

Organizational Factors Affecting Employee Well-Being Mediated by Job Satisfaction in Hotel Industry in Nanning, China

Tu Shuixiang¹ and Ooi Boon Keat^{2*}

¹Graduate School of Management, Management and Science University, Malaysia & Guangxi Vocational and Technical College, China.

Email: 36310820@qq.com

^{2*}School of Education and Social Sciences, Management and Science University, Malaysia. Correspondent

Received: 30/09/2025

Revised: 17/10/2025

Accepted: 18/11/2025

Published: 25/11/2025

ABSTRACT

As an important industry of service industry, hotel industry has increasingly become an important part of the present stage. The well-being of hotel employees in China has been a growing concern in recent years. This study seeks insights into organizational factors such as organizational culture (OC), corporate social responsibility (CSR), work-life balance(WLB), high performance work systems (HPWS) and job satisfaction(JS) that may influence employee well-being(EWB) in hotel industry. This study collected data through a structured questionnaire, and responses were collected by systematic sampling methods from 492 hotel managers and front-line workers of three-star hotels and above in Nanning, Guangxi China. Data were analyzed using Structural Equation Modeling (SEM) method through SPSS23.0 and Amos26.0. The study found that organizational factors have significant effect on EWB and JS. JS plays a partial mediating role between organizational factors and EWB in the hotel industry, among which WLB is the most significant impact on EWB. This study provides strong data support for decision makers in the hotel industry, help them formulate more effective human resource management policies. The study added to theoretical understanding and useful tactics for improving worker well-being by highlighting how strategic CSR may build a more resilient and effective hospitality industry. The alignment of corporate social responsibility practices with the global Sustainable Development Goals is a vital step that must be taken by both academics and practitioners in order to encourage responsible corporate conduct across a variety of industries in Asia. However, limitations of the study are research scope, method of data collections, time limit and research depth. Therefore, further investigations needed to enroll a wider scope, adopt a mixed method included both quantitative and qualitative, more research on other affecting factors and mechanisms of employee well-being should be done. In conclusion, this study was pioneering in its examination of employee well-being's relevance in hotel industry.

Keywords: Organizational Factors, Job Satisfaction, Employee Well-being, Hotel Industry

INTRODUCTION:

The hotel industry in China has entered a golden age in the 21st century, marked by rapid growth, fierce competition, significant tax revenue generation, and job creation, contributing to the tourism sector. According to the survey, the hotel industry creates 16.68 billion yuan of tax revenue for the national finance every year, and provides about 1.51 million employment opportunities for the society every year, which has good social effect (Peilin & Chen, 2021). In the field of industrial management, more and more enterprise leaders have realized that the well-being index of employees has a profound impact on the relationship between enterprises and employees, and is the basic guarantee for the sustainable development of enterprises. In labor-intensive and demanding fields like hospitality, where workers are more likely to encounter stressful circumstances, employee well-being is crucial (Afshari, Hayat, Ramachandran, Bartram, & Balakrishnan, 2022; Hayat & Afshari, 2021). In the hotel industry, being exposed to AI can lead to increased

employee job insecurity (Yam et al., 2023), reduced employee team identity (Savela et al., 2020) and well-being (Kinowska & Sienkiewicz, 2023). In the meantime, there was the findings indicate that robot-phobia affects hospitality workers across all industries and positions. This worry causes increased job uncertainty and stress, which increases the likelihood of turnover. These negative impacts are especially obvious for employees who have more regular interactions with robots (Cai, . Businesses in the tourism and hospitality industries can only offer their clients high-quality services if their employees are loyal, content, and committed. Workers who believe that their company values their health are better able to treat clients with the same consideration, which will improve customer satisfaction (Yang, Kim, Min, & Hernandez-Calderon, 2021).

As we enter the twenty-first century, the corporation no longer focuses on employees' knowledge, but rather on optimizing quality and function, as well as their happy

work experiences. Well-being is crucial for individual work performance, employees that are happy tend to perform better at work, are more creative, and are more resilient to stress and hardship, are more productive and satisfied. The United Nations Sustainable Development Goals (SDGs), adopted by UN Member States in September 2015, are primarily aimed at promoting human well-being and social-economic development. Some SDGs are closely related to employee well-being. At the same time, in the hotel industry, sustainability—the cautious use of resources so that they are not exhausted or damaged—is essential. The hospitality sector contributes significantly to the global economy while having a variety of negative effects on the environment and society. As a result, the hospitality sectors might be considered critical industries supporting the SDGs.

Based on this, this paper takes employee well-being of star-rated hotels in China as the main research content, analyzes and summarizes employee well-being, in-depth studies the current situation of employee well-being of star-rated hotels in China, and starts from several dimensions of employee well-being, such as organizational culture, corporate social responsibility, work-life balance and high-performance work system. To understand the psychology needs of employees, to determine the impact of organizational factors on employee well-being and job satisfaction, examine the impact of job satisfaction on employee well-being, ascertain the mediating effects of job satisfaction between organizational factors and employee well-being, so as to help hotel managers more effectively stimulate the work potential of employees and improve the current human resource management model of the hotel industry.

LITERATURE REVIEW

2.1 The Association between organizational factors and employee well-being and employee well-being

The Association between organizational culture and employee well-being. According to Schein's (1984) three-level model, organizational culture represents the behavior of all individuals of an organization, well-being is an important aspect of organizational culture research (Arslanparcasi, 2023). Positive organizational culture is associated with increased employee well-being (Alkhodary, 2023). Organizational culture has a positive and significant impact on mental health (Sun et al., 2023). Positive workplace cultures prioritize employees' well-being, effective leadership increases employee well-being and productivity (Biggadike et al., 2023). Organizational culture is significantly positively correlated with employee well-being (Mohammed et al., 2024). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H1: There is a significant effect of organizational culture on employee well-being.

The Association between corporate social responsibility and employee well-being. Based on a survey of 326 employees from hotel managers and front-line

employees in Punjab, Pakistan, the research shows that CSR has a positive significant association with employee well-being (Hayat & Afshari, 2022). When employees cooperate with companies willing to undertake social responsibility, they will feel safe and comfortable, and the CSR environment can create a way for employees to realize their self-worth, thus promoting their well-being (Wu Dingyu, He li, 2023). Corporate social responsibility enhances employee well-being by creating a peaceful environment, trust, and good management-labor relationships, leading to loyal employees and improved quality of life (Mrs., M, Sathiya et al., 2024). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H2: There is a significant effect of corporate social responsibility on employee well-being.

The work-life balance and employee well-being. Work-life balance is a major challenge for organizations today. Poor work-life balance has a negative impact on employees' health and psychology, which suggests a significant relationship between work-life balance and employee well-being, flexible work arrangements, such as remote work and flexible hours, are important for improving work-life balance (Verma et al., 2022). Work-life balance is important predictors of employee psychological well-being, work-life balance has a significant positive relationship with employee psychological well-being, improving work-life balance benefits employees' psychological well-being (Nwanzu & Babalola, 2023). Work-life balance and job satisfaction have a significant impact on psychological well-being, effective contribution of work-life balance and job satisfaction in predicting psychological well-being is 59.8% (Septina & Soeharto, 2023). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H3: There is a significant effect of work-life balance on employee well-being.

