positive attitude can make a huge difference in the lives of guests. Furthermore, there is the Job Demands-Resources (JD-R) model developed by Bakker and Demerouti (2017), which discusses how having the right resources—such as job autonomy, managerial support, and job security—can

enhance employee well-being and job satisfaction. A supportive work environment can help mitigate stress caused by high demands, leading to greater psychological resilience, improved performance, reduced burnout, and enhanced employee motivation and creativity.

Research also cannot ignore Maslow's hierarchy of needs, which dates back to Maslow's Hierarchy of Needs (1943). It emphasizes that before research can pursue lofty goals like self-actualization and creativity, it must address our basic needs—such as a sense of security and reassurance. In the fast-paced world of tourism and hospitality, ensuring these basic needs are met is essential for maintaining employee engagement and reducing turnover rates (Baum et al., 2020<sup>A</sup>). Putting all these theories together, it becomes clear that organizations that truly care about promoting job well-being and enhancing employee motivation and creativity are more likely to achieve positive outcomes for their employees. This includes increased enthusiasm and creativity, which are essential for standing out in a competitive market and delivering superior service and enhancing the organization's reputation in the tourism and hospitality industry.

### **The Importance of Employee Well-being in Enhancing Employee Satisfaction, Motivation, and Creativity**

When we talk about employee well-being, it becomes absolutely essential; it's no longer just a secondary issue (Lee and Hyun, 2016). Studies show that companies' focus on things like flexible working hours, ongoing training, good managerial support, and mental health resources can make a real difference in enhancing employee motivation and creativity (Taris & Schaufeli, 2023). We're talking about happier employees, greater commitment to the organization, higher productivity, and a stronger organizational reputation (Baum et al., 2020<sup>B</sup>). Furthermore, these strategies help reduce absenteeism and employee turnover rates (Zhao and Ghiselli, 2016). They also help create a work environment that encourages creativity, consistent service quality, and an enhanced organizational reputation in the tourism and hospitality industry (Harter et al. 2020<sup>B</sup>).

The study suggests that companies that prioritize employee well-being tend to deliver better service, maintain guest happiness, and build lasting guest loyalty (Montani et al., 2017). And there's more. When an individual's well-being aligns with the organization's mission, it creates a wonderful cycle of motivation and performance that enhances the company's reputation. This is crucial, especially in a competitive labor market focused on expertise and organizational reputation in the tourism and hospitality industry.

### **Enthusiasm and Workplace Well-being**

As you know, enthusiasm is the feeling of vitality and positivity at work. When employees are genuinely engaged, they tend to show more dedication and passion for what they do. Let's be honest, this is crucial in industries like tourism and hospitality, where we constantly interact with guests (Johnson and Lee 2023). When employees are fully engaged, it enhances overall service quality and the organization's reputation in the tourism and hospitality industry (Schaufeli et al., 2002).

Research has shown a close link between job well-being and enthusiasm. When employees feel supported by their organization and enjoy good working conditions, their levels of enthusiasm increase. This, in turn, leads to better performance and greater innovation (Kim and Qu, 2020<sup>A</sup>). Motivated employees often go above and beyond their job duties to ensure guest satisfaction, which, in turn, contributes to building a strong reputation for the organization (Baum et al., 2020<sup>B</sup>). A study by Harter et al. (2020<sup>A</sup>) indicated that enthusiasm not only enhances job performance but also stimulates innovation, both of which are critical to delivering first-class service and an organization's reputation in tourism and hospitality (Usman et al., 2022).

## **Creativity in the Workplace**

Now let's talk about creativity. It's simply the ability to come up with new and useful ideas that help an organization thrive. Amabile (1996) highlighted that factors such as self-motivation, a supportive work culture, and a good work environment are key to fostering creativity. When employees feel well-cared for, they are more likely to think outside the box without worrying about failure (Abdelmotaleb et al., 2018).

In the world of tourism and hospitality, where creating unique and personalized guest experiences are essential for excellence, creativity is crucial (Kim and Qu, 2020<sup>B</sup>). Moreover, Janssen (2000) argues that a positive work environment can foster creativity by providing appropriate resources, freedom, encouragement, and an organization's reputation. Conversely, excessive stress or a lack of resources can dampen creativity, leading to lower service quality in tourism and hospitality (Danna and Griffin, 2021).

## **Creativity and Workplace Enthusiasm**

Thus, in the tourism and hospitality sector, enthusiasm and creativity go hand in hand. Both are essential for innovation and superior service delivery (Montani et al., 2017). When employees are energized and motivated, they are more likely to come up with creative solutions, especially in service-oriented jobs where emotional intelligence and adaptability are critical (Bakker & Demerouti, 2017). Creative team members generate unique ideas and tailored solutions that differentiate services and delight guests (Amabile, 1996). According to self-determination theory (Deci & Ryan, 2017), when basic psychological needs such as autonomy and competence are met, employees are more likely to demonstrate enthusiasm and creativity (Hon et al., 2016). This combination stimulates continuous improvement and innovation in service delivery in tourism and hospitality (Abdelmotaleb et al., 2018).

This is further supported by the Job Demands-Resources (JDR) model, which suggests that enthusiasm is a personal resource that enhances creativity and job performance. Therefore, motivated employees are often the ones who engage in innovative problem-solving and create outstanding service experiences. As Kim and Qu, (2020<sup>B</sup>) point out, the relationship between enthusiasm and creativity has a significant impact on employee well-being and important organizational outcomes such as reputation and guest loyalty. Therefore, it stands to reason that fostering a positive work environment that encourages enthusiasm will boost creativity and, ultimately, improve service quality and overall success in tourism and hospitality (Javed et al., 2017).

Let's not forget that this study also suggests that employee enthusiasm plays a crucial role in linking workplace well-being to organizational outcomes such as guest satisfaction and organizational reputation in tourism and hospitality. Everything is interconnected.

## **Corporate Reputation and Attractiveness**

As you know, employee well-being is truly important when it comes to how an organization is perceived, especially in the tourism and hospitality sector (Lee and Hyun, 2016). A workplace that genuinely cares about its employees creates a positive environment, which enhances engagement, motivation, employee drive, and creativity. When employees feel valued and supported, they are more likely to go the extra mile for guests. This is not only good for morale; it also improves the quality of service provided, leading to happier guests and a better overall corporate image (Kim and Qu, 2020<sup>A</sup>). Fombrun and Van Riel (2021) point out that an organization's reputation is primarily built on the guest experience. Therefore, focusing on employee well-being is crucial if we want to build positive guest interactions. It's not just an internal issue; it's a smart strategy for improving an

organization's external perception and achieving a competitive advantage in tourism and hospitality (Jaiswal and Dhar, 2016),

And there's more. A good reputation not only delights guests; it also makes an organization more attractive to investors and potential guests (Baum et al., 2020<sup>A</sup>). When employees are satisfied and engaged, stakeholders often view these organizations as stable and trustworthy, enhancing the likelihood of long-term profits. This link between employee well-being and an organization's reputation demonstrates how important employee-centric practices are for sustainability and maintaining market competitiveness. Therefore, this study suggests that job well-being directly impacts employee motivation, creativity, and an organization's reputation in tourism and hospitality (Nave and Franco, 2019).

