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**EVALUATING THE EFFECT OF FAIR WORK CONDITIONS ON THE
PSYCHOLOGICAL CONSEQUENCES OF HOSPITALITY AND TOURISM
EMPLOYEES**

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School of Hotel and Tourism Management

**Evaluating the Effect of Fair Work Conditions on the Psychological Consequences of
Hospitality and Tourism Employees**

Mavis Adjoa Forson

A thesis submitted in partial fulfilment of the requirements for the degree of
Doctor of Philosophy

July 2025

CERTIFICATE OF ORIGINALITY

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MAVIS ADJOA FORSON

DEDICATION

This thesis is dedicated to my family

ABSTRACT

Issues related to fair working conditions are increasingly recognised as vital, particularly in the hospitality and tourism industry, where employees often face challenges such as low wages, long working hours, and discrimination. These issues have a significant impact on employees' wellbeing and mental health. Although prior research has underscored the importance of equitable compensation and career development in enhancing employee morale and productivity, there remains a limited understanding of employees' experiences regarding fair working conditions in this industry. Critical questions persist about what constitutes fair working conditions from employees' perspectives and how these conditions influence their mental health and overall quality of life.

This study addressed these gaps through five objectives: first, to explore employee definitions of fair working conditions; second, to develop a reliable assessment scale for measuring fair working conditions in hospitality and tourism (FWCHT); third, to examine the relationship between FWCHT and general mental health problems, anxiety, and burnout; fourth, to assess the impact of FWCHT on social and psychological wellbeing and quality of life; and fifth, to evaluate the role of supervisor support in these relationships.

Employing a mixed-methods approach, this study initially conducted qualitative interviews with twenty-five employees from the hospitality and tourism industry in Ghana, which led to the identification of ten salient themes regarding their experiences of fair work: contracts, pay and benefits, working conditions and hours, flexibility and autonomy, job satisfaction and fulfilment, career advancement opportunities, relationships and trust, voice and representation, respect and treatment, and labour rights.

Subsequently, the study developed the FWCHT measurement scale, informed by insights gathered from the interviews, literature reviews, expert consultations, pilot testing, and a primary survey conducted with 804 respondents across various hospitality and tourism settings in Ghana. The analysis revealed a four-factor structure of FWCHT: Fair voice and compensation; Fair and respectful workplace; Fair job fit and fulfilment; and Fair and inclusive opportunities. The FWCHT scale demonstrated significant predictive validity across two models, indicating that the four dimensions exerted differing influences on model 1 (general mental health problems, anxiety, and burnout) and model 2 (social wellbeing, psychological wellbeing, and quality of life), with supervisor support functioning as a moderator.

The findings of model 1 indicated that "Fair voice and compensation" exerted a direct positive impact on anxiety, burnout, and general mental health problems. In contrast, "Fair and respectful workplace" was found to be associated with reduced burnout only, without affecting anxiety or general mental health problems. Also, "Fair and inclusive opportunities" was found to reduce general mental health problems, anxiety, and burnout, while "Fair job fit and fulfilment" significantly reduced anxiety; it did not have a significant impact on general mental health problems and burnout. Supervisor support emerged as a partial moderator in the interrelations among these constructs. The findings of model 2 revealed that "Fair voice and compensation," and "Fair job fit and fulfilment," had a positive effect on psychological wellbeing; however, they did not significantly influence social wellbeing or quality of life. Conversely, "Fair and respectful workplace" enhanced social wellbeing and quality of life but did not impact psychological wellbeing. "Fair and inclusive opportunities" positively contributed to social wellbeing, psychological wellbeing, and quality of life. Notably, supervisor support also functioned as a partial moderator within these interrelationships.

In assessing the effectiveness of the FWCHT dimensions, “fair voice and compensation” and “fair and inclusive opportunities” emerged as the most influential in Model 1 for health issues, significantly impacting mental health, anxiety, and burnout. In contrast, “fair and respectful workplace” affected only burnout, and “fair job fit and fulfilment” was linked solely to anxiety. For wellbeing outcomes in Model 2, “fair and inclusive opportunities” was the most significant, influencing psychological and social wellbeing and quality of life. “Fair and respectful workplace” also impacted social wellbeing and quality of life, while “fair voice and compensation” had minimal influence, affecting only social wellbeing.

Theoretically, this study makes a substantial contribution to the existing literature by introducing a validated scale for evaluating fair work conditions and elucidating the complex interrelations between workplace fairness and employee wellbeing. The findings offer critical insights for employers, human resource professionals, and policymakers in designing workplace strategies that foster employee wellbeing, satisfaction, and organisational sustainability. These results are particularly pertinent for sectors such as food and beverage, travel and tourism, and accommodations, wherein the application of fair work practices could facilitate a more equitable workplace and enrich employee experiences.

Keywords: Fair work conditions, anxiety, general mental health, burnout, psychological wellbeing, social wellbeing, quality of life, equity, diversity.

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CHAPTER 1: INTRODUCTION

1.0. Background to the Study

Sustainable development is one of humanity's most pressing global challenges (Thore & Tarverdyan, 2021). Since the Rio Summit, the global community has been striving to integrate social, economic, and environmental aspects into a unified framework (Jabareen, 2008; Purvis et al., 2019). Regardless, no country has yet achieved this goal (Linnér & Selin, 2013), since governance systems often separate these pillars into distinct policy, planning, and management stages, resulting in a rise in global injustice, inequality, and significant societal conflicts (Thore & Tarverdyan, 2021). However, the issue of sustainable development cannot be addressed by sidestepping problems of rights, equity, justice, inclusion, and diversity in organisational settings, especially the hospitality and tourism environment, which is characterised by issues of unfairness (Shapoval, 2019).

Consequently, the significance of hospitality and tourism in promoting economic growth and achieving the Sustainable Development Goals (SDGs) cannot be emphasised enough (Boluk et al., 2017; Boluk et al., 2019). Though the industry's direct contribution to the sustainable development goals (SDGs) remains somewhat unclear, it is commonly accepted that an increase in tourism leads to the enhancement of human resources in both public and private sectors, which ultimately generates employment and income to support economic development, a great consequence to realising the SDGs (Brida & Pulina, 2010; Freytag & Vietze, 2013; Jaafar et al., 2013).

The hospitality and tourism industry's potential as a significant contributor to attaining the SDGs is widely recognised, given its impact on the global and local economies and gross domestic product (GDP) (Citaristi, 2022; Dwyer, 2023). According to data, in 2016, the hospitality and

tourism industry generated 292 million jobs worldwide and contributed 10.2% of the world's GDP. For instance, before the pandemic, the hospitality and tourism industry had a significant impact on the global economy, accounting for one out of every five new jobs created between 2014 and 2019. This industry contributed to 10.3% of all jobs (334 million) and 10.4% of the world's GDP (US\$10 trillion) in 2019 (WTTC, 2023). Despite a 23% decrease from pre-pandemic levels in 2019, the hospitality and tourism industry saw a 22% increase in 2021 and generated 7.6% of the world's GDP in 2022. The industry also created 22 million new jobs in 2022, which is a 7.9% increase from 2021 and only 11.4% less than the number of new jobs created in 2019 (WTTC, 2023). In emerging economies, hospitality and tourism contribute to employment creation and poverty reduction (Gyamfi et al., 2020). The hospitality and tourism industry in Africa has gained considerable attention for its role in the continent's economy and gross domestic product (GDP). The industry continues to contribute significantly to GDP and provide a large number of jobs (Gyamfi et al., 2020).

In Ghana, the hospitality and tourism industry is a key driver of the country's economic development by facilitating employment creation (Ampofo, 2020), enhancing foreign exchange earnings (Mintah Prempeh et al., 2015), and contributing to national fiscal revenues (Geoffrey-Deladem et al., 2021). For instance, tourism accounted for 3% of Ghana's GDP in 2016 and 3.2% of GDP in 2017. It is anticipated that by 2027, the percentage will increase to 2.9% of GDP. In terms of direct employment creation, hospitality and tourism contributed to the development of 288,000 jobs in 2016 and 301,500 jobs in 2017. Similarly, in 2019, Ghana's hospitality and tourism industry made a notable impact on the country's economy, contributing approximately 3.9 billion Ghana cedis, around 7% of the total GDP (Ampofo, 2020; Kyei-Frimpong et al., 2024). Despite

this economic significance, the industry faces major challenges, including a high employee turnover rate (Asimah, 2018).

Given the valuable role that hospitality and tourism play in contributing to global economies and national GDP through increased employment opportunities, it stands to reason that prioritising fair working conditions within this industry would have a significant impact in reducing economic vulnerability and improving overall quality of life (Søvold, 2021). Therefore, to enhance the role of the hospitality and tourism industry in achieving the SDGs, it is crucial to prioritise the protection of human rights and justice, as well as promote workplace equity, dignity, and opportunities for collective bargaining (Santos, 2023). Additionally, ensuring health and safety protections for workers is essential (Kavouras et al., 2022).

However, for some years now, discriminatory recruitment processes, remuneration, structures, and encounters in the workplace have increasingly persisted, especially in the hospitality and tourism industry (Winchenbach et al., 2019). As such, many nations including Australia and Scotland have reformed this by introducing fair work policies geared towards improving the situation through employers (Taylor et al., 2017; Sisson, 2019) and as means to achieving the sustainable development goals (SDGs) especially the goals 1, 3, 5, 8, and 10 (Bali Swain, & Yang-Wallentin, 2020). Since the implementation of these policies, many employers have shown their support. However, issues such as inequality, harassment, and other forms of injustice persist in numerous industrial workplaces. Employees often face unfair treatment in areas including recruitment, working hours, remuneration, decision-making, promotions, and job positions (Allen, 2018; McLaughlin, 2014). Consequently, some studies have reported a lower global inclusion of women and other minority groups in the workforce (Avolio et al., 2020; Shen et al., 2009), highlighting a challenge in achieving the Sustainable Development Goals (SDGs).

In Ghana, the hospitality and tourism industry is characterised by unique operational features, such as mandated rest periods, structured shift schedules, and irregular working hours (Chan & Ao, 2019; Kyei-Frimpong et al., 2024). This sector also faces several adverse employment conditions, including inadequate remuneration, job instability, extended working hours, limited career advancement opportunities, and dependence on seasonal fluctuations in demand (Kyei-Frimpong et al., 2024). Despite the fact that Ghana's hospitality and tourism industry is governed by national labour laws that establish standards for working hours, rest periods, fair treatment, safe and healthy working conditions, and equal pay for equal work, access to information about workers' rights remains limited (Siaw et al., 2018). The inconsistent implementation of these standards leads to significant challenges, such as insufficient recognition and rewards for employees and the exploitation of vulnerable groups, including women and youth (Siaw et al., 2018). Additionally, the non-unionised status of these workers contributes to subpar working conditions, and many are reluctant to report abuse for fear of job loss, complicating the documentation necessary for remedial actions (Afful-Broni & Ahseh, 2014).

Besides, employees' perceptions of fair working conditions in the workplace are measured by their perception that superiors recognise their opinions, communicate information regarding decisions, and treat them honestly and fairly (Australian Human Rights Commission, 2016; Park et al., 2019; Suifan, 2019). Therefore, guaranteeing fair conditions in the workplace and among the workforce requires breaking existing barriers of inequality by practising accessible recruitment processes, understanding and accommodating different capabilities at work, ensuring user-friendly technology for all, and adjusting to accommodate all types of employees at the workplace (Allen, 2018; Lambert & Haley-Lock, 2004). According to Gaze (2002), many policies against discrimination in the workplace lack clarity concerning what defines discrimination, thus giving

individual employees the burden of proof or withdrawal of cases if there appears any court suit (Gaze, 2002; Harpur et al., 2012).