The Association between high performance work systems and employee well-being. Huselid (1995) asserts that high performance work systems can have an impact on employees' motivation for their jobs. so that a higher level of motivation can impact an employee's well-being (Huselid, 1995). High performance work systems has a significant influence on employee well-being, applying HPWS can create a harmonious working environment and boost job involvement (Tripathi & Kumar, 2023). Similarity, Babic et al pointed out high performance work systems have a significant relationship with employee well-being at work, HPWS leads to more enrichment and less conflict between work and family lives (Babic et al., 2019). High performance work systems directly influence employees' quality of life (QoL), which is a measure of well-being (Dorta-Afonso et al., 2021a). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H4: There is a significant effect of high-performance work systems on employee well-being.

2.2 The Association between organizational factors and Job satisfaction

The Association between organizational culture and job satisfaction. Organizational culture is embodied in the organization's core values. There is a positive influence between organizational culture and job satisfaction (Muhtar & Wahyuni, 2023). It examines the level of employee satisfaction and motivation, as well as the impact of culture on employee satisfaction (Jamal Ali & Anwar, 2021). Through a survey of 167 company employees, using an overall sample to identify respondents, organizational culture positively influences job satisfaction, employee performance, and commitment (Korda & Rachmawati, 2022). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H5: There is a significant effect of organizational culture on job satisfaction.

The Association between corporate social responsibility and job satisfaction. Despite growing interest in corporate social responsibility (CSR) and its impact on employee attitudes and conduct, there is only a limited amount of research accessible on the micro-level of CSR. Employees' perceptions of CSR encourage authority to be fair in all actions, which improves employees' level of satisfaction by collecting data from the employees of the banking sector of Pakistan (Asghar et al., 2022). Based on a sample survey of 344 junior employees, the study found a direct positive and substantial association between employee CSR perceptions and extrinsic and intrinsic job satisfaction. This study examines the impact of CSR on employee job satisfaction and finds that prioritizing CSR enhances employee pride and sense of belonging, which improves job satisfaction and company performance (Mingming et al., 2024). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H6: There is a significant effect of corporate social responsibility on job satisfaction.

The Association between work-life balance and job satisfaction. Work-life balance has a big impact on job satisfaction. Based on the responses provided by 206 millennial respondents who had worked in Indonesia, the survey was carried out. Work-life balance has a positive effect on job satisfaction with stress as an intervening variable (Jessica et al., 2023). Chi-square test was employed to analyze the data, there was a strong positive correlation between work-life balance and job satisfaction in the shipyard industry employees (Nugroho et al., 2023). A sample size of 53 respondents was taken using a non-probability sampling technique with a saturated sample method. The results show that work-life balance has a positive and significant effect on job satisfaction (Deddy et al., 2024). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H7: There is a significant effect of work-life balance on job satisfaction.

The Association between high performance work systems and job satisfaction. One study found that HPWS can have a positive impact on job satisfaction (Zhang et al., 2023). A survey of 202 hotel employees on Gran Canaria (Spain) was conducted, and the data was analyzed using partial least squares structural equation modeling, the results confirmed high performance work systems (HPWS) affect employee job satisfaction in hospitality firms (Dorta-Afonso et al., 2023). The analysis was conducted via IBM statistics covering SPSS and AMOS and included descriptive, factor, and statistical regression analyses. HPWS holds a favorable effect on job satisfaction on immigrant employees in the hotel sector of Northern Cyprus, psychological capital has a mediating role (Cizreliogullari & Babayigit, 2022). Based on the above analysis, this study proposes the following hypothesis: H8: There is a significant effect of high-performance work systems on job satisfaction.

2.3 The Association between Job satisfaction and employee well-being

Job satisfaction significantly affects employee well-being by fostering positive emotions about the work environment, thereby increasing overall life satisfaction (Smt.Gudivada et al., 2024). The study shows that job satisfaction significantly affects employee well-being by improving overall morale and productivity in the workplace (Divya et al., 2024). In addition, the results of this study are job satisfaction, leadership and organizational justice each have a positive influence on employee well-being. Job satisfaction, leadership and organizational justice also have a significant relationship to employee well-being (Fransiska et al., 2023). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H9: There is a significant effect of job satisfaction on employee well-being.

2.4 Job satisfaction mediates organizational factors and employee well-being

Job satisfaction mediates organizational culture and employee well-being. There is a positive influence between organizational culture and job satisfaction (Muhtar & Wahyuni, 2023). Organizational culture is significantly positively correlated with employee well-being (Mohammed et al., 2024). Positive culture can improve job satisfaction and enhance employee well-being and loyalty, thus highlighting the mediating role of satisfaction in the relationship between culture and well-being (Jordan & Vincent, 2024). Job satisfaction mediates the relationship between organizational culture and employee outcomes, including well-being. The study highlights that a supportive organizational culture can increase job satisfaction, which in turn can improve employee performance, motivation, and overall well-being (Soegiarto, 2024). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H10: The mediating effect of organizational culture between corporate social responsibility and employee well-being.

Job satisfaction mediates corporate social responsibility and employee well-being. This study examines the impact of CSR on employee job satisfaction and finds that prioritizing CSR enhances employee pride and sense of belonging, which improves job satisfaction (Mingming et al., 2024). Franciska et al (2023) also pointed out that job satisfaction has a positive impact on employee well-being, and there is a significant relationship between job satisfaction and employee well-being. Employees will feel safe and comfortable when they cooperate with a company that is willing to undertake social responsibility, and a CSR environment can create ways for employees to realize their self-worth, thus promoting their well-being (Wu Dingyu, He Li, 2023). The study shows that employee satisfaction mediates the relationship between corporate social responsibility (CSR) and employee performance, suggesting that enhanced CSR initiatives can increase employee satisfaction, which in turn has a positive impact on employee performance and overall well-being (Di, Yang & Rozaini, 2024). In addition, In Punjab, Pakistan, frontline employees and hotel management provided data (N = 326). The findings indicate that taking part in CSR initiatives improves employees' positive emotional states and increases job satisfaction and organizational dedication in addition to immediately enhancing their well-being. The association between CSR and employee well-being is mediated by job satisfaction (Hayat & Afshari, 2022). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H11: The mediating effect of job satisfaction between corporate social responsibility and employee well-being.