### **Employee Well-being and Corporate Reputation**

This research focuses on organizational reputation. It is a treasure trove that significantly impacts guest trust, loyalty, and a company's competitiveness in the market (Fombrun and Van Riel, 2021). Employee well-being is closely linked to an organization's reputation in the tourism and hospitality industry. Motivated and happy employees are more likely to provide excellent guest service, which in turn enhances the organization's image. Furthermore, when employees behave positively, they create a work culture that guests notice and appreciate during their visits, impacting the organization's reputation in the tourism and hospitality industry.

Karatepe and Olugbade (2022) found that hotels with high employee well-being tend to have a better reputation and attract more guests. This is particularly true in the tourism and hospitality industry, where maintaining consistent service quality is essential for building a solid reputation. As Fombrun and Van Riel (2021) explained, building a corporate reputation takes time and stems from ongoing positive interactions between employees and guests (Jaiswal and Dhar, 2016). This truly underscores the importance of job well-being in enhancing employee motivation and creativity to achieve service excellence. In order to measure the impact of job well-being on guest attractiveness and organizational reputation.

In the hospitality industry, guests' perceptions of service quality are crucial. It is a key factor in making a place attractive. In fact, job well-being plays a crucial role here. Happy employees tend to interact better with guests, and are more creative and innovative, shaping the overall experience (Javed et al., 2017). For example, motivated, creative, and engaged employees are more likely to deliver excellent service, leading to guest satisfaction, loyalty, and even a good reputation (Baum et al., 2020<sup>A</sup>).

Organizations that focus on job well-being, such as improving working conditions and providing psychological support, can improve their service performance. This, in turn, enhances the guest experience and makes the organization more attractive. A study by Kim and Qu, (2020<sup>B</sup>) shows that employee job satisfaction enhances employee motivation and creativity and directly increases guest satisfaction. Happy, engaged employees create positive guest experiences, which ultimately increases guest loyalty and gives the organization a competitive advantage and a good reputation (Zhao and Ghiselli, 2023).

### **The Relationship between Employee Well-being and Corporate Reputation**

Let's talk about reputation. It's intangible, but it's crucial. It reflects stakeholders' perceptions of a company's credibility, performance, and values (Fombrun & Van Riel, 2021). By prioritizing employee well-being, organizations can build a motivated, guest-focused workforce, which enhances their reputation. You'll find motivated, creative employees who tend to deliver better

service. This, in turn, fosters positive guest experiences and creates positive impressions among tourism and hospitality stakeholders. A study by Karatepe and Olugbade (2022) supports this, showing that organizations with happy employees enjoy better reputations, higher guest retention rates, a stronger market position, and a better reputation.

### **Enthusiasm and Creativity in the Workplace**

**Enthusiasm** characterized by dedication and a proactive approach to work. Creativity is often associated with positive psychological states and is driven by intrinsic motivation, job satisfaction, and a supportive work environment (Schaufeli et al., 2002). Motivated employees tend to be persistent, proactive, and committed all of which are excellent qualities that influence an organization's reputation in tourism and hospitality.

**Creativity** is a little different. It involves coming up with new and valuable ideas or solutions. In service-oriented sectors, such as tourism and hospitality, creativity is crucial because everyone wants to provide unique and memorable experiences for guests (Zhao and Ghiselli, 2023). According to Amabile (1996), creativity stems from a combination of intrinsic motivation, relevant skills, and a social environment that supports an organization's reputation in tourism and hospitality.

Both enthusiasm and creativity are significantly influenced by job well-being. When employees feel safe, valued, and supported, they are more likely to demonstrate enthusiasm and engage in creative thinking. Some reliable research in the hospitality industry indicates that higher employee well-being is associated with increased innovation, improved service quality, and enhanced employee performance and organizational reputation (Kim and Qu, 2020<sup>A</sup>). Clearly, investing in workplace well-being pays off in more ways than one!

### **Theoretical Framework**

Let's delve deeper into this topic. We've talked a bit about occupational well-being, motivation, creativity, and organizational reputation, but it's crucial to focus on these ideas, especially in the context of the tourism and hospitality sector. This makes the research more relevant and realistic.

When we talk about employee-led strategies, we're looking at how organizations thrive through the active participation and creativity of their employees, not just the issuance of orders from senior management. This is particularly important in the tourism and hospitality sector, where service quality, guest satisfaction, and the organization's overall reputation depend on the extent to which employee motivation, creativity, and the engagement and effectiveness of frontline staff are fostered.

Let's illustrate this with some theory. Self-determination theory (you may have heard of Deci and Ryan, 2017) provides a solid foundation for understanding how employee-led strategies can enhance motivation and creativity. Essentially, the theory suggests that individuals are more motivated and perform better when their psychological needs—such as a sense of autonomy, competence, and connection—are met. In tourism and hospitality environments, when employees are able to contribute their ideas, address service challenges, and help create memorable guest experiences, all of these requirements are met. This leads to greater engagement and innovation.

Then there is human capital theory (credit to Bakker, 1993), which emphasizes that investing in employees—as valuable assets—through ongoing engagement, skill building, and empowerment enhances their ability to contribute meaningfully. In an employee-led system, organizations can leverage the unique expertise and problem-solving skills of their employees, transforming those individual efforts into real benefits for the organization. In tourism and hospitality, where interactions with guests can be highly complex, this is crucial for enhancing employee motivation, creativity, and the organization's reputation in tourism and hospitality (Usman et al., 2022).

Organizational participation theory (credit to Cotton et al., 1988) supports the introduction of participatory mechanisms such as feedback systems and employee councils. When employees are involved in policy formulation, especially those related to their well-being, they tend to be more committed and accountable. This, in turn, enhances the organization's reputation, making it more attractive to potential guests. Taken together, all of these theories suggest that employee-driven strategies are essential for sustainable performance in the tourism and hospitality sector. They link occupational well-being to employee motivation, drive, and creativity, and contribute to benefits such as a good reputation and guest attraction.

Now, let's discuss the importance of occupational well-being in the tourism and hospitality sector. This service-oriented industry can be highly demanding. Employees constantly interact with guests and often have to juggle heavy workloads, emotional demands, and variable working hours. These factors significantly impact their psychological health and job satisfaction. Therefore, theories related to occupational health and motivation (such as Herzberg's two-factor theory) and creativity (such as Amabile's two-factor theory of creativity) must be viewed from the perspective of the unique environments we encounter in hotels, travel agencies, and other service providers (Alshaabani et al., 2023)..

By applying these theories to real-life experiences in the tourism and hospitality sectors, we gain a clearer picture of how occupational well-being benefits not only individual employees but also serves as a strategic asset for organizations seeking to succeed in a competitive environment.