Smith (2006) subsequently indicated that the establishment of fair work policies by nations requires employers to avoid taking unfavourable actions that result in unfairness and discrimination against existing and potential employees due to their gender, physical or mental incapacity. Although current fair work policies lack a precise definition of discrimination or unfairness and may offer inadequate protection to employees, these policies tend to include robust structures for enforcement, which, with minimal adjustments, could be effectively used to address workplace inequalities and injustices (Allen, 2018; Harpur et al., 2012). Providing a clearer definition of fair work will enable employees to accurately identify what constitutes discrimination when faced with workplace issues, allowing for appropriate action to be taken. Within the human resource context, fair employment should give employees a voice, opportunities, security, fulfilment, and respect (Sisson, 2019; Wiley & Kowske, 2011). It should facilitate inclusionary growth, which can be a substantial productivity booster and benefit employers due to the absence of financial cost associated with having fair work practices in their organisations (Gibb et al., 2021).

Hence, one significant component, particularly critical to workplace fair conditions, is the relationship between management and employees in the workplace (Park et al., 2019). Moreover, researchers have emphasised that to support the development of the capabilities of employees that ensure life fulfilment and improved mental wellness, fair work conditions or dimensions concerning living wage must be combined with respectable, secure, and equitable employment and working conditions (Carr et al., 2016; Searle & McWha-Hermann, 2021). In support of the reason that insecure employment could represent one way through which anxiety and other mental health

and wellbeing issues occur among employees (Jones et al., 2016). Studies on the effects of fair working circumstances highlight the role that fair work plays in the process of transmitting results linked to an individual's work, mental health, and quality of life (Albrecht, 2015; Seubert et al., 2021; Van den Broeck et al., 2008).

Subsequently, research has indicated that fairness in the workplace, as shaped by organisational justice, influences both mental and physical health (Thomas, 2016). In particular, the concept relates to how workers perceive their treatment at work, providing them with hope and alleviating stress and anxiety, thereby enhancing their overall wellbeing (Capone et al., 2019; Park et al., 2019). Thus, insecure employment may represent one avenue through which anxiety manifests among employees (Jones et al., 2016).

Given the importance of fair work to employees and employers, Rogers and Richmond (2016) argued for the need to provide all employees with the opportunities to participate in decision-making, training, and other elements that might affect their wellbeing in the workplace. This is why employees' involvement supports an effective voice and many other aspects of fair work (Taylor et al., 2017). The focus on these aspects of fair work is said to have significant advantages and effects on employees, their overall wellbeing, and the organisation (Rogers & Richmond, 2016). Allen (2018) consequently specified that direct unfairness to employees occurs when organisations treat some employees more unfavourably compared to others, whereas indirect unfairness results from rules, circumstances, and policies that appear unbiased but negatively impact employees because of their abilities. For instance, Allen (2018) indicates that employees are treated unfairly when they encounter unfair termination of contracts, unfair alterations in positions based on stereotypes or discrimination among fellow employees in the same workplace, or when they are abandoned due to injuries sustained while executing their duties at work. Thus,

it is unfair for employers to reject or deny employment to individuals or discriminate against potential employees based on circumstances related to their physical or mental health (Stephenson & Persadie, 2022).

In other words, the description of unfair working conditions varies across different policy jurisdictions. Various authors (Allen, 2018; Gaze, 2013) have noted that unfair conditions often result from the diverse treatments employees encounter in comparable situations at the workplace (Bogg & Novitz, 2014; Allen, 2018). However, the most crucial and expensive component for many organisations is labour. Accordingly, the survival and profitability of any hospitality and tourism business are dependent on finding, training, and keeping exceptional employees who are fulfilled and mentally sound. To deliver outstanding services, create long-standing impressions with consumers, and uphold a stellar track record with people in society, the mental wellness and wellbeing of your team of employees are essential (Wu et al., 2021; Poulsen & Ipsen, 2017; Huettermann & Bruch, 2019).

Fair work practices, while primarily aimed at evaluating businesses, are intentionally designed to be utilised by any organisation interested in the labour force to provide fair working conditions for employees (Cunningham et al., 2023). For instance, the Scottish Fair Work Convention released its Fair Work Framework in March 2016 as a strategy for organisations and the job market (Sisson, 2019). While there is little doubt that fair work conditions benefit individuals, there is evidence suggesting that they can enhance organisational performance and productivity. Consequently, if hospitality and tourism employers can extract more from their workforce without mistreatment, by fostering fair, flexible, and satisfying work environments, employees' mental health and wellbeing outcomes should improve alongside their productivity and competitiveness (Rogers & Richmond, 2016).

Research demonstrates that providing hospitality and tourism employees with opportunities produces diverse and highly qualified workers, which enhances the generation of novel ideas and perspectives (Edghiem & Mouzughi, 2018; Obiora & Okpu, 2015; Yooetch et al., 2021). An effective voice encourages these employees to engage and utilise new ideas to foster innovation and creative thinking (Azevedo et al., 2021; Carnevale et al., 2017; Della Torre et al., 2021). Furthermore, security, fulfilment, and respect create an atmosphere of safety that motivates and supports hospitality and tourism employees to go above and beyond in their performance, all of which reflect positive wellness and wellbeing (Bernhard-Oettel et al., 2011; Hsu et al., 2019; Huong et al., 2016). Along these lines, a variety of viewpoints have emerged in the literature due to the lack of consensus on the definition and attributes of fair employment (Ashford et al., 1989; Burchell et al., 2014; Munoz-Bustillo et al., 2009). However, the International Labour Organisation (ILO) presents the most widely accepted framework, which forms the basis for most fair work acts, including Scotland's Fair Work Convention (FWC) and Australia's Fair Work Act (FWA).

Fair work as per these policy frameworks is described as work that provides an effective voice, opportunity, security, fulfilment, and respect for an organisation's human resources (Burrow, 2021; ILO, 2021; Sisson, 2019). In addition to producing health and wellbeing outcomes for individual employees, organisations, and society, these fair work policies also protect the rights and obligations of both employers and employees (Barnes & Lafferty, 2010; Hardy & Howe, 2013; Zimmerman, 1992). Thus, the five components of fair employment include employees having a strong voice, having the opportunity and access to training and development, feeling secure and fulfilled, and being respected (Baldwin, 2006; Rhoades & Eisenberger, 2002). In effect, each of these aspects represents contemporary views of workplace relationships and justice (Greenberg,

2011; Rupp et al., 2017; Rupp, 2011). And draws on international and national research and workplace best practices, emphasising positive results for individuals, businesses, and society (Sørengaard & Langvik, 2022).

1.1. Problem Statement

Understanding employees' conceptions of equity and justice, what constitutes fair working conditions, how they relate with management, their psychological and wellbeing consequences, including what provisions are made available for improvement of their wellbeing in the workplace, has stimulated research interest in organisational justice, sustainable development, and hospitality and tourism studies in recent times. This is due to rising concerns about employees' rights, mental health, and overall wellbeing in the workplace (Alarcón & Cole, 2019; Bletsas & Charlesworth, 2013; Kim & Kim, 2022). Studies have indicated that exposure of employees to unfair conditions in the workplace triggers negative mental and wellbeing outcomes (Dodd et al., 2019; Seppälä et al., 2020). Despite political and institutional interest in the workplace conditions of employees, some gaps still exist, as indicated by the literature.

Essentially, research on fair work practices, especially in terms of employees' perception, is still in its infancy. The currently available information fails to place empirical findings in the context of more general discussions about employees' definitions and experiences with what constitutes a "fair or unfair" workplace (ILO, 2018). Therefore, attempts have been made extensively by some national governments to promote fair work as a key component of the labour market strategy to deliver a fair work economy through projects (FWC, 2016). Despite these many attempts to conceptualise fair work, not many empirical studies have been done to evaluate fair

work conditions from the objective perspective of employees in the hospitality and tourism industry (Myhill et al., 2021).

In addition, there has been a lack of consensus among researchers on elements that make the hospitality and tourism work environment a fair, inclusive, and equitable workplace for employees (Clark, 2005). Earlier attempts to examine fair work conditions based on the experience of employees qualitatively have shown differing and conflicting outcomes (Cant, 2021; Graham & Shaw, 2017; Heeks et al., 2021; Rogers & Richmond, 2016). In effect, the fair work conditions of hospitality and tourism workers have not been quantitatively researched and/or tested on a larger employee population. The few empirical studies done have followed open questions and desk interviews due to the unavailability of quantitative scale items to measure the perception and experiences of employees in the industry (Stockland et al., 2023; Robinson et al., 2022). Hence, hospitality and tourism organisational justice researchers (Abuelhassan & AlGassim, 2022; Nazarian et al., 2021) advocate for a deeper exploration into the dimensionality and the development of a standardised instrument to conceptualise and measure from employees' perspective what constitutes employees' fair work conditions (FWCHT) based on theory and with acceptable reliability and validity (Myhill et al., 2021; Stone et al., 2021; Visalli et al., 2023). Besides, these concerns are yet to be addressed in the literature.

Subsequently, modern advanced industrialised cultures have renewed discussion on what constitutes fair employment because of rising concerns about low pay, long work hours, and the precarious nature of hospitality and tourism employment (Kelly, 2017; Warhurst et al., 2012; Winchenbach et al., 2019). Besides, one industry that perpetuates workplace gender inequality is the hospitality and tourism industry (Mooney et al., 2017; Morgan & Pritchard, 2019). Fair work practices are made available to both public and private employment bodies for just and transparent

operations that benefit all (Zhenjing et al., 2022). These are usually made available through diverse legislative frameworks for organisations, especially as a requirement to ensure employees' security and wellbeing at the workplace (Guest, 2017). However, as much as some of these fair work provisions may have been made known to employees based on stipulated specific national laws and policy frameworks, the contents of fair work conditions in most organisations are mainly determined and spelt out by the employer with little or no clear definition for employees (Allen, 2018; Carls, 2012; Cropanzano et al., 2023). Likewise, some studies have criticised the contents of the different fair work-related policies and practices due to the limited consideration and clear definitions that align with employees' perspectives (Allen, 2018; Islam et al., 2016).

Moreover, the implementation of fair work conditions should not only impact the performance of employees and the output of their organisations but also their mental health, including their overall wellbeing (Ottersen et al., 2014; WHO, 2008). Besides, the basis for health and equality is fairness, social justice, and human rights (WHO, 2010). Within the organisational justice context, it is identified that the perception of employees regarding how fair they think their organisation is to them plays an important role in their mental health and wellbeing because it ensures their job security (Gallie et al., 2017; Huang et al., 2023). However, empirical work on the relationship between employees' fair work conditions (FWCHT) and their short-term/work-related and long-term/life-related psychological concerns has not received much attention. Moreover, as policymakers and national governments leverage fair work practices and use policy frameworks to encourage the provision of fair work conditions by employers (Peetz, 2016; Sisson, 2019), examining FWCHT conception by individual employees and how it informs employees' overall evaluation of fair work conditions, their short-term/work and long-term/life related psychological outcomes including the supervisor support for them should be considered a key concern.

Finally, an examination of how supervisor support moderates the interaction between FWCHT and psychological outcomes remains underexplored. Previous studies highlighted the role of work engagement and job self-efficacy directly in organisational justice and anxiety (De Clercq et al., 2018; Deer et al., 2018; Etehad & Karatepe, 2019). A comprehensive understanding of this subject will enrich the literature and assist in planning and implementing fair work policy strategies. By examining the subjective perceptions of employees in the hospitality and tourism industry, this study aims to produce thorough and detailed findings that contribute to the existing literature for the development of scale items. However, to assess experiences, quantify, and generalise employees' fair work conditions and effects among hospitality and tourism employees, the study considers the establishment of a quantitative research scale.

1.2. Research Questions

Based on the identified research gaps, the study aims to present the following research questions:

1. How can fair work conditions be defined from hospitality and tourism employees' perspectives?
2. How can a measurement scale be created to accurately assess the multidimensional constructs of hospitality and tourism employees' fair work conditions?
3. What are the relationships between FWCHT dimensions and hospitality and tourism employees' short-term/work-related and long-term/life-related psychological consequences?