Job satisfaction mediates work-life balance and employee well-being. Work-life balance has a positive effect on job satisfaction (Jessica et al., 2023; Deddy et al., 2024). Work-life balance is a major challenge for organizations today. Poor work-life balance has a negative impact on employees' health and psychology, which suggests a significant relationship between work-life balance and employee well-being (Verma et al., 2022). Job satisfaction has a positive impact on

employee well-being, and there is a significant relationship between job satisfaction and employee well-being (Franciska et al., 2023; Divya et al., 2024). In addition, job satisfaction significantly affects employee well-being by fostering positive emotions about the work environment, thereby increasing overall life satisfaction (Smt.Gudivada et al., 2024). The study highlights that job satisfaction mediates the relationship between work-life balance and employee performance, suggesting that improving work-life balance can increase job satisfaction, which in turn has a positive impact on employee performance, thereby contributing to the overall well-being of employees (Andreas et al, 2024). Based on the above analysis, this study proposes the following hypothesis:

- ❖ H12: The mediating effect of job satisfaction between work-life balance and employee well-being.

Job satisfaction mediates high performance work systems and employee well-being. A survey of 202 hotel employees on Gran Canaria (Spain) was conducted, and the data was analyzed using partial least squares structural equation modeling, the results confirmed high performance work systems affect employee job satisfaction in hospitality firms (Dorta-Afonso et al., 2023). The study pointed out that HPWS, as a resource acquisition platform, can enhance psychological capital and promote overall well-being (Peethambaran & Naim , 2024) . The research showed that a high-performance work system has a significant impact on employee well-being, and the application of HPWS can create a harmonious work environment and improve work engagement (Tripathi & Kumar, 2023). A key component of increasing productivity in any firm is workplace well-being. Job satisfaction significantly affects employee well-being by fostering positive emotions about the work environment, thereby increasing overall life satisfaction (Smt Gudivada et al., 2024). In addition, job satisfaction has a positive impact on employee well-being, and there is a significant relationship between job satisfaction and employee well-being (Franciska et al., 2023; Divya et al., 2024).Based on the above analysis, this study proposes the following hypothesis:

- ❖ H13: The mediating effect of job satisfaction between high performance work systems and employee well-being.

The following areas will clearly explain each relationship between variables and the definitions suitable for recent study based on the literature findings. The proposed research framework is shown in Figure 1.

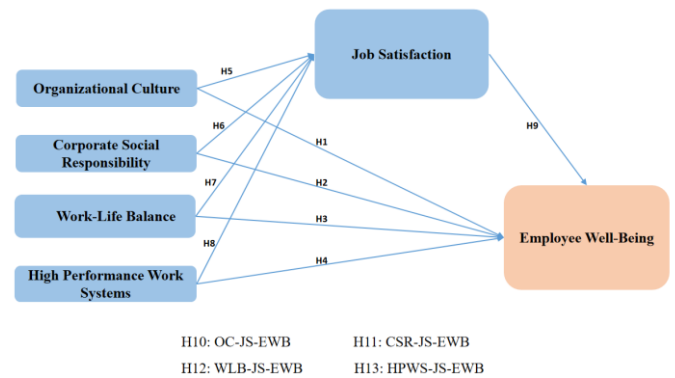


Figure 1. Conceptual Framework

Note: Organizational Culture (OC), Corporate Social Responsibility (CSR), Work-Life Balance (WLB), High Performance Work Systems (HPWS), Job Satisfaction (JB), Employee Well-being (EWB).

3.0 METHODS

For the purpose of this study, the quantitative research methodology was utilized, and the questionnaire survey method and systematic sampling were utilized. Questionnaires were distributed to participants in order to collect data for this study. Online distribution of the questionnaire was carried out by means of Questionnaire Star. Hotel staff members were able to access the questionnaire page by means of a QR code that was shared on their mobile devices, and they were responsible for completing the questionnaire on their own.

The total number of questionnaires distributed is 628 in three-star hotels and higher in Nanning, Guangxi China, the total number of questionnaires returned is 521, a total of 492 valid samples were collected and return rate was 82.96% in this study, which were described and analyzed from the basic information of the respondents respectively through SPSS 23, as shown in the following Table 1 :

Table 1. Demographic profile of the respondents

Demographic variables	category	Frequency	Percent
Gender	Male	132	26.8
	Female	360	73.2
Age	18-25	185	37.6
	26-30	119	24.2
	31-40	113	23
	41-50	59	12
	≥51	16	3.3
Hotel Category	3-star hotel	295	60
	4-star hotel	123	25
	5-star hotel	74	15
Educational Level	High school or below	38	7.7
	Junior college	238	48.4
	Undergraduate course	181	36.8
	Graduate student	35	7.1
Department	Reception	113	23
	Food and Beverage	157	31.9
	Housekeeping	57	11.6
	Management	51	10.4
	Others	114	23.2
Position	Front-line worker	316	64.2
	Supervisor	82	16.7
	Middle manager	60	12.2
	Executive	34	6.9
Marital Status	Unmarried	278	56.5
	Married	214	43.5
Work Experience	Less than 1 year	126	25.6
	1-5 years	196	39.8
	6 to 10 years	50	10.2
	11 to 15 years	82	16.7

	16-20 years	19	3.9
	More than 20 years	19	3.9
Monthly Salary	Less than RMB 3000	139	28.3
	RMB 3000 - RMB 5000	180	36.6
	RMB 5001 - RMB 7000	58	11.8
	RMB 7001 - RMB 10000	68	13.8
	More than RMB 10000	47	9.6
Working Hours Per Day	≤8 hours	159	32.3
	9 hours	171	34.8
	10 hours	118	24
	11 hours	25	5.1
	≥12 hours	19	3.9

4.0 RESULTS

4.1 Reliability analysis

For the purpose of this investigation, the primary elements were evaluated using scales; hence, the examination of the data quality of the results that were measured is an essential premise that must be met in order to guarantee the significance of the subsequent analysis. In the first step of the process, the reliability test known as Cronbach's Alpha coefficient was utilized to examine the internal consistency of each dimension. At any one time, the Cronbach coefficient can take on any value between 0 and 1. There is a correlation between the coefficient value of the test result and the level of dependability present. When it comes to variables, it is generally accepted that the Cronbach's Alpha coefficient needs to be higher than 0.7 in order for them to have decent dependability. Table 2 presents the results of an analysis of the reliability of the CSR influence on JS and EWB.

Table 2. Reliability analysis

Variable	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
OC	OC1	0.734	0.827	0.864
	OC2	0.705	0.830	
	OC3	0.635	0.849	
	OC4	0.688	0.835	
	OC5	0.678	0.837	
CSR	CSR1	0.772	0.912	0.924
	CSR2	0.754	0.913	
	CSR3	0.659	0.919	
	CSR4	0.700	0.917	
	CSR5	0.669	0.919	
	CSR6	0.745	0.914	
	CSR7	0.696	0.917	
	CSR8	0.714	0.916	
	CSR9	0.820	0.909	
WLB	WLB1	0.789	0.849	0.884
	WLB2	0.741	0.857	
	WLB3	0.606	0.879	
	WLB4	0.667	0.869	
	WLB5	0.674	0.869	
	WLB6	0.713	0.863	
HPWS	HPWS1	0.735	0.811	0.857
	HPWS2	0.657	0.832	
	HPWS3	0.574	0.851	
	HPWS4	0.704	0.819	
	HPWS5	0.697	0.820	
JS	JS1	0.763	0.841	0.879
	JS2	0.733	0.848	
	JS3	0.632	0.871	
	JS4	0.721	0.851	
	JS5	0.709	0.854	
EWB	EWB1	0.799	0.926	0.936
	EWB2	0.758	0.928	
	EWB3	0.724	0.930	

	EWB4	0.744	0.929
	EWB5	0.703	0.931
	EWB6	0.750	0.929
	EWB7	0.733	0.930
	EWB8	0.756	0.928
	EWB9	0.854	0.922

Note: Organizational Culture (OC), Corporate Social Responsibility (CSR), Work-life Balance (WLB), High Performance Work Systems (HPWS), Job Satisfaction (JS), Employee Well-being (EWB).

