

TOURISM JOBS AND SUBJECTIVE WELL-BEING AT WORK: A CROSS-NATIONAL ANALYSIS

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ABSTRACT: Investigation of subjective well-being at work in tourism and its determinants is critical in order to identify challenges that are faced by contemporary tourism enterprises in the process of attracting human capital resources. The objective of the paper is to analyse levels and determinants of well-being at work in the tourism industry in a cross-national setting. Based on data from the fifth European Working Condition Survey on ca. 2600 tourism employees in 34 countries, statistical analysis was performed. The study identified individual, organisational, and national factors that influence job satisfaction and its drivers in the tourism industry. Findings add to the understanding of the perception of well-being at work – tourism organisations could learn the aspects that should be modified or emphasized in their human resource practices as well as recruitment strategies to attract and retain engaged and loyal employees who are ready to create and deliver value to customers. **Keywords:** well-being at work, job satisfaction determinants, tourism, European Union.

RESUMEN: La investigación sobre el bienestar subjetivo en el trabajo en turismo y sus determinantes constituye un aspecto crítico en la identificación de los desafíos que se colocan a las empresas turísticas contemporáneas en el proceso de la atracción del capital de recursos humanos. Este artículo tiene como objetivo analizar el nivel y los determinantes del bienestar en los contextos del trabajo en la industria turística a nivel internacional. El análisis estadístico se basó en los datos de la quinta encuesta europea sobre las condiciones de trabajo, en el que participaron 2.600 empleados del sector turístico de 34 países. El estudio identificó los factores individuales, organizacionales y nacionales que, en la industria turística, influyen en la satisfacción laboral y sus determinantes. Los datos obtenidos contribuyen para la comprensión de la percepción del bienestar en el trabajo, informando las organizaciones turísticas sobre los aspectos que deben modificarse o que hacían hincapié en sus prácticas de recursos humanos, así como en sus estrategias de reclutamiento para atraer y retener a los empleados leales y dedicados, dispuestos a crear valor para el cliente. **Palabras clave:** bienestar en el trabajo, determinantes de la satisfacción en el trabajo, turismo, Unión Europea .

RESUMO: A investigação do bem-estar subjetivo no trabalho em turismo e os seus determinantes constitui um aspeto crítico na identificação dos desafios que se colocam às empresas turísticas contemporâneas no processo de atração do capital de recursos humanos. O objetivo deste artigo é analisar o nível e os determinantes do bem-estar nos contextos laborais da indústria turística a nível internacional. A análise estatística teve por base os dados do quinto Inquérito Europeu às Condições de Trabalho, em que participaram 2600 empregados do turismo de 34 países. O estudo identificou os fatores de ordem individual, organizacional e nacional que, na indústria turística, influenciam a satisfação no trabalho e os seus determinantes. Os dados obtidos contribuem para a compreensão da perceção do bem-estar no trabalho, informando as organizações turísticas sobre os aspetos que devem ser modificados ou enfatizados nas suas práticas de recursos humanos, bem como nas suas estratégias de recrutamento para

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atrair e reter empregados leais e dedicados, dispostos a criar valor para o cliente. **Palavras-chave:** bem-estar no trabalho, determinantes da satisfação no trabalho, turismo, União Europeia.

INTRODUCTION

Tourism is a labour intensive and high-contact industry and it is generally recognised that the success of a tourism organisation lies to a great extent in the quality of its human resources. Employees with their knowledge, experience and skills are valuable, rare, and inimitable resources, hence they serve as a source of sustained competitive advantage (Barney & Wright, 1998). As boundary spanners, they significantly influence customers' perceived service quality, satisfaction, and loyalty (Pfeffer, 1994). This is why tourism companies must ensure that their service providers' attitudes and behaviours are commensurate with customer relationship objectives and contribute to the organisation's competitiveness in the marketplace (Hartline & Ferrell, 1996; Brown & Lam, 2008). Developing strategies to enhance job satisfaction is argued to promote attitudes and behaviours which give rise to desirable customer reactions and, consequently, lead to improved organisational performance.

Although job satisfaction in the tourism industry has been a focus for numerous studies, the issue of well-being at work and its drivers in the cross-national context has received relatively little attention from researchers (Bednarska, 2013). The present study, therefore, aims to address this gap and seeks to contribute by analysing levels and determinants of subjective well-being in tourism-related jobs in a cross-national setting. The paper begins with reviewing the literature on employee satisfaction in tourism. Then the methodology and findings of the study on differential effects of individual, organisational, and national factors on satisfaction with work and its drivers in the tourism industry are presented. The last section concludes by summarising the most important findings and suggesting directions for future research.