1.3. Research Objectives

The main objective of the study was to offer a varied conception of the dimensions of hospitality and tourism employees' fair work conditions and assess the predicted influence of its dimensions on male and female employees; their short-term/work-related psychological consequences – anxiety, general mental health problems, and burnout; long-term/life-related psychological consequences - psychological wellbeing, social wellbeing, and quality of life; including supervisor's support.

The study sought to address the following specific objectives:

1. To explore ideas/definitions of fair work conditions from the perspectives of hospitality and tourism employees.
2. To develop a reliable and valid measurement scale to measure hospitality and tourism employees' fair work conditions (FWCHT).
3. To test the model to describe the relationships between dimensions of FWCHT and hospitality and tourism employees' short-term/work-related psychological consequences.
4. To test the model to explain the relationships between the dimensions of FWCHT and hospitality and tourism employees' long-term/life-related psychological consequences.
5. To assess the moderating effect of supervisor support on the relationships between FWCHT and hospitality and tourism employees' short-term/work-related and long-term/life-related psychological consequences.

1.4. Significance of the Study

1.4.1. Theoretical contribution

This study expands the scope of research on FWCHT and employees' psychological consequences regarding mental health, wellbeing and quality of life through a new theoretical lens. As an indication by the researcher, a comprehensive review of literature from Scopus, Web of Science, and Google Scholar conducted from March 2023 to 14th of January 2024 revealed that studies on employees' fair work conditions have been either overlooked or insufficient when compared to the broader body of literature on decent work and other organisational justice studies (e.g., Duffy, Blustein, et al., 2016; Duffy, Douglass, et al., 2016; Gallie et al., 2017; Huang et al., 2023). The conclusions made from this study contribute to our understanding of the factors that broadly make up employees' fair work conditions, an area that has received little attention in the current literature. By shedding light on these components and the issues they raise, this study's analysis provides valuable insights for scholars and practitioners alike.

In addition, this study proposes innovative measurement scale items for evaluating the fair work conditions perceived by employees in the hospitality and tourism industry in Ghana. It is necessary to employ psychological and behavioural measures to analyse employees' rights and ideas about equity, justice or fairness, diversity, and inclusion in this industry. However, it is insufficient to merely adjust previously established theories. Previous research has been unable to merge employees' subjective and objective perspectives on fair working conditions in a fully reproducible manner (Farbenblum & Berg, 2017; Heeks et al., 2021; Stockland et al., 2023). This investigation makes a significant stride towards enhancing our comprehension of FWCHT in hospitality and tourism by employing a multi-dimensional scale and a mixed-method approach, providing a comprehensive and precise assessment.

Furthermore, this study contributes to advancing theory by providing valuable insights into fair work conditions for employees in the hospitality and tourism industry: a topic that has been largely overlooked in empirical research. Experts in organisational studies have emphasised that examining workplace justice is crucial for enhancing employee productivity, promoting their wellbeing, delivering superior customer service, and fostering organisational achievement (Hassan, 2013; Spell & Arnold, 2007). Unfortunately, the paucity of data on fair work has limited research efforts to explore the importance of these factors in the hospitality and tourism field as researchers have predominantly focused on investigating fair working conditions in the gig economy (Heeks et al., 2021; Myhill et al., 2021; Stewart & Stanford, 2017). and evaluating government-to-employer policy practices (Galvin, 2019; Peetz, 2016; Rogers & Richmond, 2016).

Likewise, despite varying opinions on fair work practices and their benefits to companies, employees' perceptions of fair work and related benefits have become increasingly important in recent years. However, there is still limited research on this topic. The current study aims to fill this gap by investigating fair work conditions as perceived by employees in the hospitality and tourism industry in Ghana in sub-Saharan Africa, providing answers to these unresolved concerns. Moreover, it responds to requests for greater emphasis on the quality of non-standard labour by examining the subjective perspectives of employees in the hospitality and tourism industry. It also contributes to the growing body of research on fair work and its impact on employee wellness.

Finally, this contributes to broader discussions on the diversity of worker experiences in modern employment and examines the extent to which work in the hospitality and tourism industry serves as a subpar alternative to the traditional form of full-time, permanent employment. The growing body of studies on precarious and casual forms of employment is reflected in the literature. Different advantages of casual jobs have been revealed in research. A few of them have

been associated with the number of jobs as there is some confirmation that the hospitality and tourism businesses may be generating new sources of income by commodifying that would not ordinarily be compensated and by giving formerly unemployed individuals jobs tasks such as door-to-door food delivery services for the gig economies like uber deliveries and private motor riders (Agrawal et al. 2013; Codagnone et al., 2016; Dreyer et al. 2017).

1.4.2. Practical contribution

Primarily, given that the hospitality and tourism industry must market and sell services (Abuelhassan & AlGassim, 2022), businesses in these sectors stand to gain financial stability if their staff members deliver high-quality services. Employees are more inclined to work harder to give clients high-quality service if they are given work environments that they believe to be fair and just (Park & Kim, 2019). The rationale is that fair working conditions for staff members, like transparency, autonomy, fair wages, and a work-life balance, probably promote positive attitudes, dedication, and improved performance (Zhenjing et al., 2022; De Clercq et al., 2018). When customers receive high-quality service, they identify brands and enterprises (Schmitt, 1999). Consequently, this research can contribute to a better understanding of FWCHT and how hospitality and tourism organisations can utilise this information to develop and execute policies that promote employees' psychological consequences, including their mental health and overall wellbeing to improve their reputation and bottom line.

Accordingly, governments in nations that offer hospitality and tourism services, as well as employers, workers, and academics, can all benefit from the study. Essentially, the study offers a foundation for policy actions, particularly for the governments of nations that are popular travel destinations. In a time when governments are endorsing year-round tourism (Erdogan, 2005; Garau-Vadell & de Borja-Solé, 2008), an empirical grasp of the problems influencing workers'

health and wellbeing is necessary to improve the industry's reputation and the nation's overall performance. Prior research on employees' views of justice and equity within their organisation revealed that workers' conceptions of workplace fairness play a significant role in their drive to satisfy customers and generate revenue for their employers (Greenberg et al., 2004). The research, however, was constrained by its exclusive focus on the advantages for the company and employers, ignoring the viewpoints of the employees and the related barriers and advantages for their mental health and general wellbeing. Based on the findings of the empirical research, the governments of countries can more effectively implement fair work regulations that take into account the opinions of workers and enable them to evaluate their employers.

Lastly, the research offers valuable perspectives for human resource management, and policy-makers, as well as current and prospective employers who want to support and grow the hospitality and tourism industry. Hence, by identifying the elements that promote equitable working conditions and experiences for workers, these stakeholders will be in a better position to develop a better hospitality and tourism industry image that meets the needs of both current and prospective employees. Employers in the hotel and tourist industries must take steps to ensure that their workforces have a fair and just work environment, since employees' perceptions of a fair workplace are a new means for promoting sustainable tourism and achieving parts of the SDGs (SDGs 3, 5, and 8). Additionally, the ILO (2017) has shown that a deeper comprehension of employees' equitable work conditions is required due to the swift rise in concerns over employee rights, decent working conditions, and equality in the worldwide community. Comparably, to enhance each employee's overall wellbeing, the hospitality and tourism industry urgently needs to improve working conditions to support equality, diversity, autonomy, and flexibility in the workplace.

1.5. Overall Structure and Organisation of the Thesis

This thesis is structured into three distinct studies. The first study focuses on the qualitative aspect, where the employees' subjective perspectives and experiences of fair work conditions are gathered from the hospitality and tourism industry to enrich the literature on scale development. The second study is dedicated to developing a reliable and valid scale for identifying specific dimensions of fair work conditions (FWCHT) in this industry. The third examines the impact of FWCHT on employees' short-term/work-related psychological consequences (such as anxiety, general mental health problems, and burnout), and long-term/life-related psychological consequences (such as psychological, social wellbeing and quality of life). This aspect also examines the moderating roles of supervisor support on the relationships between the FWCHT and the identified constructs. The effects of FWCHT are analysed using structural equation modeling (SEM), and the moderating impacts are analysed using a multigroup analysis. Figure 1.1 provides a visual representation that enables an easy understanding of the structure of the thesis.

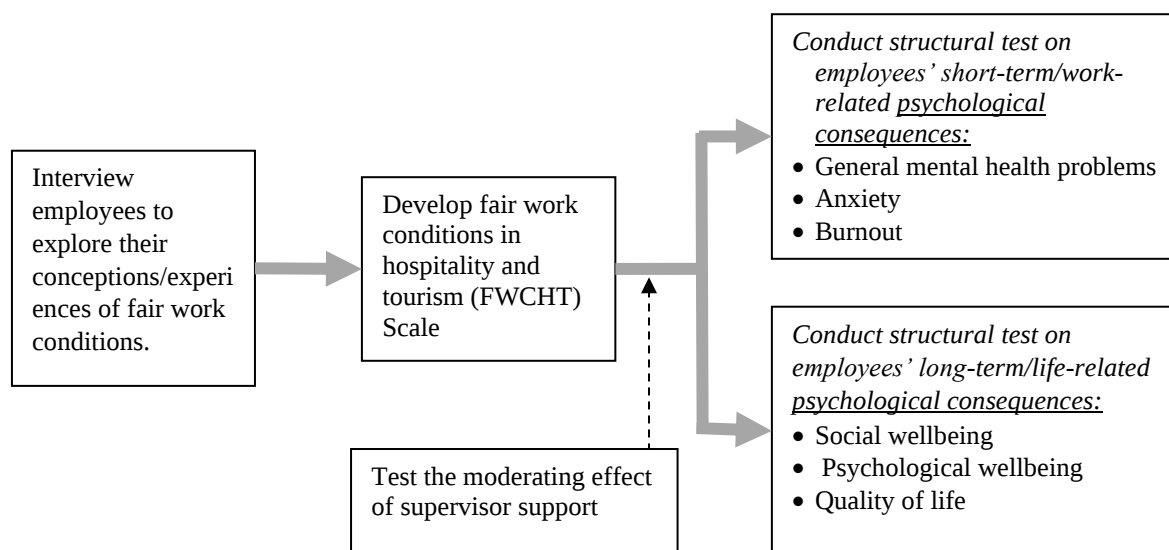


Figure 1. 1. Overall structure of the study

Source: Summarised by the author

In line with this, the thesis is organised into eight comprehensive chapters. Chapter 1 presents the background and introduction to the study, identifying existing research gaps, outlining the research questions and objectives, and detailing both the theoretical and practical contributions of the work. This chapter concludes with definitions of key terms and an overview of the thesis's organisational structure.

Chapter 2 explores the literature related to the relationship between fair work and the achievement of the Sustainable Development Goals (SDGs). It underscores the importance of fair work practices, provides a definition of fair work, and examines the connections between fair work conditions and organisational justice theory. Additionally, this chapter addresses current challenges in fair work practices, their implementation within the hospitality and tourism industry, employees' experiences of fair work, and introduces the concept of Fair Work Conditions in Hospitality and Tourism (FWCHT). It further investigates the aspects of employee fair work conditions within this context and their implications for mental health, anxiety, burnout, social wellbeing, psychological wellbeing, and overall quality of life.

Chapter 3 outlines the conceptual framework and hypotheses that underpin the research. It establishes the theoretical and empirical basis for the development of an FWCHT scale, illustrating the relationships between FWCHT and various outcome variables, including general mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life. Chapter 4 details the methodological processes utilised in the study, encompassing the scale development process, research philosophy and paradigm, sampling considerations, survey administration, and translation tasks. It also includes descriptions of data collection procedures, research tools, and data analysis techniques employed.