As can be observed from the table that is located above, the Cronbach's Alpha coefficient of each variable is higher than the usual value of 0.7. This indicates that the variable possesses a high level of dependability with regard to its internal consistency. Because the CITC is greater than 0.5, it may be concluded that the measuring items satisfy the requirements of the research. In the context of the "delete Cronbach's Alpha value of this item" perspective, the deletion of any question will not result in an increase in the Cronbach's Alpha value. This is an indication that the variable possesses a high degree of dependability.

4.2 Confirmatory Factor Analysis

The Confirmatory Factor Analysis (CFA) is a statistical procedure that is utilized to examine the connection between the variables that have been seen and the variables that could be observed. For this reason, confirmatory factor analysis (CFA) is selected as the method to do additional validity testing. In order to evaluate the convergence validity of the measurement tool, it is necessary to determine whether the observed variable is capable of offering an accurate measurement of the underlying variable. There are a total of 39 measurement questions included in this study, which includes a total of 6 dimensions. Following the completion of confirmatory factor analysis with Amos26.0, the following table 3 and figure 1 are obtained.

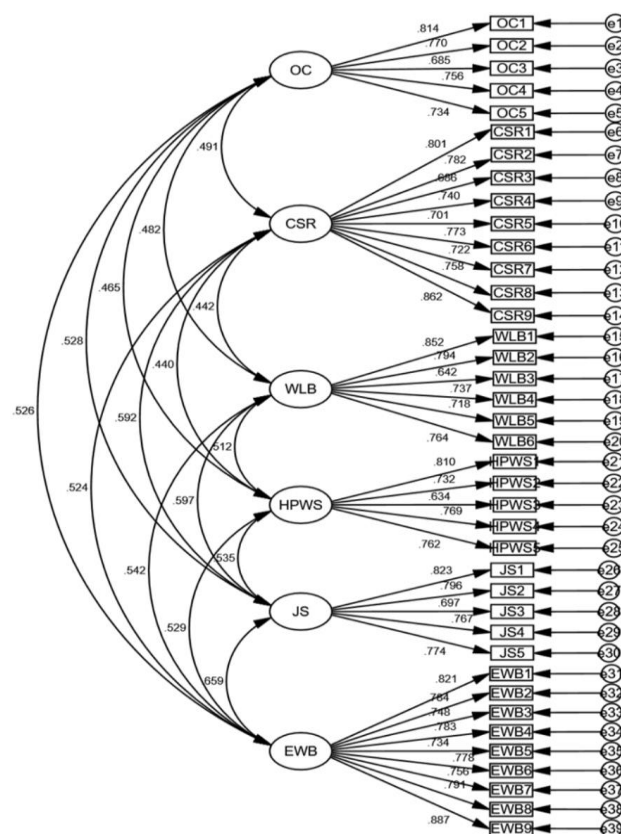


Figure 2. Initial Overall Measurement Model

Table 3. Fit degree of confirmatory factor model

Model fit	Recommended values	Measurement model	Result
CMIN	—	940.129	—
DF	—	687	—
CMIN/DF	<3	1.368	Accepted
RMR	<0.08	0.042	Accepted
GFI	>0.9	0.913	Accepted
AGFI	>0.9	0.901	Accepted

NFI	>0.9	0.923	Accepted
IFI	>0.9	0.978	Accepted
TLI	>0.9	0.976	Accepted
CFI	>0.9	0.978	Accepted
RMSEA	<0.08	0.027	Accepted

Source: Authors own data

According to the data presented in the table above, the CMIN/DF ratio is 1.368, which is lower than the standard of 3. The GFI, AGFI, NFI, TLI, IFI, and CFI are all larger than 0.9, while the PCFI and PGFI are both greater than 0.5. The RMR is 0.042, which is lower than 0.08, and the RMSEA is 0.027, which is also lower than 0.08. Because each fitting index satisfies the general research criteria, it is possible to conclude that the model is a good match for the data.

Table 4. CFA Report for Each Construct in the Model

Variable	Item	Factor loading	CR	AVE
OC	OC1	0.814	0.867	0.567
	OC2	0.770		
	OC3	0.685		
	OC4	0.756		
	OC5	0.734		
CSR	CSR1	0.801	0.925	0.578
	CSR2	0.782		
	CSR3	0.686		
	CSR4	0.740		
	CSR5	0.701		
	CSR6	0.773		
	CSR7	0.722		
	CSR8	0.758		
WLB	WLB1	0.852	0.887	0.568
	WLB2	0.794		
	WLB3	0.642		
	WLB4	0.737		
	WLB5	0.718		
	WLB6	0.764		
HPWS	HPWS1	0.810	0.860	0.553
	HPWS2	0.732		
	HPWS3	0.634		
	HPWS4	0.769		
	HPWS5	0.762		
JS	JS1	0.823	0.881	0.597
	JS2	0.796		
	JS3	0.697		
	JS4	0.767		
	JS5	0.774		
EWB	EWB1	0.821	0.936	0.621
	EWB2	0.784		
	EWB3	0.748		
	EWB4	0.783		
	EWB5	0.734		
	EWB6	0.778		
	EWB7	0.756		

	EWB8	0.791		
	EWB9	0.887		

Source: Authors own data from three-star hotels and above in Nanning, Guangxi China

As can be observed from the table that is located above, the Cronbach's Alpha coefficient of each variable is higher than the standard of 0.7, which indicates that the variable possesses a high level of dependability in terms of its internal consistency. Each variable possesses a high degree of convergence validity, as evidenced by the fact that the standardized factor load of each measurement index is greater than 0.6, the component reliability (CR) is greater than 0.7, and the average variation extraction (AVE) is greater than 0.5.

4.3 Discriminant validity

A more stringent version of the AVE approach was utilized in this investigation in order to assess the discriminative validity. According to Fornell and Larcker (1981), in order to demonstrate that there is discriminative validity among factors, the square root of the AVE for each component must be greater than the correlation coefficient for each pair of variables. As a result of the fact that the AVE square root of each factor is higher than the standardized correlation coefficient outside of the diagonal line, this study continues to have differential validity. The correlation coefficient is shown by the bottom oblique triangle. The fifth table is presented below.