LITERATURE REVIEW

The importance of well-being at work and its antecedents and consequences has been well documented in psychological and sociological literature since the early twentieth century. Recently it has also become an important research area in economics. The main reason for this growing interest is the increased recognition that subjective well-being of workers correlates with objective labour market behaviours (Clark & Oswald, 1996; Sousa-Poza & Sousa-Poza, 2000; Hamermesh, 2001; Green, 2006).

Investigations of job satisfaction and its effects are conceptually supported by social exchange theory, which is considered to be one of the most influential conceptual paradigms for understanding workplace attitudes and behaviours. The central proposition of this theory posits that relationships that develop between employees and their employing organisation evolve over time into mutual commitments if the parties follow certain rules and norms of exchange (Cropanzano & Mitchell, 2005). Enterprises which nurture a climate of reciprocity are likely to give rise to positive attitudinal and behavioural outcomes from workers. Employees who receive economic and socioemotional resources and are satisfied with their work tend to feel obligated to help the organisation that has benefited them reach its objectives (Aselage & Eisenberger, 2003). One way for individuals to repay their organisation is through devoting cognitive, emotional, and physical resources in the performance of one's work roles (Saks, 2006), which ultimately influences important organisational outcomes.

A growing body of empirical evidence supports the notion that employee satisfaction in tourism leads directly or indirectly to positive workplace attitudes, intentions, behaviours, and performance outcomes both at the individual and the unit levels. Table 1 summarises findings of selected research projects on job satisfaction and its direct and indirect consequences in diverse sectors of the tourism industry run in the last decade among operational and managerial employees in Europe, Asia, Australia, Africa and America.

Investigations revealed that well-being at work is a strong determinant of organisational commitment (Back, Lee, & Abbott, 2011; Liao, Hu, & Chung, 2009). The construct provides powerful prediction of withdrawal or counterproductive behaviours – job satisfaction displays negative relationship with intention to quit and actual turnover as well as deviant activities (Churintr, 2010; Mount, Ilies, & Johnson, 2006; Zopiatis, Constanti, & Theocharous, 2014). Many researchers link well-being at work to both in-role and extra-role behaviours. The more employees derive satisfaction from their job, the more they exert effort into task performance (Kellison, Kim, & Magnusen, 2013; Lee, Nam, Park, & Lee, 2006), and the more actively they engage in organisational citizenship behaviour (Bowling, Wang, & Li, 2012; González & Garazo, 2006). Positive attitudes and behaviours lead to augmented job performance (Karatepe, 2012; Ng, Sambasivan, & Zubaidah, 2011) and contribute to customer satisfaction, as satisfied staff provides tourism services that exceeds visitors' expectations (Chi & Gursoy, 2009; Gazzoli, Hancer, & Park, 2009). There is also evidence that satisfaction in the workplace, through maintaining high performance and efficient service, positively influences profitability of tourism enterprises (Hwang & Chi, 2005; Chi & Gursoy, 2009).

Table 1. Consequences of job satisfaction in the tourism industry – empirical studies

Researchers	Field of activity	Country	Respondents	Consequences
Back, Lee, & Abbott	gambling industry	Korea	frontline employees	organisational commitment
Bowling, Wang, & Li	catering industry, travel industry (inter alia)	New Zealand	employees	organisational citizenship behaviour (individual and organisational levels)
Chi & Gursoy	hospitality industry	United States	employees, customers and managers	customer satisfaction financial performance
Churintr	hospitality industry	Thailand	employees at operational and management level	employee retention
Gazzoli, Hancer, & Park	restaurant industry	United States	contact employees and customers	customers' perceived service quality
González & Garazo	hospitality industry	Spain	customer-contact employees and managers	organisational citizenship behaviour
Hwang & Chi	hospitality industry	Taiwan	employees	organisational performance
Karatepe	hospitality industry	Came-roon	full-time frontline employees	service recovery performance job performance
Kellison, Kim, & Magnusen	recreation industry	United States	part-time student employees	turnover intention investment in work
Lee, Nam, Park, & Lee	hospitality industry	Korea	customer contact employees	organisational commitment role-prescribed customer service
Liao, Hu, & Chung	hospitality industry	Taiwan	frontline employees	organisational commitment
Mount, Ilies, & Johnson	fast food industry	United States	employees in customer service positions	counterproduc-tive work behaviour (interpersonal and organisational levels)
Ng, Sambasivan, & Zubaidah	air transport industry	Malaysia	flight attendants	service recovery performance job performance
Zopiatis, Constanti, & Theocharous	hospitality industry	Cyprus	full-time employees	turnover intention