### **Research Hypotheses and Theoretical Framework**

This study takes an in-depth look at how occupational well-being impacts important outcomes for both employees and organizations. We discuss enhancing employee motivation, creativity, and organizational reputation in tourism and hospitality—a unique sector due to its intense workload and focus on providing excellent service. To support this, the research draws on three key theories: self-determination theory, human capital theory, and organizational engagement theory. Each of these frameworks plays a role in helping us understand the influential links. Together, these models illustrate how empowering employees and supporting their well-being can lead to innovation, satisfaction, and organizational success.

Self-Determination Theory (SDT) (Deci & Ryan, 2017) posits that employees are most motivated when their basic psychological needs for autonomy, competence, and relatedness are fulfilled. In tourism and hospitality, where service performance relies on interpersonal engagement, a supportive and healthy work environment enhances intrinsic motivation, which in turn fosters enthusiasm and creativity. Organizations that cultivate such conditions are more likely to witness sustained high-quality service and guest satisfaction.

Human Capital Theory (Becker, 1993) asserts that employees are strategic assets whose skills, health, and well-being must be continuously developed. In the tourism sector—where employee interactions directly shape brand image—investing in well-being programs contributes to lower turnover, greater loyalty, and improved service innovation. Enhancing occupational well-being therefore translates into competitive advantage and enhanced organizational reputation.

Complementing these is Organizational Participation Theory (Cotton et al., 1988), which emphasizes the importance of involving employees in shaping workplace policies and strategies. When staff contribute to decision-making—especially in areas affecting their own health and motivation—they exhibit higher commitment, creative input, and psychological ownership. In the

world of tourism and hospitality, where being flexible and responsive is key, a bottom-up approach really helps boost both how engaged employees feel and how appealing the brand is to outsiders.

### Research Hypotheses:

Based on the aim and objectives of this research, the following hypotheses have been formulated:

H1: There is a strong positive relationship between job well-being and employee motivation in the tourism and hospitality sector.

H2: When employees are satisfied with their jobs, this significantly enhances their creativity in tourism and hospitality.

H3: Employee motivation serves as a bridge between job well-being and the public's perception of the organization.

H4: Employee creativity helps link job well-being to the attractiveness of the company to guests in tourism and hospitality.

H5: Tourism and hospitality organizations that focus on employee well-being tend to have a better reputation and attract more guests than those that do not.

H6: Implementing well-being programs can make a significant difference, leading to increased employee satisfaction and lower turnover rates in the tourism and hospitality sector.

H7: Job well-being is critical to enhancing the long-term competitiveness of companies in the tourism and hospitality sector.

The research will test these hypotheses using a quantitative research design, delving into the relationship between employee well-being and various organizational outcomes. We measure the role of occupational well-being in enhancing employee motivation, creativity, and organizational reputation in tourism and hospitality. We hope that our findings will provide effective, evidence-based suggestions for improving human resource practices in sectors that rely heavily on services.

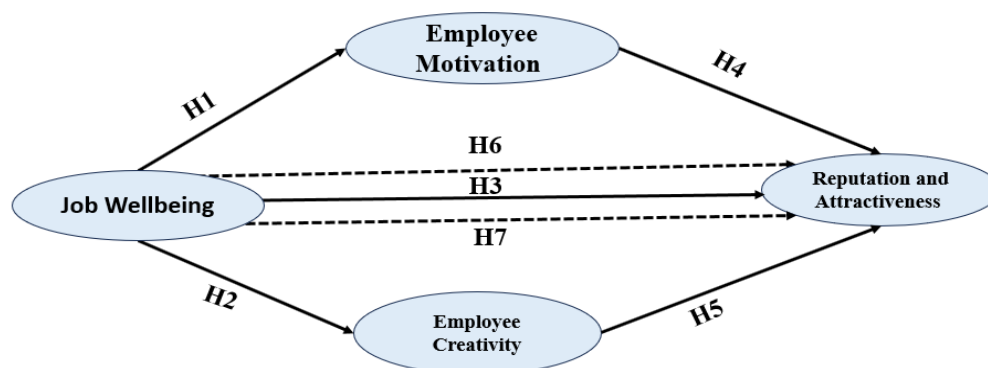


Figure 1 the Study Theoretical Model

## 3. Methodology

### Research Design

Thus, this research is all about digging into how job well-being can boost enthusiasm and creativity among folks working in the tourism and hotel industry. The research is really looking at how that, in turn, can enhance the reputation and appeal of these institutions. To gather the data, the research is going to use surveys, reaching out to employees in the tourism and hospitality sectors. This approach is pretty effective because it lets us gather information from a big group of people. That way, the

research can make sure our findings are relevant and can apply to other workers in the industry, not just the ones the research survey. Sounds good, right?

## Data Collection Methods

Data will be collected using a **structured questionnaire** designed to measure key variables such as job well-being, employee enthusiasm, creativity, institutional reputation, and guest attractiveness. The questionnaire will be distributed to employee's in-person or via email, depending on their availability. Surveys were distributed both electronically and through field visits to participating tourism companies and hotels. Questionnaires were conducted via virtual platforms such as Zoom.

## Study Limitations and Methodological Considerations

This study focuses on employees in the tourism and hospitality sector, specifically targeting 16 tourism companies and 16 four- and five-star hotels across various geographical regions. The target population includes employees from different hierarchical levels and departments—such as front-line staff, guest service personnel, managers, and support staff—allowing for a comprehensive understanding of occupational well-being across diverse organizational contexts. A stratified random sampling technique was employed to ensure the inclusion of participants from various hotel categories (luxury, mid-range, and budget), as well as different types of tourism companies. This approach enhances the representativeness of the sample and enables the analysis of variations in job well-being, motivation, and creativity across different work environments.

The exploratory phase of the study was conducted during October and November 2024, with the primary objective of identifying the most appropriate sample frame and refining the research instruments. Thus, during this phase, the research consulted experts from the tourism, hospitality, and human resources sectors to review the questionnaire. Their feedback was extremely helpful in determining the validity and reliability of the tool, and the research made some modifications based on their suggestions. To ensure clarity and appropriateness, the research conducted a pilot study. The research distributed 30 questionnaires to a small group of employees in the tourism and hospitality sector. This test was crucial as it allowed us to determine the extent to which people understood and accepted the questionnaire. After gathering this feedback, the research made some additional modifications to improve the accuracy and effectiveness of our data collection tool.

The research then embarked on the main fieldwork phase during the peak season, from December 2024 to April 2025. This timing was crucial as it maximized the chances of engaging the majority of employees across various departments. The research collected data using a structured questionnaire, both online and in person. In total, the research received 397 valid responses, giving us a usable response rate of over 99%. This truly enhanced the statistical power of the study. Thus, the study determined the sample size using Cohen's (1992) power analysis. The study targeted a 95% confidence level—a standard level—and sought to maintain a margin of error of 5%. By following this approach, the study settled on the minimum number of participants needed to ensure the reliability and generalizability of its findings.