Chapter 5 presents the qualitative research findings from the preliminary interviews that contributed to the scale development, starting with the demographic profiles of the interview participants. It delves into the experiences of employees concerning fair work principles in their workplaces and outlines the prioritisation of fair work components based on participants' gender. Chapter 6 reports the quantitative findings, commencing with exploratory and confirmatory factor analyses aimed at identifying and validating measurement items related to employees' FWCHT experiences. This chapter also discusses the results of a model tested for hypothesised relationships among FWCHT, general mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life, including a multigroup analysis to examine the moderating influence of supervisor support.

Chapter 7 provides a thorough discussion of the findings concerning the objectives of the study, emphasising the theoretical and practical implications derived from the research. Chapter 8 concludes the study by summarising the key findings, addressing the limitations encountered, and offering recommendations for future research endeavours.

1.6. Definition of the Key Terms

Fair work: Work that provides everyone with a meaningful voice, opportunity, security, fulfilment, and respect while balancing the rights and obligations of employers and employees and benefiting individuals, organisations, and society as a whole (Fair Work Convention, 2016; Rogers & Richmond, 2016).

Effective voice: A safe environment where dialogue and challenge are dealt with constructively and where employee views are sought after, listened to, and can make a difference (FWC, 2016)

Fulfilment: The psychological dimensions of jobs and characteristics of worker autonomy are highlighted (FWC, 2016).

Equity: Providing equal opportunities, resources, and treatment to all employees and valuing their skills, knowledge, and talents instead of their traits (Bonnet et al., 2019; McGinnity et al., 2021).

Justice: Employees' view of how fair and equitable their organisation's procedures, choices, and standards are at work (Burrow, 2021; McGinnity et al., 2021).

Opportunity: The range of options and possibilities available to employees in their workplace, including prospects for advancement, growth, recognition, and challenge (FWC, 2016; Stockland et al., 2023).

Respect: The practice of treating employees with gratitude and dignity on the job, abstaining from bullying, harassment, and victimisation, resolving conflicts quickly and effectively, without the experience of illegal or unfair discrimination regardless of their personal feelings, or expressing admiration for their attributes (FWC, 2016; Ineson et al., 2013; Robinson et al., 2022).

Security: The range of rights that employees have under a contract or a local collective agreement, including the right to continuing employment, health and welfare benefits, and other privileges.

Sustainable development goals (SDGs): The urgent need to ensure that no one is left behind, to eradicate poverty and injustice, safeguard the environment, and guarantee that everyone enjoys prosperity, justice, and health (United Nations, 2015).

Diversity: The presence of differences in terms of age, socioeconomic class, gender, sexual orientation, race, and ethnicity. The term "diversity" can also apply to variations in physical ability, veteran status, and whether or not you have children (April et al., 2009; Giovannini, 2004; Wah, 1999).

Inclusion: The situation where a diverse range of employees feel free to be who they are, work in a way that best matches their requirements and meet company needs or services, and everyone is respected and valued at work (Daya, 2014; Heinz, 2021).

CHAPTER 2: LITERATURE REVIEW

2.0. Chapter Introduction

This chapter reviews the literature on fair work, work and life-related psychological consequences, considering the mental health and wellbeing of employees. The literature review started with a focus on the fair work, SDGs achievement nexus between fair work, psychological consequences (mental health, and wellbeing) of workers in the hospitality and tourism industry, the conceptualisation of fair work, and its importance and role in the achievement of decent work (SDG 8), health and wellbeing (SDG 3) and gender equality (SDG 5). The literature on fair work as an experience is examined with a focus on the three components of the organisational justice theory. The literature also placed particular emphasis on the conceptualisation and dimensionality of fair work and how they relate to achieving decent work (SDG 8), health and wellbeing (SDG 3), and gender equality (SDG 5). The review also included topics like fair work experience and organisational justice theory, work engagement, job self-efficacy, and supervisor support.

2.1. The Fair Work SDGs Achievement Nexus

The United Nations Sustainable Development Goals (SDGs) aim to address global challenges related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice by 2030 (United Nations, 2015). Achieving the SDGs requires transformative change across economic, social, and environmental spheres. There is growing recognition that promoting fair work is critical for realising the 2030 Agenda for Sustainable Development. Fair work encompasses decent work with an emphasis on equity, inclusiveness, security, and human dignity (Burrow, 2021). The International Labour Organisation's decent work agenda promotes access to productive employment and rights at work, social protection, and social dialogue for all.

Fair work advances decent work by also emphasising just conditions, fair wages, gender equality, and participation (ILO, 2021). Scholars have examined linkages between fair work and specific SDGs, including no poverty (SDG 1), reduced inequalities (SDG 10), gender equality (SDG 5), and good health and wellbeing (SDG 3). For example, Ortiz et al. (2018) argue that fairer labour conditions are essential for reducing poverty and vulnerability. The growth of precarious low-wage work threatens progress in reducing poverty. Promoting fair wages and stable, protected work can help ensure economic security for all (Ortiz et al., 2015).

Regarding SDG 10, which aims to reduce inequalities, the International Trade Union Confederation (2020) highlights the importance of union rights, collective bargaining, and social dialogue in reversing the rise in wage inequality. Strengthening institutions and policies for fair work is key to tackling gaps in income and opportunity (ITUC, 2020). To advance gender equality (SDG 5), papers stress the need to improve conditions in female-dominated sectors like domestic and care work by setting minimum wages, regulating hours, and enabling collective bargaining (Bonnet et al., 2019). Closing gender pay gaps through pay transparency, fairness, and bargaining also promotes gender equality at work (Rubery & Koukiadaki, 2016). While links between fair work and specific SDGs emerge in the literature, few studies examine how fair work as a holistic concept cut across multiple goals. As the 2030 Agenda recognises, the SDGs are integrated and interdependent. Analysis taking an integrated approach is needed to better understand the relationships between fair work and sustainable development outcomes.

Decent work and economic growth are a key focus of the UN Sustainable Development Goals under SDG 8, which aims to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" by 2030 (UN, 2015). There is growing recognition that promoting fair work is essential to achieving decent work and the overall

SDG 8 (Burrow, 2021). The concept of decent work seeks to foster equality of opportunity and fair treatment for all individuals. It encompasses several key components, including access to productive employment that offers fair compensation and job security. This concept underscores the importance of social safety nets for families, promotes opportunities for personal growth and social integration, while emphasising the necessity of having the ability to voice concerns, organise, and contribute to decision-making (ILO, 2021). Fair work builds on decent work's rights-based approach by also emphasising fairness, justice, equality, inclusion, and human dignity (Burrow, 2021). Specific elements of fair work highlighted in the literature include fair wages, equal pay and conditions, job security, collective bargaining rights, safe working conditions, and lack of discrimination (Bonnet et al., 2019; McGinnity et al., 2021).

Research underscores the importance of fair work in promoting decent employment and driving economic progress in line with Sustainable Development Goal 8. However, the rise of precarious, informal, and unprotected jobs poses a significant threat to the pursuit of decent work for everyone (Ortiz et al., 2015). Systematic workplace inequities, such as gender pay gaps and occupational segregation rooted in gender inequalities, create substantial barriers to equitable access to fair wages and enhanced economic opportunities—issues that the decent work initiative seeks to address (Rai et al., 2019). Steps such as promoting formalisation, establishing labour rights, ensuring fair wages, and providing social protections are essential for achieving stable, productive employment and inclusive growth (ITUC, 2020; Ortiz et al., 2015). Moreover, closing gender pay gaps and improving working conditions in sectors predominantly occupied by women not only advance gender equality but also support broader economic development and the realisation of decent work for all (Bonnet et al., 2019; Rubery & Koukiadaki, 2016).

SDG 3 aims to "ensure healthy lives and promote wellbeing for all at all ages" by 2030 (UN, 2015). Scholars have identified important linkages between fair work and the promotion of health and wellbeing outcomes under this goal. Fair work encompasses not just decent wages, but also health and safety protections, reasonable work hours and leave policies, and a lack of discrimination and harassment (Burrow, 2021; ILO, 2021). By ensuring good working conditions and health protections, fair work directly enables healthy occupational environments.

Several studies find precarious work arrangements, including informal, temporary, and unsupported self-employment, undermine health and wellbeing. Lack of job security and protection can increase stress, work injuries, and poor health behaviours (Benach et al., 2014; Quinlan et al., 2001). Promoting formalisation and fair standards helps reduce health risks. Fair wages and income security are also essential for good health. Low pay exacerbates food insecurity, financial stress, and poor living conditions, with adverse effects on physical and mental health (Marmot et al., 2020; Ortiz et al., 2015). Fair pay and social protections are key to reducing health inequities. Policies mandating paid sick leave and parental leave foster health-promoting behaviours like preventive care and breastfeeding (Heymann et al., 2017). Work-life balance is enabled through fair hours and leave, further supporting wellness.

SDG 5 aims to "achieve gender equality and empower all women and girls" by 2030 (United Nations, 2015). Scholars emphasise that promoting fair work is critical for advancing gender equality in the world of work and achieving SDG 5. Women are overrepresented in precarious, informal, and low-paid work globally (Bonnet et al., 2019). Lack of regulations, protections, and rights in female-dominated sectors such as domestic work, agriculture, and textile production enables gender discrimination and exploitation (ITUC, 2020). Studies argue that guaranteeing fair wages, working conditions, and bargaining rights in these sectors through labour

laws and unionisation is key to empowering women workers (Bonnet et al., 2019; Chen & Doane, 2008). Extending social protection, regulating hours, and setting minimum wages can transform traditionally undervalued “women’s work” (ILO, 2019). Policies such as paid parental leave, affordable childcare, and anti-discrimination laws play a crucial role in enabling women's participation and advancement in the labour force (Rubery & Koukiadaki, 2016). Therefore, encouraging wage transparency, reinforcing collective bargaining, and prohibiting discrimination are effective measures to address gender pay gaps, ultimately leading to pay equity (Perrons, 2009).

2.2. Scope of Fair Work

Fair work is a multidimensional concept that expands upon the decent work principles established by the International Labour Organisation (ILO). It emphasises not only the fundamental aspects of productive employment but also incorporates additional dimensions such as fairness, equity, diversity, inclusion, and human dignity. As sustainable development continues to gain prominence globally, the significance of fair work is increasingly recognised; however, it remains a fluid and complex concept (MacNaughton & Frey, 2015). The ILO defines decent work as employment that is productive and provides individuals with rights, social protection, and mechanisms for dialogue between employers and workers. In this context, fair work builds on this framework by specifically integrating principles of equity, inclusion, and dignity into the work environment (ILO, 2021). The inclusion of these principles is crucial in ensuring that all individuals, regardless of their background, can participate fully and fairly in the labour market (Duffy et al., 2016).

In response to the evolving understanding of fair work, various studies and organisations have endeavoured to articulate and conceptualise its elements comprehensively. Notable

contributions include the works of Crespi-Vallbona & Mascarilla-Miro (2018), the Fair Work Convention (2016), Louzao & Crespi-Vallbona (2022), Myhill et al. (2021), and Rogers & Richmond (2016). Despite these efforts, the literature often lacks specificity, leading to a fragmented understanding of fair work. Many studies tend to isolate and examine specific elements of fair work, such as equitable pay, job security, and respectful workplace cultures, without fully integrating these components into a cohesive framework.

Consequently, the various elements associated with fair work have been defined in disparate ways across different studies, underscoring the need for a more unified and comprehensive conceptualisation that captures the essence of fair work in its entirety. This lack of clarity in definitions not only complicates academic discourse but also impacts policy formulation and the implementation of fair labour practices in diverse contexts.