Source: Based on (Back et al., 2011; Bowling et al., 2012; Chi & Gursoy, 2009; Churintr, 2010; Gazzoli et al., 2009; González & Garazo, 2006; Hwang & Chi, 2005; Karatepe, 2012; Kellison et al., 2013; Lee et al., 2006; Liao et al., 2009; Mount et al., 2006; Ng et al., 2011; Zopiatis et al., 2014).

To sum up, extensive empirical research supports the links between tourism employees' satisfaction and critical work attitudes and behaviours as well as organisational performance. Given the importance of well-being at work for service organisational effectiveness outcomes, it is essential for tourism enterprises to fully comprehend factors that have differential effects on job satisfaction and its drivers.

DATA AND METHODS

The data for this paper come from the latest edition of European Working Condition Survey (EWCS) database. The EWCS is a cyclical comparative multi-national survey run every five years by European Foundation for the Improvement of Living and Working Conditions (Eurofound). It offers a source of information about various dimensions of the quality of work life and work attitudes. The fifth wave of the research was carried out in 2010 and it covered nearly 44000 respondents from 34 countries – interviews were conducted in all EU27 Member States and in Albania, Croatia, Montenegro, Kosovo, Macedonia, Norway and Turkey. The sample is based on multistage, stratified random design and it is representative of the target population, which comprised all residents aged 15 or older who were in employment at the time of the survey (Eurofound, 2012).

Additional sources of secondary data were Eurostat statistics and World Travel & Tourism Council (WTTC) reports on the economic impact of travel and tourism. The major focus was on macroeconomic indicators, especially those characterising the structure and the efficiency of national economies and relations on the labour market, and indicators showing direct contribution of travel and tourism (T&T) to GDP and employment in European countries.

Based on the internationally recommended methodology for tourism statistics provided by World Tourism Organization (UNWTO, 2010) and the level of available data aggregation (the EWCS applies two levels of the NACE Rev. 2 classification to identify economic activity of the employing organisation) the subsequent analysis relates to selected tourism characteristic activities covered by five divisions, specifically accommodation, food and beverage service activities, travel agency and tour operator reservation services, creative, arts and entertainment activities, and gambling and betting activities. These activities represent three sections: I – accommodation and food service activities, N – administrative and support service activities, and R – arts, entertainment and recreation (Eurostat, 2008). Persons employed (and self-employed) in the divisions under investigation account for 6.0% of the total sample, roughly 2600 respondents. Table 2 shows selected statistics for the interviewed workers.

Table 2. Profile of research sample

Variable	Category	Value
Gender [%]	Female	52.4
	Male	47.6
Age	Mean	37.5
	Median	36.0
Level of education [%]	Primary	7.3
	Secondary	73.9
	Tertiary	18.8
Tenure [years]	Mean	6.7
	Median	4.0
Employment status [%]	Self-employment	19.9
	Paid employment	77.1
	Other	3.0
Employment contract [%]	Indefinite contract	63.6
	Temporary contract	17.8
	No contract	17.6
	Other	0.9
Occupation [%]	Managers and professionals	26.3
	Clerical support workers	8.5
	Service and sales workers	48.4
	Elementary occupations	12.7
	Other	4.1
Sector [%]	Private	86.6
	Public	9.4
	Other	4.0
Size [%]	Micro	61.3
	Small	26.6
	Medium	9.3
	Large	2.8
Section [%]	I – accommodation and food service activities	81.4
	N – administrative and support service activities	5.7
	R – arts, entertainment and recreation	12.9

Source: Based on EWCS 2010 datasets.

The picture that emerges from Table 2 is that the tourism industry is characterised by a quite young workforce and short tenure. Relatively high fraction of employees reports working without any contract. Looking at the occupation structure, considerable proportion are service workers and those performing elementary tasks. The majority of the sample worked in the private sector, in micro entities, and in the HoReCa sector.