**Even with all this careful planning, the study must be aware of some limitations,** such as: Sample bias: Although the study used a stratified random sample, there is still the potential for bias to creep in. This could occur if participants decide to volunteer or if they are not present during the study's data collection. Self-reported measures: The study relied on participants to report their own feelings, which could introduce some bias. People may underestimate negative feelings or

overestimate their feelings of satisfaction. Cross-sectional design: Our study design is cross-sectional, meaning it represents a snapshot of relationships at a given moment. This design limits our ability to draw any broad conclusions about causality or how things might change in the future.

### **The questionnaire will consist of five sections:**

1. Demographic Information: The research will request information such as age, gender, position, years of experience, and the type of hotel or Tourism Company they work for.
2. Job Well-being: The research borrows some items from the Job Satisfaction Questionnaire (JSS) (JSS) by Paul E. Spector (1997) conducted by Paul E. Spector and the Well-being at Work Scale (WBWS) conducted by Bakker and Demerouti.
3. Employee Motivation: For this purpose, the research will rely on scales from the Utrecht Work Engagement Scale (UWES) conducted by Schaufeli et al. (2002).
4. Creativity: The research will use the Creative Behavior Inventory (CBI) by Janssen (2000), conducted by Jansen to understand how individuals generate innovative ideas at work.
5. Reputation and Attractiveness: Finally, the research will examine how reputation and attractiveness are perceived by guests, drawing on the research of Fombrun and van Riel (2021), with a focus on service quality and how employees interact with guests.

The questionnaire will use a Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree). This way, the research can quantify responses and facilitate statistical analysis.

## **4. Results**

This section delves into the results of the data analysis, which aims to test the study's hypotheses and determine how different concepts are related. The research began by examining the demographic characteristics of the respondents. This provided a clearer picture of aspects such as gender distribution, age groups, job titles, and years of experience. After that, the research crunched some numbers—yeah, the research calculated the means and standard deviations for each variable. This helped us get a sense of the overall trends when it comes to job wellbeing, motivation, creativity, and how people view organizational reputation and attractiveness.

In this section, the study discusses the evaluation of the measurement model using partial least squares structural equation modeling (PLS-SEM), specifically using WarpPLS version 8. The study focused on verifying the reliability, convergent validity, and discriminant validity of the constructs. This was a tedious process, but it greatly helped the study better understand the data (Sarstedt et al., 2020). Once the measurement model was confirmed to be robust, the structural model was evaluated to test the direct and mediating relationships among the variables. Key indicators such as the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and path coefficients were used to determine the strength and significance of the hypothesized relationships.

### **4.1 Demographics**

The demographic characteristics of the study sample offer valuable insights into the diversity and representativeness of the participants involved in the tourism and hospitality sector. As detailed in Table 1, a total of 397 valid responses were collected. In terms of gender distribution, the sample was relatively balanced, with male respondents accounting for 54.9% ( $n = 218$ ) and female respondents representing 45.1% ( $n = 179$ ).

Table: 1. Profile of respondents.

Variable	Description	Frequency	Percentage
<b>Gender</b>	male	218	54.9%
	female	179	45.1%
<b>Age</b>	less than 25 years	60	15.1%
	25- less than 35 years	155	39.0%
	36 - less than 45 years	105	26.4%
	45-less than 55	52	13.1%
	55 and over	25	6.3%
<b>Job Title</b>	Tourism company employee	100	25.2%
	Receptionist	85	21.4%
	Guest Service Staff	80	20.2%
	Manager	72	18.1%
	Other	60	15.1%
<b>Years of Experience</b>	Less than 5 years	95	23.9%
	5-10 years	130	32.7%
	11-15 years	100	25.2%
	More than 15 years	72	18.1%
<b>Total</b>		<b>397</b>	<b>100%</b>

Regarding age, the largest age group was between 25 and less than 35 years, comprising 39.0% of the total sample. This was followed by respondents aged 36 to less than 45 years (26.4%), indicating a workforce largely composed of early and mid-career professionals. Younger employees under the age of 25 constituted 15.1% while the older age brackets, 45 to less than 55 years and 55 years and above, accounted for 13.1% and 6.3% respectively. Job titles revealed a varied professional distribution within the tourism and hospitality field. Employees working in tourism companies represented the largest share at 25.2%, followed by receptionists (21.4%) and guest service staff (20.2%). Managers constituted 18.1% of the sample, while the remaining 15.1% fell under the "other" category.

In terms of professional experience, the largest portion of respondents (32.7%) had 5 to 10 years of experience, followed by those with 11 to 15 years (25.2%). Employees with less than 5 years of experience accounted for 23.9%, while the most experienced group, with more than 15 years, made up 18.1% of the sample. This range indicates a well-distributed sample across various career stages, offering a comprehensive understanding of how occupational well-being and related constructs are perceived at different levels of tenure.

## 4.2 Descriptive Statistics

### 4.2.1 Job Wellbeing within the Tourism and Hospitality Workplace

The results presented in Table 2 illustrate the respondents' perceptions of job wellbeing within the tourism and hospitality workplace. The overall mean score for job wellbeing was 3.84, indicating a generally positive evaluation of workplace well-being conditions among employees. The overall standard deviation was approximately 0.78, suggesting a moderate level of variability in responses.

Table: 2. Job Wellbeing in the Workplace

	Mean	SD
I feel mentally and physically comfortable while working, and the work environment provides supportive elements for that.	4.10	0.68
I receive adequate support from management and colleagues to maintain a work-life balance.	3.75	0.82
There are opportunities for professional growth and development, and the necessary training is provided to achieve my career goals.	3.60	0.89
I feel appreciated by colleagues and management, and incentives encourage me to improve my performance.	3.95	0.74
The workplace provides a comfortable physical environment (such as lighting and ventilation) that supports my well-being.	4.25	0.63
I enjoy flexibility in working hours and am encouraged to take regular breaks.	3.55	0.87
Open communication channels with management are available, and my personal needs and diversity are respected.	3.65	0.85
Safety measures are effectively implemented, and psychological support services are available to maintain mental health.	3.90	0.76
<b>Job Wellbeing (Overall Mean)</b>	<b>3.84</b>	<b>0.78</b>

Among the individual items, the highest mean was recorded for “The workplace provides a comfortable physical environment (such as lighting and ventilation) that supports my well-being” ( $M = 4.25$ ,  $SD = 0.63$ ), reflecting employees' satisfaction with the physical aspects of the work setting. Conversely, the lowest mean appeared for “I enjoy flexibility in working hours and am encouraged to take regular breaks” ( $M = 3.55$ ,  $SD = 0.87$ ), indicating that flexibility remains a relative area of concern for some employees.