2.2.1. Definition of fair work

The literature indicates that components of fair work are described in parts by various studies related to workplace and employee wellbeing. In line with this, Anker et al. (2003) indicated that fair compensation involves receiving at least a living wage and equal pay for work of equal value and compensation that should be sufficient to provide a decent standard of living. Moreover, security and stability, as important components of fair work, denote access to secure, safe, and stable employment with protections against arbitrary dismissal or unfair treatment, thereby providing income security (Kalleberg, 2009). Kalleberg (2009) emphasises the importance of job security, stable employment, and a reliable income as essential elements for leading a successful life. Additionally, the certainty of working hours is often recognised as a crucial aspect of secure employment arrangements (Rogers & Richmond, 2016). Although achieving complete security

and stability in employment, income, and work is uncommon, these elements remain essential components of fair work. In effect, external factors and competitive market conditions can significantly influence the prospects for stability. However, fair work opposes situations where the problems of insecurity and risk are heavily borne by employees (Rogers & Richmond, 2016).

In addition, rights and voice, which require the freedom of association, the right to collective bargaining, and participation in workplace decisions that affect the worker, and enable them to advocate for fair treatment, are also identified as specific elements of fair work (Heyes & Newsome, 2021). Particularly, an effective voice is much more than just having a channel of communication available within workplaces (Rogers & Richmond, 2016). Thus, effective voice involves a safe environment where dialogue and challenges are dealt with constructively and where employees' views are sought out, listened to, and can make a difference. In essence, there is also equality and inclusion - the absence of discrimination based on gender, race, ethnicity, etc., and policies that can enable work-life balance for all (Rubery & Koukiadaki, 2016); safe and healthy working conditions - protection against occupational injuries, diseases, and fatalities (Sankaran, 2022); and reasonable working hours and leave involving hours of work that provide time for rest and work-life balance (Arthurs, 2006).

Consequently, among these elements are also skills development and training opportunities - opportunities to gain skills needed for work through training and lifelong learning (Cohn et al., 2015). Opportunity is a crucial element of fair work, as it facilitates individuals' access to advancement in their careers. Therefore, a fundamental standard for fair work is established by fulfilling legal obligations that ensure equitable access to employment opportunities (Rogers & Richmond, 2016). This extends to protecting employees based on gender, sexual orientation, age, disability, race, or ethnicity, and ensuring that they receive the specific legal rights to which they

are entitled. Moreover, dignified and respected work, as specified by MacNaughton & Frey (2015) to conceptualise fair work, describes work that upholds and protects human rights and freedoms against forced labour, child labour, and harassment at work.

Although some scholars critique the fair work concept as ambiguous or subjective (Findlay et al., 2017), most literature largely coalesces around core elements related to pay, security, rights, equality, safety, reasonable hours, and human dignity. Initiatives such as Scotland's Fair Work framework also combine standards such as effective voice, respect, opportunity, fulfilment, and security (Fair Work Convention, 2016). Consequently, these aspects may represent current ideas about job quality, improved wellbeing, work-life balance, and workplace connections, leveraging national and global studies to highlight effective practices that lead to beneficial results for individuals, organisations, and society as a whole (Myhill et al., 2021).

There are two key reasons why the five components of the Scotland Fair Work Convention are important: First, there are significant interconnections among these aspects, and second, both domestic and international research have highlighted best practices in individual principles that can benefit employees, businesses, and society at large (Fair Work Convention, 2016; Myhill et al., 2021). By mutually reinforcing one another, these components can create a positive feedback loop of actions, attitudes, behaviours, and outcomes. Operationalising fair work, especially from employees' perspectives, requires a contextual and multidimensional approach guided by the five principles associated with Fair Work Scotland's framework (Figure 2.5). For the operationalisation of fair work conditions for employees' research purposes, these principles were adapted for this study as they combined most of the fragmented facets indicated by previous research.

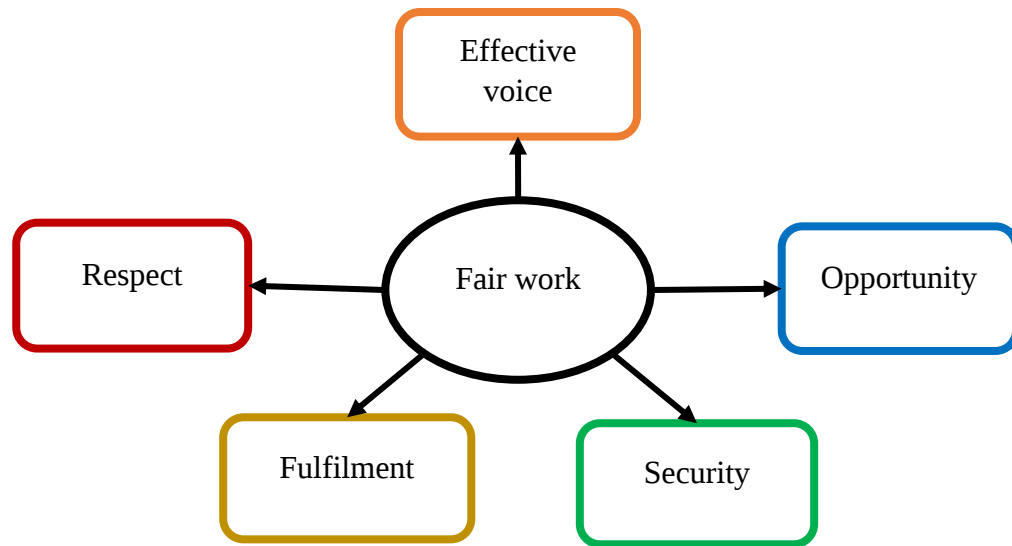


Figure 2. 1. Fair Work Framework
Source: Fair Work Convention (2016)

Table 2. 1. Fair work initiatives and dimensions

Author/Organisation	Initiatives	Dimensions/Principles/Standard
Fair work commission and fair work ombudsman	Fair Work Australia	Pay and wages, leave, starting employment, employment conditions, workplace problems, ending employment
Fair Work Convention (2016); Myhill et al. (2021)	Fair Work Scotland	Effective voice, opportunities, security, fulfilment, respect
ILO (2017, 2021)	International Labour Organisation	Respect, interpersonal assistance, and connections, health, safety, wellbeing, social and economic stability, overall quality of life
Walpole (2015)	Research	Enterprise bargaining, and collective bargaining
Oxford internet institute	Fair Work UK	Fair pay, fair conditions, fair contracts, fair management, fair representation
U.S. Department of Labour Wage and Hour Division	United States Fair Labour Standards	Minimum wage, overtime, hours worked, record keeping, child labour
European Commission	European Commission	Conditions of employment, wages, health and safety at work, social dialogue and involvement of workers
Holman (2013)	Research	Skills and development, wage, security and flexibility, engagement and representation

Source: Summarized by the author

Table 2. 2. Conceptualisation of fair work

Authors	Terminology	Conceptualisation
Crespi-Vallbona et al. (2023)	Fair work	Employment that enables people to achieve both stable emotional wellbeing and their professional goals in their working lives.
Crespi-Vallbona & Mascarilla-Miro (2018); Louzao & Crespi-Vallbona (2022)	Fair work	Employment that respects and upholds the rights of clients and employees; where all departments are valued; that values diversity and respects gender, sexual orientation, and ethnic characteristics; that brings clients and employees together; that makes a positive contribution to society; or that guarantees the professional and emotional wellbeing of its employees
ILO (2021)	Decent works	Attainment of both social and economic stability for employees, therefore enhancing their overall quality of life
Myhill et al. (2021)	Fair work/good work	Psychological elements of occupations and the level of autonomy workers have.
Rogers & Richmond (2016); Rogers (2018)	Fair Work/Respect	Employment that fosters a favourable employee environment and attitude, which can result in enhanced corporate performance, creativity, productivity, and the creation of higher-quality jobs.
ILO (2017)	Equitable and ethical employment	Workplace respect, interpersonal assistance, and reliable connections, crucial for maintaining health, safety, and welfare
Di Fabio & Maree (2016)	Decent work	Employment that satisfies the minimal requirements for a decent living
Duffy et al. (2016)	Decent work	Employment that guarantees safe working conditions both physically and interpersonally (i.e., no physical, mental, or emotional abuse), hours that permit leisure time and sufficient rest, organisational values that align with family and social values, appropriate remuneration, and access to sufficient health care

Fair Work Convention (2016)	Fair Work	Employment that provides efficient communication, prospects, stability, satisfaction, and esteem; that harmonizes the rights and obligations of employers and employees, and that has the potential to provide advantages for people, organisations, and society.
Clegg (1976); Walpole (2015)	Fair Work Act	Ways employees are collectively represented, and whether communications with the employer qualify as term-bargaining negotiations.
Holman (2013)	Job quality	The degree to which a job's labour and employment-related elements support positive outcomes for the worker, especially their mental and physical wellness and positive attitudes like job satisfaction
Singer, M. S. (2000)	Ethical and fair	Due processes and results with ethics that guarantee utility, right, principle, and care
Kim, & Mauborgne (1997)	Fair process	A method of decision-making that takes into account the fundamental human need to be respected and appreciated including engagement - including people in the decision-making process by asking for their opinions and encouraging them to disagree with one another; explanation - outlining the reasoning behind a final decision; and clarification of expectation - outlining the new game rules, such as performance expectations, failure consequences, and additional obligations
Leventhal (1976, 1980)	Fairness and justice	Resource distributions that are representational of all recipients' interests, impartial, based on factual information, correctable, consistent across time, and based on accepted moral and ethical standards

Source: Summarised by the author

2.2.2. Precedents of fair work studies

Research on fair work and decent work has grown over the past two decades, with foundations in the International Labour Organisation's concept of decent work advanced in the late 1990s. Early studies focused on conceptualising decent work and identifying statistical indicators to measure its dimensions (Anker et al., 2003). In the 2000s, research analysed the decline in job quality and the rise of precarious work in developed economies, linking this to worsening outcomes for workers (Kalleberg, 2009). These studies highlighted the need for policy approaches promoting employment security, fair pay, and rights. With the adoption of the UN Sustainable Development Goals (SDGs) in 2015, research began examining linkages between fair labour standards and specific SDGs, like poverty, inequality, and gender equality (Barrientos & Smith, 2007).

More recent work considers fair work's role in achieving decent work (SDG 8) specifically (MacNaughton & Frey, 2015). On sectoral dynamics, scholars have assessed fair work deficits in global supply chains (Anner, 2020), domestic work (Chen & Doane, 2008), and the informal economy (Bonnet et al., 2019). Case studies trace efforts to improve conditions, like living wage campaigns among UK garment workers (Werner & Lim, 2016). Methodologically, the research combines analysis of statistical data on job quality indicators (e.g., ILO data) with in-depth case studies of specific employers, sectors, and worker organisations. Qualitative approaches are also used to conceptualise dimensions of fair work across contexts (Findlay et al., 2017).

The exploration of fair work within the hospitality industry across different global contexts offers a comprehensive view of the challenges and imperatives for creating equitable and supportive work environments. Crespi-Vallbona et al. (2023), Linge et al. (2023), and Robinson et al. (2022) delve into distinct geographical settings—Barcelona, Norway, and Australia, respectively—providing insights into employees' perceptions, experiences, and the urgent need for

transformative changes in fair work practices. Crespi-Vallbona et al. (2023) investigation in the Barcelona hotel sector highlights the significance of Fair Labour Responsible Hotels (HJLR) certification in promoting fair work practices. While acknowledging the certification's importance, the study notes superficial implementation and a lack of deep-seated actions toward fair work. This underscores the need for a more concerted effort within the industry to align practices with fair work principles. The focus on real actors in the sector unveils the gap between the idealised concept of fair work and its actual implementation, emphasising the necessity for increased job involvement and satisfaction.