Table 5. Discriminant validity

	OC	CSR	WLB	HPWS	JS	EWB
OC	0.753					
CSR	.435**	0.760				
WLB	.418**	.401**	0.754			
HPWS	.400**	.396**	.456**	0.744		
JS	.463**	.539**	.537**	.474**	0.773	
EWB	.484**	.500**	.508**	.488**	.614**	0.788

Source: Authors own data from three-star hotels and above in Nanning, Guangxi China

Note: ** There was a significant association at 0.01 level (bilateral)

* There was a significant association at the 0.05 level (bilateral)

※ Square root of the AVE on the diagonal (bold)

4.4 Structural equation model

In this particular investigation, the structural equation model analysis was carried out with AMOS26.0, and the estimation was carried out with the maximum likelihood approach. Figure 2 illustrates the findings that were obtained.

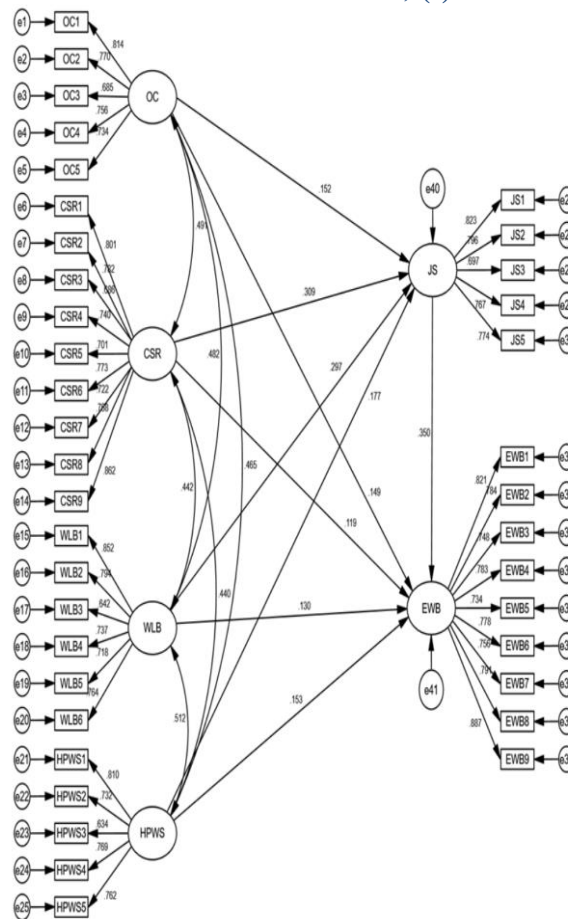


Figure3.Structural Equation Model

Table 6. Structural Equation Model Fit Degree

Model fit	Recommended values	Structural model	Resut
CMIN	——	940.129	——
DF	——	687	——
CMIN/DF	<3	1.368	Accepted
RMR	<0.08	0.042	Accepted
GFI	>0.9	0.913	Accepted
AGFI	>0.9	0.901	Accepted
NFI	>0.9	0.923	Accepted
IFI	>0.9	0.978	Accepted
TLI	>0.9	0.976	Accepted
CFI	>0.9	0.978	Accepted
RMSEA	<0.08	0.027	Accepted

Source: Authors own data from three-star hotels and above in Nanning, Guangxi China

According to the data presented in the table above, the CMIN/DF ratio is 1.368, which is lower than the standard of 3. The GFI, AGFI, NFI, TLI, IFI, and CFI are all larger than 0.9, while the PCFI and PGFI are both greater than 0.5. The RMR is 0.042, which is lower than 0.08, and the RMSEA is 0.027, which is also lower than 0.08. Because each fitting index satisfies the general research criteria, it is possible to conclude that the model is a good match for the data.

Table 7. Path coefficient

Path			Standardization coefficient (β)	Unstandardization coefficient (B)	S.E.	C.R.	P	Result
JS	<--	OC	0.152	0.182	0.060	3.016	0.003	Supported
JS	<--	CSR	0.309	0.331	0.052	6.400	***	Supported
JS	<--	WLB	0.297	0.331	0.056	5.871	***	Supported

JS	<-- -	HPW S	0.177	0.190	0.05 4	3.52 0	***	Supporte d
EW B	<-- -	OC	0.149	0.177	0.05 8	3.04 9	0.00 2	Supporte d
EW B	<-- -	CSR	0.119	0.126	0.05 1	2.46 9	0.01 4	Supporte d
EW B	<-- -	WLB	0.130	0.143	0.05 6	2.56 3	0.01 0	Supporte d
EW B	<-- -	HPW S	0.153	0.163	0.05 2	3.12 5	0.00 2	Supporte d
EW B	<-- -	JS	0.350	0.347	0.05 9	5.88 6	***	Supporte d

Source: Authors own data from three-star hotels and above in Nanning, Guangxi China

It can be concluded from the above table that OC has a significant positive effect on JS ($\beta=0.152$, $p<0.05$), and the hypothesis is valid. CSR had a significant positive effect on JS ($\beta=0.309$, $p<0.05$), and the hypothesis was valid. WLB had a significant positive effect on JS ($\beta=0.297$, $p<0.05$), and the hypothesis was valid. HPWS had a significant positive effect on JS ($\beta=0.177$, $p<0.05$), and the hypothesis was valid.

OC had a significant positive effect on EWB ($\beta=0.149$, $p<0.05$), and the hypothesis was valid. CSR had a significant positive effect on EWB ($\beta=0.119$, $p<0.05$), and the hypothesis was valid. WLB had a significant positive effect on EWB ($\beta=0.130$, $p<0.05$), and the hypothesis was valid. HPWS had a significant positive effect on EWB ($\beta=0.153$, $p<0.05$), and the hypothesis was valid. JS had a significant positive effect on EWB ($\beta=0.350$, $p<0.05$), and the hypothesis was valid.

4.5 Mediating test

For the purpose of confirming the mediation effect, this study made use of the bootstrapping method. Based on the findings of the research, it can be concluded that the direct, intermediate, and total effects are significantly present if the bootstrap confidence interval does not contain the value 0. It was determined that the level value under 95% confidence was produced by running the Bootstrap technique 5000 times in AMOS26.0. The results are displayed in the following table 8.