Overall, the results suggest that employees perceive the work environment as generally supportive of their mental and physical well-being, although opportunities for improvement remain in areas such as schedule flexibility and professional development support. So, what we've got here is a solid starting point for digging deeper into how job wellbeing actually affects things like motivation, creativity, and even the reputation of an organization. It's kind of fascinating, understanding this connection could really change the way we approach workplace dynamics.

### 4.2.2 Job Motivation

Table 3 presents the descriptive statistics related to employees' job motivation within the tourism and hospitality sector. The overall mean score for job motivation was 3.71, indicating a moderately high level of motivation among employees. Thus, the research is looking at an overall standard deviation of about 0.75. This basically shows there's a moderate amount of variability in how the responses vary from item to item. It's not too wild, but there's enough difference to notice.

Table: 3. Job Motivation

	Mean	SD
I feel enthusiastic and motivated to start my workday and accomplish tasks efficiently.	3.73	0.681
I enjoy teamwork and feel motivated when collaborating with colleagues.	3.87	0.684
I view professional challenges as opportunities for learning and growth, and I feel satisfied when I achieve goals.	3.65	0.714
I feel that my work has a positive impact and contributes to the success of the team or organization.	3.63	0.732
I work in an encouraging and motivating environment that inspires me to stay for the long term.	3.75	0.744
I feel appreciated by management and am given opportunities for professional development.	3.60	0.770
I am able to handle work pressures and manage my time efficiently.	3.85	0.692
I have flexibility and autonomy in making decisions related to my tasks and professional goals.	3.58	0.781
<b>Job Motivation (Overall Mean)</b>	<b>3.71</b>	<b>0.750</b>

The highest mean was observed for the item "I enjoy teamwork and feel motivated when collaborating with colleagues" ( $M = 3.87$ ,  $SD = 0.684$ ), suggesting that interpersonal collaboration plays a key role in sustaining motivation. Similarly, the item "I am able to handle work pressures and manage my time efficiently" also showed a relatively high mean ( $M = 3.85$ ,  $SD = 0.692$ ), indicating confidence in stress management and time organization. On the other hand, the lowest mean appeared in "I have flexibility and autonomy in making decisions related to my tasks and professional goals" ( $M = 3.58$ ,  $SD = 0.781$ ), implying a potential area for improvement in job autonomy and decision-making freedom.

Overall, these findings reveal that employees generally experience a healthy level of motivation, especially in collaborative settings and performance management, though opportunities to enhance decision-making flexibility and professional appreciation remain important considerations.

### 4.2.3 Creativity at Work

Table 4 outlines the descriptive statistics related to creativity at work. The overall mean score was 3.67, indicating a moderately positive perception of creativity within the workplace among employees in the tourism and hospitality sector. The estimated overall standard deviation is approximately 0.74, reflecting moderate variability in participants' responses.

Table: 4. Creativity at Work

	Mean	SD
I am able to think outside the box and provide innovative solutions to work-related problems.	3.73	0.681
I receive support and encouragement from management to present new ideas and improve work.	3.87	0.684
I am given opportunities to express my creative ideas and contribute to service improvement.	3.65	0.714
The work environment encourages the exchange of innovative ideas and collaboration among colleagues.	3.63	0.732
I have the freedom to take initiatives and experiment with new methods to enhance productivity.	3.75	0.744
I receive constructive feedback on my ideas from management and colleagues to foster creativity.	3.58	0.768
I am able to practically apply my creative ideas to improve processes and services in the organization.	3.60	0.751
The organization provides the resources and tools necessary to support and implement creative ideas.	3.55	0.790
<b>Creativity at Work (Overall Mean)</b>	<b>3.67</b>	<b>0.740</b>

The highest-rated item was "I receive support and encouragement from management to present new ideas and improve work" ( $M = 3.87$ ,  $SD = 0.684$ ), suggesting that managerial encouragement significantly contributes to creative expression. This is closely followed by "I have the freedom to take initiatives and experiment with new methods to enhance productivity" ( $M = 3.75$ ,  $SD = 0.744$ ), which highlights the importance of autonomy in fostering innovation. Conversely, the lowest-rated item was "The organization provides the resources and tools necessary to support and implement creative ideas" ( $M = 3.55$ ,  $SD = 0.790$ ), pointing to potential organizational barriers to creativity, particularly in terms of resource allocation.

In summary, the findings suggest that while employees generally perceive themselves as capable of contributing creatively, there remains a need for increased organizational support in terms of resources and implementation mechanisms to fully leverage their creative potential.

#### 4.2.4 Reputation and Attractiveness

Table 5 presents the descriptive statistics for the variable "Reputation and Attractiveness," which assesses employees' perceptions of how internal workplace practices—particularly those related to well-being, motivation, and creativity—affect the external image and appeal of their organization. Thus, the average score came out to be 3.74. That kind of hints that people generally see the organization in a pretty positive light when it comes to its reputation and appeal. And, the standard deviation is around 0.73, which suggests that there's a fair bit of agreement among the responses — not too much variation, really.

**Table: 5. Reputation and Attractiveness**

	<b>Mean</b>	<b>SD</b>
I believe that employee well-being positively affects the institution's reputation and strengthens its relationship with clients.	3.88	0.69
I feel that the institution is committed to enhancing its reputation by supporting its creative and enthusiastic employees.	3.75	0.72
Employee enthusiasm and creativity contribute to improving the guest experience and increasing their loyalty.	3.85	0.68
I believe employee well-being makes the institution more attractive to new clients and business partners.	3.70	0.75
The institution enjoys a good reputation due to its commitment to motivating and continuously developing employees.	3.80	0.71
The culture of innovation helps enhance the institution's reputation as an entity that embraces sustainable development.	3.65	0.78
Employees feel appreciated, making the institution a motivating and attractive work environment for talent.	3.60	0.79
Institutional incentives and support enhance employees' ability to innovate and succeed.	3.72	0.73
<b>Reputation and Attractiveness (Overall Mean)</b>	<b>3.74</b>	<b>—</b>

The top-rated statement was, "I believe that when employees are well taken care of, it really boosts the institution's reputation and helps build better relationships with clients" ( $M = 3.88$ ,  $SD = 0.69$ ). This really highlights how crucial staff welfare is for improving how the organization is viewed outside. And, there was also strong agreement on another point about how employee enthusiasm and creativity can enhance the guest experience and foster loyalty ( $M = 3.85$ ,  $SD = 0.68$ ). It's pretty clear that when employees feel motivated, it directly impacts how satisfied clients are. It's all connected. On the other hand, the lowest-rated item was "Employees feel appreciated, making the institution a motivating and attractive work environment for talent" ( $M = 3.60$ ,  $SD = 0.79$ ).

Thus, it appears that while most people have a generally favorable opinion, there are still those who believe that the research does not sufficiently highlight employee appreciation when it comes to making an organization attractive. Overall, these results demonstrate that employees recognize the importance of effective internal HR practices. They play a significant role in how others perceive an organization and can enhance its competitiveness, particularly in the tourism and hospitality sector.