Based on a review of literature relating to antecedents of employee well-being as well as data availability, four dimensions were chosen to picture job satisfaction drivers; these include: job content (work itself), economic value, social value, and development value. Subjective well-being at work was measured on one-item scale, rewards offered by an organisation – on multi-item scales. Participants used 5-point scale to assess working environment and their overall satisfaction with being employed by a given company. Variables were recoded so that higher value refers to more desirable situation. Analysis techniques included general descriptive statistics and correlation coefficients to portray the main features of variables under study and relations between them. The t-test for independent samples or the one-way analysis of variance (ANOVA) followed by Tukey's post hoc tests were employed to examine the differences in means between the investigated groups of respondents.

RESULTS

Basic statistics for the study variables are reported in Table 3, it presents the descriptive statistics and the correlations between all the indicators used. Most tourism employees reported themselves as satisfied or very satisfied with their jobs, with a minority deriving dissatisfaction from working for a particular company. The best perceived satisfaction driver was job content, the worst – development value. The computed correlation coefficients indicate that there was a significant association between the overall well-being at work and all of the job facets under investigation.

Table 3. Variable means, standard deviations, and correlations

Variable	Mean	Standard deviation	Correlations			
			1.	2.	3.	4.
1. Job satisfaction	3.73	1.10				
2. Job content	3.99	.80	.38**			
3. Economic value	3.21	.95	.47**	.31**		
4. Social value	3.81	.72	.49**	.46**	.39**	
5. Development value	2.58	1.19	.33**	.27**	.33**	.31**

** Significant at the 0.01 level (2-tailed)

Source: Based on EWCS 2010 datasets.

Tables 4, 5 and 6 provide information about differential effects of selected factors on job satisfaction and its drivers in the tourism industry. The following variables were tested:

- individual: gender, age, level of education, tenure, employment status, employment contract, occupation type;
- organisational: sector, company size, type of economic activity (section);
- national (macroeconomic): GDP per capita, unemployment rate, T&T contribution to GDP, T&T contribution to employment.

The general conclusion from the analysis is that the majority of fourteen variables under study led to significant differences both in subjective well-being at work and in its determinants. Job satisfaction displayed relationship with all factors except gender and size of an organisation. The largest differences in means were found for education level, T&T contribution to GDP, and GDP per capita. Job content was linked to all factors except GDP per capita and T&T contribution to GDP, with individual characteristics yielding the highest differential effect, particularly employment status, age, and tenure of participants. Economic value was related to all factors except size of an organisation. Its variation was also mainly an effect of individual characteristics, specifically employment status, employment contract, and employees' tenure. Social value demonstrated relationship with all factors except gender, employment contract, size of an organisation, and T&T contribution to employment. The largest mean differences were observed with regard to section and tenure. Finally, development value varied by all factors except tenure, with individual features having the greatest effect on it, specifically level of education, occupation type, and age of respondents.

Several of diagnosed relationships are of particular interest. Although women perceived their job content as well as economic and development values worse than men, they were not less satisfied with their work, which supports the paradox of the contented female worker (Bender, Donohue, & Heywood, 2005). Perceptions of all rewards received as well as overall job satisfaction were higher for those more highly educated, self-employed, occupying managerial positions and having indefinite contracts. HoReCa sector was evaluated as an inferior employer with regard to all dimensions under study. Tourism employees in tourism-dependent economies tended to rate their overall well-being at work and extrinsic rewards lower than their counterparts.

It is noteworthy that the largest differences in means were identified for perceptions of development opportunities, the smallest – for social relations at the workplace. With regard to explanatory variables, the largest average differences were attributable to type of occupation, the smallest – to gender. Generally, variations in ratings of intrinsic and extrinsic rewards offered by an employer were associated primarily

with individual factors, while variations in levels of overall well-being at work – with macroeconomic factors.

Table 4. Differential effects of individual factors on well-being at work in tourism