In contrast, Linge et al. (2023) analysis of the Norwegian hospitality industry revealed substantial shortcomings despite strong formal employment protection. The study identifies gaps in opportunities for career advancement, workplace training, rest breaks, and accurate remuneration. Alarming rates of abuse, harassment, and workplace bullying further underscore the need for cultural shifts and improved management practices (Vara-Horna et al., 2023). Literature reports outline key areas for improvement, emphasising the need to offer fair conditions and training opportunities, and address cultural issues to foster a more supportive and respectful work environment (Linge et al., 2023; Wan & Chan, 2013). Similarly, Robinson et al. (2022) survey of the Australian hospitality sector uncovers parallel concerns regarding fair work principles. The study exposes disparities in fair contracts, pay, conditions, management practices, and employee representation. It highlights prevalent issues such as contractual discrepancies, pay inequities, absence of benefits, and pervasive abuse and harassment within the industry. Hence, most report underscores the necessity for enhanced management practices, training opportunities, and cultural transformation to address these concerns and prioritise employee wellbeing (Wan & Chan, 2013).

Collectively, these studies underscore systemic challenges within the hospitality industry globally, emphasising the urgency for transformative changes (Crespi-Vallbona et al., 2023). They spotlight the pressing need to address issues related to fair contracts, equitable pay, supportive work conditions, effective management practices, and employee representation. Moreover, they advocate for cultural shifts that promote respect and inclusivity and prioritise employee wellbeing. These insights serve as a clarion call for policymakers, industry stakeholders, and organisational leaders to collaboratively initiate targeted interventions and reforms (Robinson et al., 2022). These interventions should prioritise fair work practices to ensure a more equitable, respectful, and supportive work environment within the hospitality sector, ultimately enhancing employee satisfaction, wellbeing, and industry sustainability.

Also, Myhill et al. (2021) exploration of gig work and job quality, within the framework of Scotland's Fair Work Convention, encapsulates both objective attributes and subjective experiences. They underscore the stark reality of gig workers experiencing poor working conditions despite the growing normalisation of such environments. In contrast, Whiting et al. (2019) introduce a proactive approach through Fair Work, which attempts to combat underpayment within microtask marketplaces by automating minimum wage payments based on worker feedback. Their innovative solution strives to rectify the prevalent issue of underpayment, potentially paving the way for more equitable gig work arrangements. Consequently, a comparative analysis of unfair dismissal claims under different Australian legislative changes conducted scrutinises the economic implications of these alterations (Freyens & Oslington, 2013). More so, the need for further exploration into the productivity effects stemming from varying dismissal regulations, underlining the multifaceted impact of legal frameworks on employment dynamics, was highlighted by this study.

MacDermott & Riley (2011) delve into Fair Work Australia's evolving role in dispute resolution, particularly focusing on individual workplace rights protection. They emphasise the importance of alternative dispute resolution practices in safeguarding employees from adverse actions and discrimination, emphasising the agency's potential to improve access to fair working conditions within the workplace. Similarly, Farbenblum & Berg (2017) critically examine the exploitation of temporary migrant workers in Australia, specifically evaluating the role of the Fair Work Ombudsman in providing remedies for rights violations. The study illuminates the structural barriers hindering migrant workers' access to justice and the complexities surrounding wage recovery, advocating for reforms to rebalance the risks and costs associated with seeking remedies (MacDermott & Riley, 2011). Recently, a qualitative study carried out in Spain on hotel employees' definition of fair work resulted in different subjective conceptions of fair work in the hotel sector (Stockland et al., 2023). Identified by this study were factors and definitions, including unfair pay and benefits, relationship and trust issues, contracts and conditions of work, including issues about rest breaks.

Together, these studies delineate the intricate web of challenges, innovations, and systemic barriers within contemporary work environments. These findings converge to advocate for fair, equitable, and dignified workplaces that prioritize workers' wellbeing and rights across diverse sectors and employment modalities.

Table 2. 3. Review of major fair work-related studies in Hospitality and tourism

Authors	Topical area
Stockland et al. (2023)	A qualitative investigation into the experiences of workers in the hospitality sector in Scotland
Wang & Cheung's (2023)	A systematic review of the evolution of decent work in tourism and hospitality
Abdou et al. (2022)	Identify the impact of the hospitality work environment on work-family conflict and the turnover intentions
García-Rodríguez et al. (2020)	Exploration of diversity management's impact on job satisfaction and organisational commitment
Heimerl et al. (2020)	Examination of job satisfaction
Tham & Fudge (2019)	Unsavory employer practices: Understanding temporary migrant work in the Australian food services sector
Baum et al., 2016	Holistic approach to tourism workforce knowledge development
Campbell et al. (2016)	Inhospitable workplaces? International students and paid work in food services
De Beer et al. (2014)	Decent work in the South African tourism industry: Evidence from tourist guides
Su et al., 2014	Hotel employee's job and compensation satisfaction
Knox (2011)	'Upstairs, downstairs': an analysis of low-paid work in Australian hotels
Knox (2010)	Lost in translation: An analysis of temporary work agency employment in hotels
Dewald (2003)	Why people give tips in the tourism and hospitality sector and the factors that affect its size

Source: Summarised by the author

Table 2. 4. Review of Fair work-related studies in fields outside of hospitality and tourism

Author(s)	Topical Area	Field of focus
Barry (2021)	Momentarily immobile: Backpacking, farm work, and hostels in Bundaberg, Australia	Agricultural Industry
Kossen et al. (2021)	International backpackers' experiences of precarious visa-contingent farm work	Agricultural Industry
Berg (2020)	Submission to the Senate Economics References Committee inquiry into the unlawful underpayment of employees' remuneration	General Workforce
McVeigh & MacLachlan (2019)	A silver wave? Filipino shipmates experience of merchant seafaring	Seafarers
Tham & Fudge (2019)	Unsavory employer practices: Understanding temporary migrant work in the Australian food services sector	Food Industry
Cook (2018)	Sizing up labour relations down under: What Australia's Fair Work Commission can teach the National Labour Relations Board	General Workforce
Farbenblum & Berg (2018)	Wage Theft in Silence: Why migrant workers do not recover their unpaid wages in Australia	Migrant Workers
Gustafsson et al. (2018)	Supported employment and social inclusion: experiences of workers with disabilities in wage subsidized employment in Sweden	Supported Employment for People with disabilities
McDonald et al. (2018)	Submission to the Select Committee on the Future of Work and Workers	General Workforce
Farbenblum & Berg (2017)	Migrant workers' access to remedy for exploitation in Australia: the role of the National Fair Work Ombudsman	Temporary migrant work

Lyon (2017)	The continuing battle of Grangemouth	Chemical Plant
Xie (2017)	Fair Labour Practices: Are workers truly protected?	General Workforce
Grant-Smith & McDonald (2016)	The trend toward pre-graduation professional work experience for Australian young planners: Essential experience or essentially exploitation	Planning Industry
Li & Whitworth (2016)	When the state becomes part of the exploitation: Migrants Agency within the institutional constraints in Australia	Temporary migrants
Gabler & Hill (2015)	Abusive supervision, distributive justice, and work-life balance: Perspectives from salespeople and managers	Sales Industry
Besky (2014)	The Darjeeling distinction: Labour and justice on fair-trade tea plantations in India	Plantations
Siqueira et al. (2014)	Effects of social, economic, and labour policies on occupational health disparities	Agricultural and domestic workers, Tipped workers (restaurant workers, taxi drivers, day labourers), Immigrant workers
Cooney et al. (2013)	Law and Fair Work in China	General Workforce
MacLean (2006)	Freedom is not enough: The opening of the American workplace	General Workforce
Pocock (2006)	Jobs, care and justice: A fair work regime for Australia	General Workforce
Muirhead (2004)	Just work	Economics and Philosophy

Source: Summarised by the author

2.3. Importance of Fair Work Practices in Enhancing Employee Experience

The adoption of fair labour practices that uphold worker dignity, equality, and rights has profound benefits not only for employees but also for businesses and society as a whole (Fair Work Convention, 2016). However, numerous industries remain plagued by unfair conditions that undermine human wellbeing and sustainable development. The hospitality sector in particular is characterised by low pay, unpredictable hours, discrimination, and lack of representation, calling for greater efforts to institute fair work (Baum et al., 2016; Peshave & Gupta, 2017; Piso, 2022). At the most basic level, fair work means receiving a living wage that provides for a decent standard of living. Hospitality employees in positions like food service, laundry, and housekeeping often earn poverty-level wages insufficient to meet basic needs (Ahmat et al., 2019). The introduction of minimum wage ordinances for the sector in cities like Los Angeles and Seattle represents an important step toward fairer pay (Burns & Flaming, 2013; Walmsley et al., 2019). Guaranteeing stable, secure work hours is another key aspect of fair work frequently lacking in hospitality, where constantly changing schedules make it difficult for employees to plan transportation, childcare, further education, and other responsibilities (Yaduma et al., 2015). Anti-harassment policies and diversity training programs adopted by leaders like Hilton aim to address the discrimination and unsafe conditions many still confront in the industry's high-pressure environment (Kalargyrou & Costen, 2017; Lucena et al., 2021; Manoharan & Singal, 2017; Ram, 2018; Tracey et al., 2023).

The benefits of fostering fairness and dignity in the workplace are multifaceted. From employees' perspectives, fair pay, hours, and treatment contribute to improved mental health, job satisfaction, job performance, organisational commitment and engagement, as well as service quality. When individuals feel valued and earn enough to live with dignity, they are more motivated to excel in their roles (Kwon & Kim, 2017; Nadiri & Tanova, 2010). Workplace

fairness, equity, and justice enhance employee attraction, motivation, and loyalty (Rhoades & Eisenberger, 2002). This leads to a reduction in turnover costs. Fairness also boosts employee retention, alleviating the high turnover costs endemic in hospitality (Neall & Tuckey, 2014). Supportive working conditions and labour-management partnerships encourage innovation and productivity gains. For employers, policy innovations such as employee committees, profit sharing, and labour-management partnerships drive innovation and enhance productivity (Cohn et al., 2015).

The reputation of firms upholding ethical standards, including fair labour standards, further attracts conscientious consumers and investors increasingly concerned with social responsibility and can improve customer perceptions and purchase intention (Qian et al., 2021). At a societal level, promoting formalised, protected work reduces inequality and poverty by ensuring economic security and opportunity for all people, thereby promoting economic inclusion and stability (Ortiz et al., 2015). In contrast, unfair labour practices negatively impact stakeholders. Studies link unfair treatment to increased stress, disengagement, absenteeism, and turnover among workers (Neall & Tuckey, 2014). At a societal level, precarious work arrangements exacerbate poverty and inequality (Kalleberg, 2009). Realising fair work remains critical in hospitality and other sectors. Achieving fair work across all sectors and regions remains an urgent task and moral obligation if we aim to build a just, equitable, and prosperous global community. Hospitality represents a sphere where change is acutely needed and wholly possible if stakeholders make an emphatic commitment to upholding human rights. By working together to implement higher labour standards, we take meaningful steps toward fulfilling the principles of fairness, equity, and dignity.

Schulte et al. (2022) provide a comprehensive exploration of the convergence between decent work and occupational safety and health (OSH), emphasising the interconnection of these

concepts within the framework of the United Nations' Sustainable Development Goal (SDG) 8. Their framework integrates the fundamental pillars of decent work—such as employment creation, social protection, workers' rights, and social dialogue—with emerging challenges like technological advancements, demographic shifts, globalisation, informal work arrangements, migration, pandemics, and climate change. This holistic approach highlights the pressing need for an expanded focus in the OSH field to ensure not only occupational safety but also the promotion of decent work, emphasising worker wellbeing as a central aspect.

In contrast, Macdonald and Charlesworth (2021) delve into the sphere of gender-equitable decent work, specifically within the social and community services sector. Their focus lies on addressing the challenges faced by feminised employment in this sector, characterised by low rates of unionisation, inadequate pay, and precarious working conditions. They emphasise the pivotal role of government regulation and policy reforms in rectifying gender disparities and improving working conditions. The article underlines the importance of state accountability and regulatory interventions, especially in publicly funded services, to enhance decent work and rectify gender-based inequalities.