### 4.3 Evaluating the Measurement Model

Thus, the research took a closer look at the measurement model using a method called partial least squares structural equation modeling, or PLS-SEM. The research used Warp PLS 8 for this purpose. It's a robust approach, especially when dealing with models containing a range of different components, such as mediators and moderators (McNeish and Hancock, 2018).

Now, what's so special about PLS-SEM? Well, it's really special when the research is focused on making predictions or developing theories. Furthermore, this method is useful when the data don't fully conform to the traditional assumptions required for standard error analysis of means. Sometimes, numbers don't match reality. That's why research has taken this path (Hair et al., 2019; Rahman, Memon, and Karim, 2013).

Table: 6. Measurement model.

Variables and Constructs	Loadings	VIF	CA	rho_a	CR	AVE
<b>Job Wellbeing</b>			<b>0.793</b>	<b>0.809</b>	<b>0.853</b>	<b>0.696</b>
JW1	0.745	2.012				
JW2	0.731	1.943				
JW3	0.752	2.178				
JW4	0.720	1.681				
JW5	0.736	1.657				
JW6	0.729	2.343				
JW7	0.779	3.295				
JW8	0.836	2.048				
<b>Job Motivation</b>			<b>0.805</b>	<b>0.804</b>	<b>0.858</b>	<b>0.504</b>
JM1	0.701	2.451				
JM2	0.717	2.266				
JM3	0.705	2.312				
JM4	0.724	3.158				
JM5	0.721	2.317				
JM6	0.790	2.089				
JM7	0.733	2.349				
JM8	0.780	2.086				
<b>Creativity at Work</b>			<b>0.769</b>	<b>0.772</b>	<b>0.838</b>	<b>0.564</b>
CW1	0.704	2.622				
CW2	0.770	2.045				
CW3	0.860	1.635				
CW4	0.851	1.616				
CW5	0.752	2.140				
CW6	0.755	2.068				
CW7	0.769	1.982				
CW8	0.798	1.888				
<b>Reputation and Attractiveness</b>			<b>0.896</b>	<b>0.901</b>	<b>0.935</b>	<b>0.828</b>
RA1	0.928	1.248				
RA2	0.913	3.144				
RA3	0.887	2.255				
RA4	0.770	2.318				
RA5	0.721	3.373				
RA6	0.851	1.985				
RA7	0.848	2.102				
RA8	0.834	2.033				

Thus, the research delved into several key areas: indicator reliability, internal consistency, convergent validity, and multicollinearity. Looking at Table 6, it is clear that the external loadings for most items are above the recommended threshold of 0.70. With a few exceptions, they are still within an acceptable range, supporting the notion of indicator reliability (Hair et al., 2022). Regarding the variance inflation factor (VIF), all values were well below the conservative minimum of 5.0. This means that the research is safe—there are no significant problems with multicollinearity among the constructs (thanks to Diamantopoulos & Siguaw, 2006 for the guidelines here).

When discussing internal consistency, the research used three different indices: Cronbach's alpha (CA), rho\_A, and composite reliability (CR). So what? All constructs scored well above the 0.70 threshold the research aimed for. The CA ranged from 0.769 to 0.896, while the CR ranged from 0.838 to 0.935. These figures clearly demonstrate that the research has strong reliability and consistency across all domains (Nunnally and Bernstein, 1994, for laying this foundation). Next, the research examined convergent validity by examining the average variance extracted (AVE) for each of our latent constructs. The good news is that all AVE values were above the 0.50 threshold, ranging from 0.504 for career motivation to 0.828 for reputation and attractiveness. This indicates that the constructs, on average, explain more than half of the variance in their indicators, which is an advantage for convergent validity (many thanks to Fornell and Larcker, 1981, for the framework).

Considering all factors, these results demonstrate that our measurement model has good psychometric reliability. The indicators are reliable, the concepts are consistent, and the research has obtained strong evidence of convergent validity. Therefore, it appears that the research is ready to move to the structural model evaluation stage.

### Discriminant Validity Assessment

Discriminant validity is about knowing how distinct a particular construct is from others in the model, both theoretically and practically. Essentially, it ensures that each latent variable accurately focuses on a unique aspect of what the research is addressing (Fornell & Larcker, 1981). Therefore, in this study, the research used two common methods to verify this: the Fornell-Larcker criterion and the heterotopic trait-to-monotonic ratio (HTMT). It's like making sure that every piece of a puzzle fits together perfectly without overlapping, The Fornell-Larcker criterion.

So, look at Table 7. It shows us the Fornell-Larcker values. What it does is compare the square root of the average variance extracted (AVE) for each construct, which is on the diagonal. It then also shows how these constructs relate to each other in values off the diagonal. It's a very practical way to see how everything is related. According to Fornell and Larcker (1981), discriminant validity is supported when the diagonal value for each construct exceeds any of its correlations with other constructs.

**Table: 7.** Fornell-Larcker criterion.

	<b>JW</b>	<b>JM</b>	<b>CW</b>	<b>RA</b>
<b>JW</b>	<b>0.834</b>			
<b>JM</b>	0.603	<b>0.710</b>		
<b>CW</b>	0.402	0.532	<b>0.751</b>	
<b>RA</b>	0.365	0.401	0.698	<b>0.909</b>

All constructs satisfy this condition. For instance, the square root of AVE for Job Wellbeing (JW) is 0.834, which is higher than its correlations with Job Motivation (0.603), Creativity at Work (0.402), and Reputation and Attractiveness (0.365). Similarly, Reputation and Attractiveness (RA) has a diagonal value of 0.909, exceeding its correlations with other constructs. These results confirm that each latent stock generates more variance with its own indicators than any other construct in the model, demonstrating acceptable discriminant validity using the Fornell-Larcker criterion.

### Hetero-Mono-Typical (HTMT) Ratio

To complement the Fornell-Larcker analysis, the Hetero-Mono-Typical (HTMT) ratio was calculated to provide a more accurate assessment of discriminant validity. As suggested by Hair et al., (2011), HTMT values below 0.85 indicate acceptable discriminant validity, while values above this threshold may indicate a lack of discrimination between constructs.

**Table 8.** Heterotrait–Monotrait (HTMT) ratios.

	JW	JM	CW	RA
JW				
JM	0.81			
CW	0.79	0.73		
RA	0.75	0.78	0.76	

As displayed in Table 8, all HTMT values in this study fall below the 0.85 threshold. For example, the HTMT value between Job Wellbeing and Job Motivation is 0.81, between Creativity at Work and Reputation and Attractiveness is 0.76, and all remaining values also remain within the acceptable range. These results confirm that the constructs in the model are empirically distinct.

Based on both the Fornell–Larcker criterion and the HTMT ratio, the results provide strong evidence of discriminant validity in the measurement model. This ensures that each construct is both theoretically sound and empirically distinguishable from the others, thereby reinforcing the robustness and validity of the structural relationships examined in subsequent model analysis (Hair et al., 2014; Ringle et al., 2020).