Variable	Job satisfaction		Job content		Economic value		Social value		Development value	
	Mean	F/t-value	Mean	F/t-value	Mean	F/t-value	Mean	F/t-value	Mean	F/t-value
Gender		-0.334		2.126*		3.024**		-1.055		4.442**
Male	3.72		4.03 ^a		3.27 ^a		3.79		2.69 ^a	
Female	3.73		3.96 ^a		3.16 ^a		3.83		2.48 ^a	
Age		5.324**		57.219**		3.949**		6.706**		14.993**
29 and less	3.62 ^a		3.74 ^{abc}		3.12 ^{abc}		3.75 ^{ab}		2.63 ^a	
30 – 39	3.73		3.99 ^{ade}		3.26 ^a		3.77 ^c		2.73 ^b	
40 – 49	3.75		4.14 ^{bd}		3.25 ^b		3.86 ^a		2.60 ^c	
50 and more	3.86 ^a		4.25 ^{ce}		3.26 ^c		3.90 ^{bc}		2.27 ^{abc}	
Level of education		13.118**		5.083**		7.182**		4.792**		32.153**
Primary	3.42 ^{ab}		3.96		3.09 ^a		3.67 ^{ab}		2.08 ^{ab}	
Secondary	3.71 ^{ac}		3.97 ^a		3.19 ^b		3.81 ^a		2.55 ^{ac}	
Tertiary	3.89 ^{bc}		4.10 ^a		3.35 ^{ab}		3.86 ^b		2.89 ^{bc}	
Tenure		6.215**		36.994**		19.832**		11.848**		1.041
0 – 1	3.60 ^{ab}		3.83 ^{ab}		3.00 ^{abc}		3.71 ^{ab}		2.55	
2 – 5	3.70		3.91 ^{cd}		3.20 ^{ade}		3.77 ^{cd}		2.57	
6 – 10	3.86 ^a		4.13 ^{ac}		3.36 ^{bd}		3.89 ^{ac}		2.66	
11 and more	3.81 ^b		4.24 ^{bd}		3.38 ^{ce}		3.93 ^{bd}		2.54	
Employment status		4.290**		15.250**		8.218**		3.015**		5.727**
Self-employment	3.91 ^a		4.40 ^a		3.52 ^a		3.89 ^a		2.89 ^a	
Paid employment	3.67 ^a		3.89 ^a		3.14 ^a		3.78 ^a		2.52 ^a	
Employment contract		16.978**		20.855**		40.525**		3.307*		18.180**
Indefinite contract	3.77 ^{ab}		3.97 ^{ab}		3.27 ^{ab}		3.81		2.62 ^{ab}	
Temporary contract	3.55 ^a		3.79 ^a		2.82 ^a		3.73		2.45 ^{ac}	
No contract	3.42 ^b		3.69 ^b		2.98 ^b		3.72		2.20 ^{bc}	
Occupation type		8.588**		12.186**		9.310**		5.065**		12.574**
Managerial	3.97 ^a		4.24 ^a		3.45 ^a		3.91 ^a		2.99 ^a	
Operational	3.60 ^a		3.86 ^a		3.09 ^a		3.76 ^a		2.37 ^a	

*Means with the same letter superscript differ significantly at the 0.05 level; * significant at the 0.05 level, ** significant at the 0.01 level (2-tailed)*

Source: Based on EWCS 2010 datasets.

Table 5. Differential effects of organisational factors on well-being at work in tourism.

Variable	Job satisfaction		Job content		Economic value		Social value		Development value	
	Mean	F/t-value	Mean	F/t-value	Mean	F/t-value	Mean	F/t-value	Mean	F/t-value
Sector		-4.179**		-5.146**		-3.083**		-3.287**		-3.821**
Private	3.69 ^a		3.97 ^a		3.20 ^a		3.79 ^a		2.54 ^a	
Public	3.97 ^a		4.21 ^a		3.39 ^a		3.95 ^a		2.86 ^a	
Size		0.473		7.816**		0.962		0.970		3.674*
Micro	3.71		4.05		3.21		3.81		2.53 ^a	
Small	3.76		3.89 ^a		3.22		3.78		2.61	
Medium	3.75		3.94		3.22		3.86		2.70	
Large	3.65		4.13 ^a		3.40		3.96		2.90 ^a	
Section		22.814**		13.496**		8.966**		15.823**		21.313**
I – accommodation and food service activities	3.66 ^{ab}		3.95 ^{ab}		3.17 ^a		3.77 ^a		2.51 ^{ab}	
N – administrative and support service activities	3.90 ^a		4.17 ^a		3.33		3.90		2.82 ^a	
R – arts, entertainment and recreation	4.07 ^b		4.16 ^b		3.39 ^a		4.00 ^a		2.94 ^b	

Means with the same letter superscript differ significantly at the 0.05 level; * significant at the 0.05 level, ** significant at the 0.01 level (2-tailed)

Source: Based on EWCS 2010 datasets.

Table 6. Differential effects of national factors on well-being at work in tourism.