Kreinin and Aigner (2022) offer a critical perspective on SDG 8, advocating for a paradigm shift towards "Sustainable Work and Economic Degrowth." Their proposal challenges the traditional notion of economic growth embedded within SDG 8, suggesting an alternative approach that prioritises sustainability over perpetual economic expansion. This framework calls for a reevaluation of economic growth's dependency and introduces the concept of economic degrowth, aligning with principles of strong sustainability. It introduces new sub-goals, targets, and indicators that prioritise sustainable work practices as a means to achieve the broader SDGs while addressing the limitations of traditional growth-oriented models.

Collectively, these articles underscore the multidimensionality of decent work, emphasising its intersection with occupational safety and health, gender equity, regulatory frameworks, and sustainable economic paradigms. Thus, they advocate for transformative approaches that prioritise employee wellbeing, address gender inequalities, and reassess the relationship between economic growth and sustainable development (Je et al., 2023; Segovia-Pérez et al., 2019). These insights offer valuable guidance to policymakers, researchers, and practitioners seeking to foster more inclusive, equitable, and sustainable work environments worldwide.

2.3.1. Fair workplace experiences

While definitions of fair work emphasise objective standards and policies, a growing body of research explores subjective experiences of fairness at work from the employee perspective. This research draws on the theory of organisational justice, which encompasses employees' perceptions of fairness in processes, interactions, and outcomes within the workplace (Greenberg, 1990). Essentially, employees' experiences in the workplace dwell on the degree to which people are treated with dignity, respect, and propriety in interactions with authorities and peers at work (Greenberg, 1993). As a contribution to current demands on ensuring fair workplace experiences for employees, the emerging literature on dignity at work explores the individuals' lived experiences of being treated with respect and value on the job (Hodson, 2001; Lucas, 2015). Accordingly, Bolton (2007) finds workers across industries and statuses desire conditions that allow them to gain a sense of self-worth and moral significance from their contributions. Lucas (2015) describes examples of indignities, including surveillance, meaningless tasks, and lack of voice, as contributing to the negative experiences of employees. Therefore, restoring dignity

requires addressing power structures, biases, and norms that render some workers invisible or insignificant in the workplace processes and outcomes (Burrow, 2021).

Studies have shown that relationships and trust are key considerations, along with a fair process of sharing resources, in shaping employee reactions and wellbeing (Cohen-Charash & Spector, 2001; Colquitt et al., 2013). Uncivil, disrespectful treatment from managers harms employees' health even when structural policies are equitable (Lim & Cortina, 2005; Okechukwu et al., 2014). Studies spanning decades find that perceptions of organisational justice and fairness significantly influence employee attitudes, emotions, and total experience. When employees believe they are treated fairly at work through fair processes, equitable opportunities, resources, and rewards, they tend to have a sense of belonging and soundness of mind (Alexander & Ruderman, 1987; Cohen-Charash & Spector, 2001). Equally, employees' experience of respectful interpersonal treatment from supervisors and colleagues, and transparency around decision-making gives them higher satisfaction, trust in the employer, and greater morale, which positively influence their wellbeing (Colquitt et al., 2013; McFarlin & Sweeney, 1992).

In contrast, employees' perceptions of unfairness, or inequity, result in negative feelings and reactions, including withdrawal behaviours, higher stress and anxiety, lower effort, and increased intentions to leave the company (Greenberg, 2004; Neall & Tuckey, 2014; Spell & Arnold, 2007). Experiencing workplace unfairness signals disrespect, exclusion, and lack of value, which ultimately undermines employee mental health, wellbeing, and attitudes (Capone et al., 2019; Park et al., 2019). Along these lines, Qualitative studies have provided further insights into the lived experiences and meaning of fair versus unfair work. In-depth interviews with hotel room attendants reveal demeaning treatment by guests and supervisors, unmanageable workloads, lack of autonomy, and limited opportunities for advancement or voice as salient dimensions of

unfairness (Kensbock et al., 2016). Workers emphasise desires for dignity, respect, appreciation, and participation in shaping their work lives. Unfairness manifests not just in material outcomes like low pay but in psychosocial factors, including lack of recognition and value (Stockland et al., 2023).

Researchers thus argue that cultivating fair work requires attention to both objective, structural working conditions and policies as well as subjective perceptions and experiences of fairness (Robinson et al., 2022). Fostering employee voice, respectful treatment, diversity, and open communication helps engender perceptions of fairness alongside equitable pay, job security, and other formal standards (Dundon & Rafferty, 2018; Myhill et al., 2021). Structural improvements must be accompanied by education addressing biases and norms that allow unfair practices to persist and further support cultural change (Dundon & Rafferty, 2018).

2.4. Challenges in Enforcing Standards in the Hospitality and Tourism Industry

The hospitality and tourism industry is often considered one of the fastest-growing industries within the global economy compared to other industries (ILO, 2001). It generates a multitude of employment opportunities worldwide, requiring a diverse range of skills, and facilitates quick access to a varied labour force, including women, young people, and migrant workers (Kusluyan et al., 2010). The hospitality and tourism industry employs millions of workers worldwide in hotels, restaurants, resorts, and other establishments. However, the sector has been characterised by high levels of precarious, low-paid work often lacking basic protections and rights (Baum et al., 2016).

Enforcing fair work practices in hospitality and tourism is critical but challenging. Key elements of fair work highlighted as necessary for the sector include living wages, regular and

stable hours, access to social protection, collective bargaining rights, training opportunities, and protection from discrimination/harassment (Telfer & Sharpley, 2015; ILO, 2017). Studies emphasise the challenges of poor compensation, unpredictable schedules, and high workloads and their impacts on both wellbeing and service quality (Kensbock et al., 2016). Examples of fair work practices adopted in parts of the industry include Living wage ordinances for hospitality workers in some US cities (Burns & Flaming, 2013). Enterprise bargaining agreements in Australia provide secure hours, overtime pay, and annual leave (Yaduma et al., 2015). Some hotel chains are introducing policies against sexual harassment and discrimination (Lucena et al., 2021). Trade unions negotiate improved wages, benefits, and schedules for food service workers at major airports (Royle & Towers, 2002). However, gaps remain in studies and practice, as many hospitality and tourism businesses, due to the nature of the industry, resist fair work regulations, including collective bargaining, making it challenging for effective implementation of fair work policies and practices (Baum, 2018).

2.4.1. The nature of the hospitality and tourism work

The hospitality and tourism industry is one of the largest and fastest-growing industries globally. However, work in this sector has frequently been characterised as involving poor quality jobs, difficult conditions, and vulnerability (Baum, 2007; Shapoval, 2019). Studies have drawn attention to low wages, long and erratic hours, job insecurity, lack of benefits, high workloads, and limited career development opportunities as common challenges in hospitality and tourism roles (Ladkin et al., 2023; Yaduma et al., 2015). Jobs are often part-time or temporary, with few protections. High rates of emotional labour, stress, burnout, and work-life conflict also mark the sector due to the demands of constantly serving and pleasing guests (Karatepe & Aleshinloye, 2009; Wong &

Wang, 2009). Interpersonal tensions and even harassment from customers and managers further strain workers (Poulston, 2008). The COVID-19 pandemic exacerbated existing challenges and fragility, subjecting many tourism workers to unemployment, health risks, and poverty (Aigbedo et al., 2021). Scholars critique the low pay and status afforded to hospitality work as rooted in gendered notions of service roles (Pritchard, 2018).

The hospitality industry has faced criticism over unfair labour practices and a lack of diversity. Women make up the majority of the low-wage hospitality workforce concentrated in housekeeping, laundry, and food service roles (Pritchard, 2018). Racial minorities are also overrepresented in lower-status positions compared to managerial levels, reflecting occupational segregation (Drummond et al., 2020). Wages across hospitality are frequently insufficient to meet a basic standard of living, exacerbating poverty (Wenz, 2012). Tipped work remains prevalent, subjecting employees to unstable incomes, vulnerable to customer biases (Shah et al., 2012). Extensive use of part-time and on-call scheduling results in unpredictable, fluctuating hours that hinder work-life balance (Kensbock et al., 2015). Recruitment practices often rely on social networks, word-of-mouth, and stereotyping instead of open applications, constraining diversity (Ladkin et al., 2023).

Hospitality graduates still report barriers to entering professional roles, particularly women and people of colour (Drummond et al., 2020). Access to training and promotion opportunities to higher positions is also limited for marginalised groups (Baum, 2018). While pockets of decent work exist, achieving fair, protected, and valued work across hospitality/tourism remains imperative (Kensbock et al., 2015). Although some firms have exemplary practices, persistent inequities in pay, representation, security, flexibility, and advancement reveal that substantial progress is still required to achieve truly fair work in hospitality (Albors-Garrigos et al., 2020;

Winchenbach et al., 2019). Improving job quality requires addressing ingrained norms and inequities. Also, initiatives to improve pay, recruitment, training, and work-life balance can foster greater equity and inclusion (Ali et al., 2022; Hutchings et al., 2020). The wellbeing of millions of workers worldwide depends on transforming the nature of employment in this vital sector.

In addition, juggling between activities within the home setting and work appears to be a complicated conversation. Although the hospitality and tourism industry is widely regarded as a promising engine of economic growth and job creation on a global scale, research findings on the experiences of workers in this industry portray an inconsistent portrait of the perceived job attributes, working conditions, and practices when viewed from a standpoint of fair work (Higgins-Desbiolles, 2012; Higgins-Desbiolles & Wijesinghe, 2021; Kensbock et al., 2016). Because companies are more focused on maximising profits excessively, they tend to engage in corrupt business activities by abusing their workforce (Bal, 2017). According to Baum et al. (2016), the hospitality and tourism industry frequently fails to uphold the values of decent employment and may occasionally act in ways that are contradictory to such values.

The ILO's guidelines on decent and fair employment regarding the hospitality and tourism industry look not just at the business but the socioeconomic growth of society (Scheyvens et al., 2016). These guidelines consider hospitality and tourism-specific goals that emphasise non-discriminatory workplaces, fairer salaries, a healthy work-life balance, and employee engagement, including social discourse. Particularly the focus of this exceeds the employer-employee relationship to discuss work in its social context (International Labour Office, 2017). Although decent and fair work guidelines contain various recommendations for improving working conditions and establishing rules and standards of conduct to address the industry's deficiency in employment conditions (International Labour Office, 2017); these deficiencies which include long

work hours, a lack of social protection, gender discrimination, and low remuneration are still more prevalent and having a greater impact on employees in the industry (Winchenbach et al., 2019).

2.4.2. Studies related to fair work practices in the hospitality and tourism industry

Hospitality and tourism research lacks major studies on fair work. However, some earlier studies have shed light on these facets indirectly, considering certain factors and conditions necessary for fair and decent work within the industry (e.g., Baum et al., 2016; García-Rodríguez et al., 2020; Heimerl et al., 2020; Manoharan & Singal, 2017; Stockland et al., 2023; Tracey et al., 2023; Wang & Cheung, 2023). Scholars argue that continued organising, activism, and policy changes are needed to make fair work a reality for the sector's vulnerable workforce (Simms et al., 2018). This is for the reason that the hospitality industry stands as a vibrant nexus for understanding employee satisfaction, diversity management, and the evolving concept of fair and decent employment that seeks to enhance the satisfaction and wellbeing of employees.

Although García-Rodríguez et al. (2020) study delves into the intricate relationship between diversity management, job satisfaction, and organisational commitment among hospitality employees, the study considered the perspectives regarding diversity management that result in and influence employees' perception of equality and fair conditions at the workplace. It is argued that when employees perceive there is fairness and equity in their organisation, they tend to be satisfied with their jobs (Nadiri & Tanova, 2010). In line, findings spotlight the positive correlation between employees' perceptions of diversity and inclusion in their companies and their job satisfaction, including their level of organisational commitment (Ghaderi et al., 2023). Literature states that, for example, considering and managing diverse age, gender, and gender groups, including race, are varying diversity management strategies that can influence employees'

sense of belonging and satisfaction with their organisations (García-Rodríguez et al., 2020). This emphasises the need for tailored diversity approaches in hotel human resource policies to foster the perception of fairness, equity, diversity, inclusion, and job satisfaction of diverse employee demographics (García-Rodríguez et al., 2020; Russen & Dawson, 2024).