### 4.4 Structural Model Assessment

Once the research had established the reliability and validity of the measurement model, the research moved to examine the structural model more closely. This step focused on determining the strength and significance of the proposed relationships between the latent constructs. The research adhered to the guidelines established by Hair and colleagues (2019), as well as those established by McNeish and Hancock (2018).

#### Coefficient of Determination ( $R^2$ ) and Predictive Significance ( $Q^2$ )

The research began by examining the coefficient of determination, or  $R^2$  for short. This number gives us an idea of how well the dependent variables—the ones the research attempts to explain—explain the independent variables in our model. According to Henseler and Fassott (2010), higher  $R^2$  values (closer to 1) indicate greater explanatory power, while Hair et al. (2019) suggest that values above 0.10 are considered acceptable in behavioral research.

As shown in Table 9 the  $R^2$  value for Employee Motivation was 0.282, meaning that Job Wellbeing accounts for 28.2% of the variance in this construct—indicating a moderate level of explanatory power. Similarly, the  $R^2$  for Employee Creativity reached 0.237, signifying that Job Wellbeing explains 23.7% of its variance, which also reflects a moderate effect. Most notably, Reputation and Attractiveness achieved an  $R^2$  value of 0.544, revealing that Job Wellbeing, Motivation, and Creativity collectively explain 54.4% of the variance—demonstrating substantial explanatory strength.

To complement the  $R^2$  findings, Stone-Geisser's  $Q^2$  statistic was used to assess the model's predictive relevance via the blindfolding procedure. Hair, Ringle, and Sarstedt (2011) argue that a

$Q^2$  value greater than zero indicates that the model has predictive capability for a given endogenous construct.

In this study, the  $Q^2$  values were all above zero, confirming the model's predictive relevance. Specifically, Employee Motivation yielded a  $Q^2$  value of 0.167, indicating moderate predictive relevance; Employee Creativity recorded a  $Q^2$  of 0.142, suggesting acceptable predictive capability; while Reputation and Attractiveness scored 0.393, pointing to strong predictive relevance. These results affirm the model's ability to not only explain existing relationships but also predict unseen data reliably.

Table: 9. Coefficient of determination and predictive relevance.

Dependent Variable	$R^2$	$R^2$ Interpretation	$Q^2$	$Q^2$ Interpretation
Employee Motivation	0.282	Job Wellbeing explains 28.2% of the variance in Employee Motivation.	0.167	Indicates moderate predictive relevance.
Employee Creativity	0.237	Job Wellbeing explains 23.7% of the variance in Employee Creativity.	0.142	Indicates acceptable predictive relevance.
Reputation and Attractiveness	0.544	Job Wellbeing, Motivation, and Creativity explain 54.4% of the variance in Reputation and Attractiveness.	0.393	Indicates strong predictive relevance.

#### 4.5 Hypothesis Testing

Following the validation of the measurement model, the structural model was tested using **Warp PLS 8**, which is particularly suitable for exploring complex causal relationships and nonlinear associations. Figure 2 depicts the path model generated by the software, while Table 10 presents the standardized path coefficients ( $\beta$ ), t-values, and p-values corresponding to each proposed hypothesis. These results provide strong empirical support for the theoretical framework and illustrate how job wellbeing influences organizational outcomes through employee motivation and creativity.

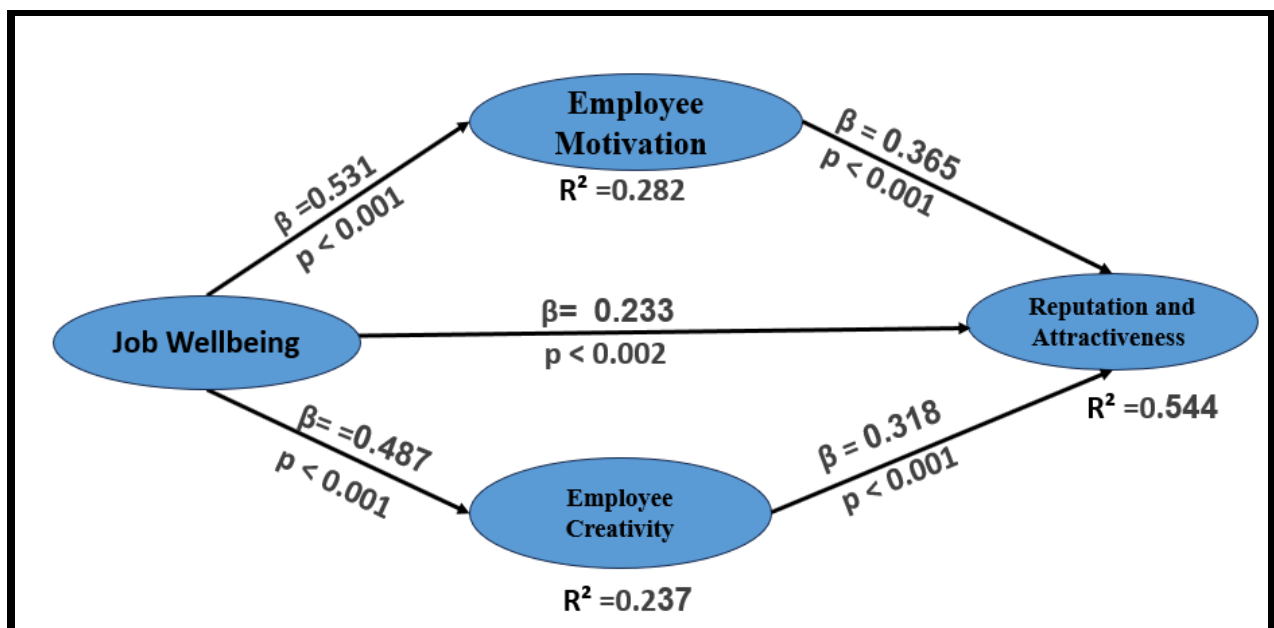


Figure: 2. Path Model for employees Organizations' Reputation and Attractiveness

**Table 10 Path Coefficients**

Hyp.	Relationships	$\beta$	t-Value	p-Value	Decision
H1	Job Wellbeing> Employee Motivation	0.531	9.216	0.000	Supported
H2	Job Wellbeing> Employee Creativity	0.487	8.342	0.000	Supported
H3	Job Wellbeing> Reputation and Attractiveness.	0.233	3.126	0.002	Supported
H4	Employee Motivation > Reputation and Attractiveness.	0.365	5.488	0.000	Supported
H5	Employee Creativity > Reputation and Attractiveness.	0.318	4.945	0.000	Supported
H6	Job Wellbeing> Employee Motivation > Reputation and Attractiveness.	0.194	3.882	0.000	Supported (Mediation)
H7	Job Wellbeing> Employee Creativity> Reputation and Attractiveness.	0.164	3.476	0.001	Supported (Mediation)

The direct effects reveal significant and positive relationships. Job wellbeing has a substantial influence on employee motivation (H1:  $\beta = 0.531$ ,  $t = 9.216$ ,  $p < 0.001$ ) and creativity (H2:  $\beta = 0.487$ ,  $t = 8.342$ ,  $p < 0.001$ ), indicating that a supportive work environment enhances employees' drive and innovative capacity. Moreover, job wellbeing directly contributes to strengthening the organization's reputation and attractiveness (H3:  $\beta = 0.233$ ,  $t = 3.126$ ,  $p = 0.002$ ), reinforcing the importance of employee wellbeing as a strategic organizational resource.