Table 8. Mediating test

Path	Estimate	SE	Bootstrap=5000 95%CI		p	Findings
			Lower	Upper		
OC-EWB Total effect	0.202	0.055	0.091	0.308	0.000	Partial mediation
OC-JS-EWB Indirect effect	0.053	0.020	0.019	0.102	0.002	
OC-EWB Direct effect	0.149	0.052	0.046	0.250	0.005	
CSR-EWB Total effect	0.227	0.046	0.134	0.317	0.000	Partial mediation
CSR-JS-EWB Indirect effect	0.108	0.027	0.062	0.169	0.000	
CSR-EWB Direct effect	0.119	0.051	0.018	0.219	0.022	
WLB-EWB Total effect	0.234	0.055	0.126	0.339	0.000	Partial mediation
WLB-JS-EWB Indirect effect	0.104	0.028	0.058	0.171	0.000	
WLB-EWB Direct effect	0.130	0.061	0.010	0.247	0.033	
HPWS-EWB Total effect	0.215	0.053	0.110	0.316	0.000	Partial mediation
HPWS-JS-EWB Indirect effect	0.062	0.023	0.023	0.118	0.001	
HPWS-EWB Direct effect	0.153	0.051	0.053	0.253	0.003	

Source: Authors own data from three-star hotels and above in Nanning, Guangxi China

As can be seen from the above table, the total effect size of OC-EWB is 0.202, which does not include 0 in the Lower and Upper value intervals of 95% CI, and $p<0.05$ indicates that the total effect is significant. The indirect effect value of OC-JS-EWB was 0.053, which did not include 0 in the Lower and Upper value ranges of 95% CI, and $p<0.05$ indicated mediating significance. The direct effect value of OC-EWB was 0.149, which did not contain 0 in the Lower and Upper value ranges of 95% CI, and $p<0.05$ indicated direct significance. Therefore, job satisfaction plays a partial mediating role between organizational culture and employee well-being.

The total effect size of CSR-EWB was 0.227, which did not include 0 in the Lower and Upper value ranges of 95% CI, and $p<0.05$ indicated that the total effect was significant. The indirect effect value of CSR-JS-EWB was 0.108, which did not include 0 in the Lower and Upper value ranges of 95%CI, and $p<0.05$ indicated mediating significance. The direct effect value of CSR-EWB was 0.119, which did not contain 0 in the Lower and Upper value ranges of 95% CI, and $p<0.05$ indicated direct significance. Therefore, job satisfaction plays a partial mediating role between corporate social responsibility and employee well-being.

How to cite: Tu Shuixiang and Ooi Boon Keat. Organizational Factors Affecting Employee Well-Being Mediated by Job Satisfaction in Hotel Industry in Nanning, China. *Advances in Consumer Research*. 2025;2(5):2215–2229

The total effect size of WLB-EWB was 0.234, which did not include 0 in the Lower and Upper ranges of 95%CI, and $p < 0.05$ indicated that the total effect was significant. The indirect effect value of WLB-JS-EWB was 0.104, which did not include 0 in the Lower and Upper value ranges of 95% CI, and $p < 0.05$ indicated mediating significance. The direct effect value of WLB-EWB was 0.130, which did not include 0 in the Lower and Upper value ranges of 95% CI, and $p < 0.05$ indicated direct significance. Therefore, job satisfaction plays a partial mediating role between work-life balance and employee well-being.

The total effect size of HPWS-EWB was 0.215, which did not include 0 in the Lower and Upper ranges of 95%CI, and $p < 0.05$ indicated that the total effect was significant. The indirect effect value of HPWS-JS-EWB was 0.062, which did not include 0 in the Lower and Upper value ranges of 95% CI, and $p < 0.05$ indicated that the mediation was significant. The direct effect value of HPWS-EWB is 0.153, which does not contain 0 in the Lower and Upper value ranges of 95% CI, and $p < 0.05$ indicates direct significance. Therefore, job satisfaction plays a partial mediating role between high performance work systems and employee well-being.

DISCUSSION

According the above literature, it could be best summarized that the proposed four organizational factors do have the potential impacts on employee well-being, among which work-life balance is the most significant impact on employee well-being. At the same time, organizational factors have a positive impact on job satisfaction, job satisfaction has a positive impact on employee well-being. The study focuses on the ways in which organizational factors might have an effect on the well-being of hotel employees. Job satisfaction is found to play a role in mediating the relationship between organizational factors and employee well-being. Among the most important findings of this research is a contribution to the existing body of literature concerning the influence of organizational factors on the health and well-being of hotel staff members. In addition, the alignment of corporate social responsibility practices with the global Sustainable Development Goals is a vital step that must be taken by both academics and practitioners in order to encourage responsible corporate conduct across a variety of industries in Asia (Zhang K. Hao, 2024).

Technological improvements have increased employment insecurity while also bringing flexibility, which has impacted how people balance work and family demands. Work-family conflict impacts employees' well-being in Chinese hotels, moderated by spouses' work-family conflict and gender, highlighting the importance of understanding and addressing these factors for employee welfare (Anu et al., 2024). At the same time, employee growth must be supported by management, particularly direct supervisors, when adopting policy changes (Tan, 2023). Managers of the hotel should take the initiative to train staff members and other employee-employer relationships on how to handle the adoption of AI. They should make them feel secure and explain that the use of AI can reduce repetitive tasks and make employees' lives easier, reduce stress, improve working conditions and hours, improve employee well-being, and create happy guests and customers—all of which reduce turnover. Encouraging all stakeholders to build trust in AI could help ensure that it is seen as a win-win strategy for hospitality organizations, staff, and customers (Kong et al., 2024).

CONCLUSION

The study found the construction of affecting employee well-being about empirical research and has examined the organizational factors affecting employee well-being. The organizational factors examined were organizational culture, corporate social responsibility, work-life balance and high-performance work systems. They have a significant correlation to employee well-being, among which work-life balance is the most significant impact on employee well-being.

The study helps to improve the level of hotel service and develop the hotel industry (Yu Xin & Lu Yumei, 2022). Employees who feel their organization cares about their well-being can show similar care to customers, ultimately enhancing the customer experience (Yang, Kim, Min, & Hernandez-Calderon, 2021). This research encourages hotel enterprises to pay more attention to the fulfillment of social responsibility, pay attention to the physical and mental health and career development of employees, and establish a good corporate image (Aamir Hayat & Leila Afshari, 2022). Practical implications are provided to attract and motivate young employees in the hotel industry (Keheng Xiang et al., 2024).

This study offers theoretical contributions to positive psychology and employees' well-being research (Keheng Xiang et al., 2024). By highlighting the importance of strategic CSR in building a more sustainable and effective hospitality industry, this study advances theoretical understanding and useful tactics for improving employee well-being (Li, Manta, & Alzuman, 2024).

The research promote supportive work environments and implement policies that target work characteristics and organizational values to improve the overall health of employees (Majeed & Haq, 2023). In order to improve the climate of psychological safety, transparent and clear systems and policies, including the identification of bullying, its effective handling, and the promotion of a culture of respect and inclusion, are also essential (Elshaer et al., 2025). It recommends implementing regulations that promote employee well-being and safe behavior, ultimately enhancing workplace safety in the hospitality industry (El-Sherbeeney et al., 2024). Prioritize the well-being of hospitality workers by promoting supportive employment resources and integrating generative AI,

ensuring employee motivation, and addressing adverse work demands such as workload and emotional stress (Basalamah et al., 2024). The research may add to theoretical understanding and useful tactics for improving worker well-being by highlighting how strategic CSR may build a more resilient and effective hospitality industry (Li, Manta & Alzuman, 2024).