Variable	Job satisfaction		Job content		Economic value		Social value		Development value	
	Mean	t-value	Mean	t-value	Mean	t-value	Mean	t-value	Mean	t-value
GDP per capita		-9.633**		-0.560		-7.374**		-3.857**		-2.464*
Low	3.55 ^a		4.00		3.08 ^a		3.76 ^a		2.50 ^a	
High	3.97 ^a		4.02		3.36 ^a		3.87 ^a		2.63 ^a	
Unemployment rate		6.882**		2.519*		6.091**		5.748**		3.400**
Low	3.94 ^a		4.05 ^a		3.36 ^a		3.90 ^a		2.66 ^a	
High	3.64 ^a		3.97 ^a		3.12 ^a		3.73 ^a		2.48 ^a	
T&T contribution to GDP		10.155**		0.177		5.216**		6.168**		5.149**
Low	3.98 ^a		3.99		3.33 ^a		3.91 ^a		2.71 ^a	
High	3.55 ^a		3.99		3.13 ^a		3.73 ^a		2.46 ^a	
T&T contribution to employment		4.479**		-3.285**		2.416*		0.755		4.104**
Low	3.84 ^a		3.93 ^a		3.26 ^a		3.82		2.68 ^a	
High	3.65 ^a		4.04 ^a		3.17 ^a		3.80		2.48 ^a	

Means with the same letter superscript differ significantly at the 0.05 level; * significant at the 0.05 level, ** significant at the 0.01 level (2-tailed)

Note: to categorise countries into "high" or "low" sub-groups, the average level of the variable under study was used as a reference point.

Source: Based on EWCS 2010, Eurostat 2012 and WTTC 2010 datasets.

DISCUSSION AND IMPLICATIONS

Despite the proliferation of research on job satisfaction and its antecedents and consequences in the tourism industry, relatively few studies to date have focused on the issue of tourism employees' well-being in cross-national context. The main objective of this investigation was to analyse levels and determinants of self-reported job satisfaction and to identify differential effects of individual, organisational, and national factors on satisfaction with work and its drivers in tourism.

The results revealed that individual characteristics of participants had a significant effect on perceptions of rewards offered by an employer, particularly on job content, economic value and development value. This finding can be explained by social comparison theory, which postulates that due to limited availability of objective standards, comparisons with others offer a benchmark against which individuals can obtain diagnostic information for the self-evaluation (Corcoran, Crusius, & Mussweiler, 2011). Employees compare the rewards they receive with the rewards received by their proximate colleagues and evaluate their job content and context on the basis of this comparison.

The analysis showed that although individual factors affected overall well-being of tourism employees, larger discrepancies in self-reported satisfaction with work turned out to be attributable to national factors. The relatively less important role of individual characteristics, in comparison with evaluation of rewards, may be due to the fact that job satisfaction is an attitudinal variable affected by an individual's aspiration levels and subject to various processes of readjustments of standards (Muñoz de Bustillo & Fernández-Macías, 2005; Poggi, 2010).

The research may contribute to existing knowledge of the subjective well-being at work in the tourism industry and reasons for differences in reported job satisfaction. The findings of the analysis suggest that managers should take into account that whether an employee is satisfied with his (her) work or not may depend not only on the objective conditions provided by an employer but also on the social comparison standards. However, tourism organisations need to be aware of these differences and challenges stemming from them. If they understand factors having differential effects on satisfaction with work and its drivers, they can tailor human resource strategies and practices to attract and retain highly performing employees who can become a source of sustained competitive advantage.

CONCLUSIONS

Investigation of subjective well-being at work in tourism and its determinants is critical in order to identify challenges that are faced by

contemporary tourism enterprises in the process of attracting human capital resources. The study identified differential effects of individual, organisational, and national factors on job satisfaction and its drivers in the tourism industry. Findings add to the understanding of the perception of well-being at work. If tourism organisations realise the correlates of job satisfaction, they can modify their human resource practices as well as recruitment strategies to attract and retain engaged and loyal employees who are ready to deliver value to customers and contribute to organisational success.

The present study has some limitations that need to be taken into consideration when interpreting the findings. First of all, it draws upon secondary source of information – the analysis is limited to available data, thus it is possible that other factors (not covered in the questionnaire) have some bearing on employee well-being in tourism. Moreover variables have been categorized in a way which constrained the investigation to five divisions of economic activities, which represent only a part of the tourism industry. Therefore, the findings may not be wholly transferable to the tourism industry in general. Finally, the study uses cross-sectional data, hence it doesn't track the trends in job satisfaction. Thus, it would be of value to test temporal stability in diagnosed relationships. The inclusion of the results of previous waves of EWCS would shed further light on changes in subjective well-being of tourism employees over time.

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