Additionally, both employee motivation and creativity show significant positive impacts on reputation and attractiveness (H4:  $\beta = 0.365$ ,  $t = 5.488$ ,  $p < 0.001$ ; H5:  $\beta = 0.318$ ,  $t = 4.945$ ,  $p < 0.001$ ). These findings underscore that employees who are engaged and empowered creatively play a critical role in building a favorable organizational image and attracting stakeholders.

The model also tested mediation effects using Warp PLS 8's built-in procedures for estimating indirect paths. Results confirmed that employee motivation mediates the relationship between job wellbeing and reputation and attractiveness (H6:  $\beta = 0.194$ ,  $t = 3.882$ ,  $p < 0.001$ ), as does employee creativity (H7:  $\beta = 0.164$ ,  $t = 3.476$ ,  $p = 0.001$ ). These mediation paths highlight the mechanisms through which job wellbeing translates into external organizational benefits.

In summary, all hypotheses were supported, validating the theoretical model through Warp PLS 8 analysis. The findings really drive home the idea that job wellbeing isn't just about how employees feel on the inside; it also shapes how the outside world sees the organization. When employees are motivated and creative, it boosts the overall image of the company. This is super important for management in the tourism and hospitality sectors, as it shows just how crucial it is to prioritize employee wellbeing for achieving long-term success and sustainability.

## Key Findings and Recommendations

### 1. Key Findings

1. Occupational well-being is essential for employee motivation: Employees who feel satisfied with their jobs, thanks to a supportive work environment, support from their managers, and opportunities for growth, tend to be more motivated and creative. When people feel satisfied, it motivates them to excel in their roles. This, in turn, leads to greater job satisfaction and overall productivity.
2. Impact on Creativity: A significant number of study participants reported that a supportive work environment significantly enhances creativity. When employees feel valued and given the opportunity to share their ideas, they are more likely to think creatively. This creativity not only helps in devising innovative solutions, but also improves service delivery and guest experience, which is great for the organization's image.
3. Enhanced Reputation: Research indicates that employee motivation and creativity are key factors in enhancing an organization's reputation and attractiveness. When employees feel motivated and supported, they tend to perform better. This leads to guest satisfaction, increased loyalty, and ultimately, an improved organization's public image.
4. Employee Satisfaction and Long-Term Retention: The study found that when employees enjoy and feel satisfied with their work environment, they are more likely to stay there long-term. This is extremely beneficial because it helps maintain job stability, promotes organizational growth, reduces employee turnover, and builds a loyal workforce.

### Recommendations

Employee-Centered Strategies to Promote Employee Well-being and Stimulate Creativity in the Hospitality and Tourism Sectors After delving into the opinions of tourism and hospitality workers, a set of valuable insights emerged that can enhance employee well-being and stimulate creativity at work. Here is a summary of these recommendations:

1. Improve Communication and Supportive Leadership: Many employees emphasized the importance of management keeping things open and honest. They strongly desire a leadership style that emphasizes teamwork, welcomes feedback, and makes everyone feel included. Supportive managers who recognize hard work and offer valuable advice can make a huge difference in maintaining motivation and creativity.
2. Providing opportunities for growth and professional development: Employees indicated the need for ongoing training, clear career paths, and opportunities to join workshops or obtain certifications. When companies invest in the skills and knowledge of their teams, this can lead to increased employee happiness and enhanced creative problem-solving.
3. Achieving a healthy work-life balance: Many mentioned that adjusting work schedules, reducing overtime, and allowing flexible arrangements (where possible) can significantly improve well-being. It's all about ensuring sufficient free time to recharge, which is essential for maintaining motivation and mental clarity in the long term.

4. Fostering a positive and inclusive work environment: There was a strong call for a work culture that respects and celebrates diversity, encourages teamwork, and reduces conflict. This type of atmosphere creates psychological safety—essential for creativity to flourish.
5. Implementing recognition and reward systems: Employees indicated that recognizing outstanding performance, whether through words of praise, financial rewards, or even fun recognition programs like “Employee of the Month,” can boost morale and motivate others to strive for ambition. These strategies help create a work environment where employees not only feel satisfied but also have the freedom and support to think creatively.
6. Foster a culture of innovation and autonomy: Many people demand more freedom in their jobs. They want the opportunity to experiment with new ideas and share their opinions without fear of criticism. Organizations that create a workplace environment that welcomes and actively explores new ideas typically see continuous improvements and unique creative solutions.
7. Promote employee wellness programs: To motivate employees to think creatively, it's essential to invest in programs that help achieve work-life balance, mental health, and overall job satisfaction. Consider things like flexible schedules, wellness initiatives, and fun team-building activities that strengthen workplace relationships.
8. Foster a culture of open communication and innovation: Management needs to provide a space where employees feel free to share their ideas without fear of rejection. Giving employees a platform to express their opinions can transform creativity.
9. Invest in professional development: Providing ongoing training and career advancement opportunities not only enhances employees' skills but also shows them that they are valued. It's essential to focus on both practical and soft skills, such as communication and teamwork. This approach leads to happier employees who are more able to creatively address challenges.
10. Strengthen leadership and support structures: Leaders should be trained to be friendly and supportive. If management is open and responsive to employee input, this helps build trust and boost morale. Additionally, regular feedback sessions and performance reviews can truly help team members understand where they excel and where they can improve.
11. Promote workplace flexibility: Offering flexible work options, such as working from home or adjusting hours, can make a huge difference to employees' work-life balance. This type of flexibility isn't just nice to have; it's essential for maintaining well-being, which in turn fosters enthusiasm and creativity.
12. Reputation management strategies: Companies should leverage a positive workplace culture and the creativity of their employees to build their brand reputation. Sharing employee achievements and positive stories about workplace culture on social media or through marketing can help attract new clients and talent.
13. Regular employee feedback and follow-up: Conducting surveys and monitoring employee feedback regularly is essential for understanding employees' feelings about their work and overall satisfaction. This way, management can identify any potential problems early and address them proactively, helping to maintain a consistently positive work environment.

In brief, if research aims to enhance employee well-being and inspire greater enthusiasm and creativity, especially in the tourism and hospitality sectors, it requires a comprehensive strategy.

This means having supportive leadership, providing growth opportunities, focusing on work-life balance, cultivating a positive work culture, recognizing achievements, and empowering employees to innovate. All of these elements combined help build a resilient and high-performing workforce.

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