In addition, the study provide strong data support for decision makers in the hotel industry, help them formulate more effective human resource management policies (Bos-Nehles et al., 2023). Encourages hotel enterprises to pay more attention to the fulfillment of social responsibility, pay attention to the physical and mental health and career development of employees, and establish a good corporate image (Aamir Hayat & Leila Afshari 2022). Reduce employee turnover and enhance team cohesion, improve the sense of professional belonging and well-being of hotel employees, which helps to improve the level of hotel service and develop the hotel industry (Yu Xin & Lu Yumei, 2022). However, limitations of the study are research scope, method of data collections (questionnaires), the implementation and monitoring of the strategy is relatively weak, time limit and research depth. Therefore, further investigations needed to enroll a wider scope (non-star hotels, hotels below three stars, more provinces and cities), adopt a mixed method included both quantitative and qualitative, strengthen the monitoring and tracking of intervention strategies, more research on other affecting factors and mechanisms of employee well-being should be done, emphasize interdisciplinary and cross-disciplinary cooperation. In conclusion, this study was pioneering in its examination of employee well-being's relevance in hotel industry.

REFERENCES

1. Aamir Hayat & Leila Afshari (2022). CSR and employee well-being in hospitality industry: A
2. Afshari, L. (2022). Idealized influence and commitment: A granular approach in understanding leadership. *Personnel Review*, 51(2), 805–822. <https://doi.org/10.1108/PR-03-2020-0153>
3. Alkhodary, D. A. (2023). Exploring the Relationship between Organizational Culture and Well-Being of Educational Institutions in Jordan. *Administrative Sciences*, 13(3), 92. <https://doi.org/10.3390/admsci13030092>
4. Anu, Sohal., Dipanker, Sharma. (2024). Work-Family Conflict.
5. Arslanparcasi, Y. (2023). The Importance of Well-Being for Organisational Culture. 14th International Conference on Applied Human Factors and Ergonomics (AHFE 2023). <https://doi.org/10.54941/ahfe1003084>
6. Asghar, F., Khan, K. I., Mehmood, S., & Akram, R. (2022). Corporate social responsibility and job satisfaction: The mediating mechanism of supervisor fairness and moderating role of gratitude. *International Journal of Business Environment*, 1(1), 1. <https://doi.org/10.1504/IJBE.2022.10047158>
7. Babic, A., Stinglhamber, F., & Hansez, I. (2019). High-Performance Work Systems and Well-Being: Mediating Role of Work-to-Family Interface. *Psychologica Belgica*, 59(1), 301–320. <https://doi.org/10.5334/pb.473>
8. Basalamah, J., Lannai, D., H.A, I., Basalamah, M. S. A., Sani, A., & Ashoer, M. (2024). Generative Artificial Intelligence in the Hospitality Industry: Does it Matter for Employee Well-Being? 1–6. <https://doi.org/10.1109/iciss62896.2024.10751586>
9. Biggadike, C., Ahumada-Tello, E., Evans, R., & Wehde, M. (2023). Cultural Hierarchies, Leadership, and Employee Happiness. *IEEE Engineering Management Review*, 51(3), 8–12. <https://doi.org/10.1109/EMR.2023.3275188>
10. Bos-Nehles, A., Townsend, K., Cafferkey, K., & Trullen, J. (2023). Examining the Ability, Motivation and Opportunity (AMO) framework in HRM research: Conceptualization, measurement and interactions. *International Journal of Management Reviews*, 25(4), 725–739. <https://doi.org/10.1111/ijmr.12332>
11. Cai, R. (2024). Are robots stealing our jobs? Examining robot-phobia as a job stressor in the hospitality workplace. *International Journal of Contemporary Hospitality Management*, (ahead-of-print).
12. Cizreliogullari, M. N., & Babayigit, M. V. (2022). Effects of High-Performance Work System on Job Satisfaction: The Mediating Role of Psychological Capital in the Hotel Employees of North Cyprus: *Journal of Tourism and Services*, 13(24), 43–70. <https://doi.org/10.29036/jots.v13i24.284>
13. Deddy, Iskandar., Irwin, Ananta, Vidada. (2024). The Effect of Work-Life Balance and Work Environment on Employee Job Satisfaction. *Golden Ratio of Data in Summary*, 4(2):688-693. doi: 10.52970/grdis.v4i2.658
14. Di, Yang., R., Rozaini. (2024). Corporate social responsibility's impact on employee performance through employee satisfaction: evidence from guangzhou's universities. *Quantum Journal of Social Sciences and Humanities*, 5(3):122-134. doi: 10.55197/qjssh.v5i3.374
15. Divya, RB, -, Veena, Ishwarappa, Bhavikatti, -. (2024). A Study on Employee Job Satisfaction. *International Journal For Multidisciplinary Research*, 6(5) doi: 10.1016/b978-0-443-13701-3.00061-x. doi: 10.36948/ijfmr.2024.v06i05.29635
16. Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F., & Romero-Domínguez, L. (2021a). Effects of High-Performance Work Systems (HPWS) on Hospitality Employees' Outcomes through Their Organizational Commitment, Motivation, and Job Satisfaction.

- Sustainability, 13(6), 3226.
<https://doi.org/10.3390/su13063226>
17. Dorta-Afonso, D., Romero-Domínguez, L., & Benítez-Núñez, C. (2023). It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout. *International Journal of Hospitality Management*, 108, 103364.
<https://doi.org/10.1016/j.ijhm.2022.103364>
18. Elshaer, I. A., Azazz, A. M. S., Zain, M. E. A., Fayyad, S., ElShaaer, N. I., & Mahmoud, S. W. (2025). The Dark Side of the Hospitality Industry: Workplace Bullying and Employee Well-Being with Feedback Avoidance as a Mediator and Psychological Safety as a Moderator. *Healthcare*, 13(3), 319.
<https://doi.org/10.3390/healthcare13030319>
19. El-Sherbeeney, A. M., Alsetoohy, O., Sheikhelsouk, S., Liu, S., & Abou Kamar, M. (2024). Enhancing hotel employees' well-being and safe behaviors: The influences of physical workload, mental workload, and psychological resilience. *Oeconomia Copernicana*, 15(2), 765–807.
<https://doi.org/10.24136/oc.3018>
20. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
21. Hayat, A., & Afshari, L. (2021a). Supportive organizational climate: A moderated mediation model of workplace bullying and employee well-being. *Personnel Review*, 50(7/8), 1685–1704. <https://doi.org/10.1108/PR-06-2020-0407>
22. Hayat, A., & Afshari, L. (2022). CSR and employee well-being in hospitality industry: A mediation model of job satisfaction and affective commitment. *Journal of Hospitality and Tourism Management*, 51, 387–396.
<https://doi.org/10.1016/j.jhtm.2022.04.008>
23. Huselid, M. A. (1995). THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON TURNOVER, PRODUCTIVITY, AND CORPORATE FINANCIAL PERFORMANCE. *Academy of Management Journal*, 38(3), 635–672.
<https://doi.org/10.2307/256741>
24. Jamal Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30.
<https://doi.org/10.22161/ijebm.5.2.3>
25. Jessica, N., Afifah, N., Daud, I., Sulistiowati, ., & Pebrianti, W. (2023). The Effect of Work Environment and Work-life Balance on Job Satisfaction: Work Stress as a Mediator. *Journal of Economics, Management and Trade*, 54–65.
<https://doi.org/10.9734/jemt/2023/v29i11074>
26. Jordan, Vincent. (2024). A study on the influence of workplace culture on employee satisfaction and retention. *International Scientific Journal of Engineering and Management*, 03(05):1-9. doi: 10.55041/isjem01864
27. Kinowska, H., & Sienkiewicz, Ł. J. (2023). Influence of algorithmic management
28. Kong, H., Yin, Z., Chon, K., Yuan, Y., & Yu, J. (2024). How does artificial intelligence (AI) enhance hospitality employee innovation? The roles of exploration, AI trust, and proactive personality. *Journal of Hospitality Marketing & Management*, 33(3), 261-287.
29. Korda, B. B., & Rachmawati, R. (2022). Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction and Employee Commitment. *Jurnal Organisasi Dan Manajemen*, 18(2), 57–73.
<https://doi.org/10.33830/jom.v18i2.3706.2022>
30. Li, R. Y., Manta, O., & Alzuman, A. (2024). Balancing Wellbeing and Responsibility: CSR's Role in Mitigating Burnout in Hospitality under UN-SDGs. *Sustainability*.
<https://doi.org/10.3390/su16083374>
31. Majeed, F., & Haq, J. (2023). Healthy employees are assets: a structural model based on individual and organizational characteristics for hotel employee well-being. *Evidence-Based HRM*. <https://doi.org/10.1108/ebhrm-01-2023-0008>
32. mediation model of job satisfaction and affective commitment. *Journal of Hospitality and Tourism Management*. DOI: 10.1016/j.jhtm.2022.04.008
33. Mingming, Xiong., Roberto, M., Arguelles. (2024). The Impact of Corporate Social Responsibility on Employee Job Satisfaction. *Frontiers in business, economics and management*, 16(1):174-178. doi: 10.54097/ekykhb15
34. Mohammed, Arshad, Khan., Shahid, Husain., Syed, Mohd, Minhaj., Mohammad, Athar, Ali., Majed, A., Helmi. (2024). To explore the impact of corporate culture and leadership behaviour on work performance, mental health and job satisfaction of employees: An empirical study. *Journal of infrastructure, policy and development*, 8(11):6417-6417. doi: 10.24294/jipd.v8i11.6417
35. Mrs., M, Sathiya., R, Jagajeevan., Mr., R, P, Dinesh. (2024). Corporate social responsibility in business environment. doi: 10.58532/v3bama1p2ch1
36. Muhtar, M. H. I., & Wahyuni, S. (2023). The Mediating Role of Job Satisfaction and Organizational Commitment in Influencing Entrepreneurial Orientation, Compensation Structure, Organizational Culture on Employee Performance. *European Journal of Business and Management Research*, 8(3), 348–352.
<https://doi.org/10.24018/ejbmr.2023.8.3.1993>
37. Nugroho, S. A., Paskarini, I., & Pratiwi, X. I. (2023). Work-life balance and job satisfaction

- of shipyard industry employees in Surabaya. *International Journal of Public Health Science (IJPHS)*, 12(1), 146. <https://doi.org/10.11591/ijphs.v12i1.22368>
38. Nwanzu, C. L., & Babalola, S. S. (2023). The Effect of Work-Life Balance and Social Competence on the Psychological Well-Being of Public Service Employees. *International Journal of Management, Entrepreneurship, Social Science and Humanities*, 6(2), 56–70. <https://doi.org/10.31098/ijmesh.v6i2.1287>
39. Peethambaran, M., & Naim, M. F. (2024). Unlocking employee flourishing in the hospitality industry: role of high-performance work systems, psychological capital and work passion. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/jhti-12-2023-0906>
40. Peilin, Chen. (2021). (20) Analysis of Hotel Management Data Based on Fuzzy Logic Mining. doi: 10.1007/978-3-030-79197-1_47
41. practices on workplace well-being—evidence from European organisations. *Information Technology & People*, 36(8): 21–42.
42. Savela, N., Kaakinen, M., Ellonen, N., & Oksanen, A. (2020). Sharing a work team with robots: The negative effect of robot co-workers on in-group identification with the work team. *Computers in Human Behavior*, 115: 106585.
43. Septina, V. D., & Soeharto, T. N. E. D. (2023). WORK LIFE BALANCE DAN KEPUASAN KERJA DENGAN PSYCHOLOGICAL WELL-BEING PADA ANGGOTA POLISI WANITA. *Jurnal Psikologi Malahayati*, 5(1). <https://doi.org/10.33024/jpm.v5i1.8740>
44. Smt.Gudivada, Karuna, Sri., T., K., Srikanth., Smt., T., Deepthi. (2024). An Overview on Employee Well-being and Job Satisfaction: Strategies for Organizational Success. *Indian Scientific Journal Of Research In Engineering And Management*, 08(07):1-11. doi: 10.55041/ijrsrem36267
45. Sun, J., Sarfraz, M., Ivascu, L., & Ozturk, I. (2023). How does organizational culture affect employees' mental health during COVID-19? The mediating role of transparent communication. *Work*, 76(2), 473–488. <https://doi.org/10.3233/WOR-220365>
46. Tripathi, A., & Kumar, A. (2023). Demystifying the Effect of High-Performance Work Systems on Job Involvement Based on Dual-Path Mediation Model. *American Business Review*, 26(1), 226–244. <https://doi.org/10.37625/abr.26.1.226-244>
47. Verma et al., (2022). The impact of poor work life balance on employees health, organisation and society. *International Journal of Research in Finance and Management*, 5(2), 01–08. <https://doi.org/10.33545/26175754.2022.v5.i2.a.143>
48. Wu Dingyu & He Li.(2023).Research on the influence of corporate social responsibility on employee well-being.Hebei Enterprise.(01),56-61.<https://doi.org/10.19885/j.cnki.hbqy.2023.01.024>
49. Yam, K. C., Tan, T., Jackson, J. C., Shariff, A., & Gray, K. (2023). Cultural differences in people's reactions and applications of robots, algorithms, and artificial intelligence. *Management and Organization Review*, 19(5): 859–875.
50. Yu Xin & Lu Yumei.(2022). Research on Improving Workplace well-being of high-star Hotel staff. *Small and medium-sized Enterprise Management and Technology* (21),68-70.
51. Zhang Xingguai, Hu Xiandan, Su Tao. Does a high performance work system reduce employee well-being? Evidence from meta-analysis [J]. *Advances in Psychological Science*, 2019,31(11):2005-2024. (in Chinese)