Complementing this, Heimerl et al. (2020) research in the Alpine hospitality region identifies specific factors significantly impacting job satisfaction. Although elements like remuneration and working atmosphere wielded lesser influence on employee satisfaction, there was the criticality of interpersonal relationships, career development prospects, and procedural adherence in enhancing job satisfaction among hospitality staff. Thus, guiding practitioners to focus on these pivotal areas for cultivating a satisfied workforce (Heimerl et al., 2020). Furthermore, based on a systematic review by Wang and Cheung (2023) a comprehensive perspective evolution of decent work in tourism and hospitality was indicated delineating six thematic clusters and charting the conceptual evolution of decent work across three stages. Hence, it offers nuanced insights into the multifaceted aspects of decent work, encompassing labour rights, gender equality, job quality, and marginalised groups in the hospitality and tourism industry.

Crucially, the review highlights the necessity for interdisciplinary research. In addition, other research advocates for governmental and better policies that promote fair income, stable employment, and work-life balance, crucial for realising decent work in the hospitality and tourism industry (Winchenbach et al., 2019). Together, these studies paint a comprehensive picture of the hospitality and tourism industry dynamics underlining the significance of fair, just, and diverse management policies and strategies. And play a critical role in enhancing interpersonal relationships and growth opportunities that foster job satisfaction, and the evolving nature of decent work in the hospitality and tourism industry (García-Rodríguez et al., 2020; Wang &

Cheung, 2023; Winchenbach et al., 2019). Their collective insights advocate for holistic approaches, emphasising the need for tailored diversity policies, focused attention on key satisfaction drivers, and inclusive policies supported by governmental measures to cultivate an equitable and fair work environment within the hospitality industry (Bakotić & Bulog, 2021; Shen et al., 2009).

A qualitative study conducted in Scotland's hospitality industry on hospitality employees' conceptions regarding fair work highlighted diverse themes under both fair and unfair conceptions, indicating various influences on their wellbeing and quality of life in general (Stockland et al., 2023). The study identified issues related to fair and unfair work regarding pay and benefits, relationships and trust, employment conditions, and long working hours, along with the adverse impacts on their family life, health, overall wellbeing, and quality of life (Stockland et al., 2023). Similarly, Campbell et al.'s (2016) study indicated how inhospitable the food service work environment could be, focusing on the issues of remuneration and other conditions of service for international student workers in the food service workplace. In Abdou et al.'s (2022) work, family conflict is identified as a negative workplace factor that influences employees' decisions to leave their jobs. This is regarded as an issue of unfair working conditions arising from factors such as long working hours and inflexible schedules, predominantly identified in the hospitality and tourism industry (Abdou et al., 2022).

According to the findings of exploratory research conducted on hotel employees and their perspectives in Hong Kong, statutory minimum wage policies were found to have a reasonable impact on their happiness and compensation satisfaction, although not entirely (Su et al., 2014). A study on tipping revealed many positive correlations between tipping, tip size, and consistency (Dewald, 2003). The literature review indicates that there are few direct studies on fair work in the

hospitality and tourism industry. Essentially, Baum et al.'s (2016) comprehensive evaluation and prospective analysis of studies on the hospitality and tourism workforce contend that insufficient attention has been given to the welfare of this workforce, despite its significance. Therefore, studies based on narratives focused on workforce representations could lead to the creation of better arrangements for hospitality and tourism employees.

2.4.3. Employment dynamics and structural characteristics of Ghana's hospitality and tourism industry

Ghana's hospitality and tourism industry is characterised by a rich array of offerings, including natural attractions, historical heritage sites, cultural festivals, and lively urban entertainment. A notable feature of this diversity is the presence of UNESCO World Heritage Sites associated with the transatlantic slave trade, which draw cultural tourists, particularly from the African diaspora. The appeal of Ghana's tourism is significantly enhanced by its colourful cultural festivals, traditional music, dance, clothing, and artefacts, making this sector an essential component of the nation's economy (Ampofo, 2020; Geoffrey-Deladem et al., 2021). This industry primarily offers small-scale employment opportunities in areas such as hotels, travel and tours, restaurants, bars, and handicrafts, alongside other tourism-related businesses (Nartey, 2025). It operates under national labour laws that set standards for working hours, rest periods, and fair treatment (Siaw et al., 2018).

Despite the vital role of the hospitality and tourism industry in Ghana's economy, it encounters persistent challenges concerning working conditions. Many of these businesses, often small and family-run, operate with minimal formal oversight, as owners frequently balance multiple responsibilities and decision-making roles (Nartey, 2025). Consequently, the enforcement

of labour standards tends to be inconsistent, resulting in significant issues such as inadequate recognition and rewards for employees, and the exploitation of vulnerable groups, including women and youth (Avolio et al., 2020; Chan & Ao, 2019; Kyei-Frimpong et al., 2024). The industry struggles with low wages, informal job arrangements, and instances of child labour, which often contravene the country's labour laws (Elshaer & Marzouk, 2019; Hammond & Dowuona-Hammond, 2025).

According to Sun et al. (2022), Ghana shows high participation rates among women and youth in the hospitality and tourism industry, with female employment in this industry exceeding the average for the economy as a whole by at least 10%. This highlights the significant contribution of women in supporting hospitality and tourism enterprises. However, research indicates that gender pay inequality is prevalent, with women earning approximately 23% less than their male counterparts in the same industry, and 11% less than women in non-tourism roles (Kyei-Frimpong et al., 2024; Moilwa, 2025; Sun et al., 2022). Consequently, in Ghana, men in hospitality and tourism earn 69% more than women, positioning the country among those with notable gender pay gaps.

Although the country's labour laws ensure safe and healthy working conditions and advocate for equal pay for equal work, access to information regarding workers' rights remains limited (Owusu-Afriyie, 2025; Siaw et al., 2018). Employees in this industry encounter health risks due to inadequate working conditions, which contribute to high turnover rates (Kyei-Frimpong et al., 2024; Amissah, 2014; Asimah, 2018). Consequently, workers in this industry often experience financial difficulties, with many positioned at the lower end of the salary scale. While hospitality and tourism jobs generally offer wages that are, on average, 7% higher than those in the broader

economy, these figures still reflect persistently low pay levels compared to non-tourism occupations (Siaw et al., 2018; Sun et al., 2022).

Workers in the hospitality and tourism industry face long hours, traffic congestion, and inadequate compensation, often lacking access to social security benefits, which heightens their economic vulnerability (Hervie et al., 2020). Many are excluded from formal social security systems, leaving them without essential protections. This lack of support can be attributed to factors such as disparities in hourly earnings, total work hours, and employment status (full-time versus part-time) (Siaw et al., 2018; Sun et al., 2022). Increasingly, hospitality and tourism businesses hire casual workers who are paid based on productivity, pressuring them to work extended hours (Preko & Anyigba, 2024; Seniwoliba et al., 2025). These arrangements exacerbate their vulnerability, particularly when they are required to use unsuitable tools and chemicals (Amissah, 2014; Annan et al., 2015; Siaw et al., 2018). Giousmpasoglou (2024) notes that the prevalence of unauthorised employment practices, especially within informal sectors of hospitality and tourism, undermines workers' rights and compromises their overall wellbeing.

Although hospitality and tourism associations play a vital role in advocating for industry interests and educating businesses about regulations, there remains a significant gap in employee representation and advocacy for workers' rights (Preko & Anyigba, 2024; Owusu-Afriyie, 2025). The absence of union representation among these workers perpetuates their experience of substandard working conditions, and they often hesitate to report abuses for fear of job loss, complicating the documentation of necessary corrective measures (Afful-Broni & Ahseh, 2014; Owusu-Afriyie, 2025).

In essence, research has identified child labour as a significant socio-economic concern, particularly within the hospitality and tourism industry, where it contravenes labour laws in Ghana.

According to Hammond and Dowuona-Hammond (2025), a considerable number of children in Ghana are engaged in child labour, especially within the transportation, hospitality, and food sectors, which encompasses approximately 14.5% of this demographic. While most of these children work less than 40 hours per week, about 5.6% exceed this limit, earning between 8 to 220 cedis, approximately, US\$0.62 to US\$16.94 monthly. Ghana's labour laws define individuals under 18 years who work over 40 hours a week as child labourers, indicating a minimum of 8 hours daily. This underscores the legal violations highlighted by Frimpong et al. (2021).

2.5. The Organisational Justice Theory

Organisational justice theory examines perceptions of fairness within workplaces and organisations (Greenberg, 1987). The theory originated in equity theory research on social exchange, which found that individuals assess their interactions and relationships in terms of the proportionality of inputs to outcomes (Adams, 1965). Organisational justice theory extends this focus on the perceived fairness of exchange to organisational settings (Cropanzano et al., 2007). It proposes that employees develop overall perceptions of justice or injustice based on assessments of fairness in their organisation. Research indicates that the way individuals perceive organisational justice is influenced by a range of rules and conventions about the principles of decision-making (procedural justice component) and treatment practices (interpersonal justice component) that are generally regarded as fair or unfair (Cropanzano et al., 2001; Elovainio et al., 2013; Greenberg, 1987).

Specifically, distributive justice refers to the perceived fairness of outcomes and resources distributed or allocated within the organisation, such as pay, workloads, job assignments, and promotions (Deutsch, 1975; Leventhal, 1976). Individual employees evaluate or judge whether

outcome distributions adhere to norms or principles of equity, equality, or need (Adams, 1965; Deutsch, 1975). Procedural justice as well is the perceived fairness of the processes and procedures used to determine those outcome distributions (Leventhal, 1980; Thibaut & Walker, 1975). Assessing procedural justice involves criteria such as consistency in the application of procedures, absence of bias, the accuracy of information used in decision-making, the ability to correct flawed or inaccurate decisions, and the extent to which affected parties can voice their perspectives (Colquitt, 2001). Moreover, interpersonal justice as a key component reflects how employees are treated interpersonally by authorities when procedures are enacted. Treating people with sensitivity, dignity, and respect enhances perceived interactional justice, while rudeness or insensitivity harms it (Bies & Moag, 1986; Gibson et al., 2023).

Research revealed that both distributive and procedural justice make unique contributions to overall justice perceptions and must be examined together (Le et al., 2021; Lind & Tyler, 1988; McFarlin & Sweeney, 1992). Employees may perceive outcome fairness and process fairness differently, with both shaping their hopes, trusts, attitudes, and behaviours. Subsequently, studies have confirmed the importance of interactional justice, indicating that interactional justice similarly influences employee self-esteem and satisfaction along with distributive and procedural justice (Fitriani et al, 2025; Greenberg, 1993; Colquitt et al., 2001; Minibas-Poussard et al., 2017). Also, other studies confirm organisational justice perceptions substantially influence the state of mind, work attitudes, and behaviours, including job satisfaction, fulfilment, commitment, turnover, citizenship behaviours, and performance (Aeknarajindawat & Jermisittiparsert, 2020; Colquitt et al., 2001; Cohen-Charash & Spector, 2001; Yorulmaz et al., 2021).

Injustice in organisations undermines employee wellbeing and effectiveness. Therefore, the organisational justice theory provides a framework for examining employee experiences of

fairness at work by delineating multiple dimensions of organisational justice (Greenberg, 1993). It posits that perceived injustice in any of these areas will lead to negative mindsets, feelings, and behaviours, while justice perceptions promote a healthy mind, vigour, and accomplishment (Colquitt et al., 2013). Thus, enhancing perceived justice remains crucial for positive employee relations and wellbeing. An extensive body of research supports the multidimensional model and consequences of organisational justice proposed by the theory (Rupp et al., 2017). Hence, the three components in examining the perception of fairness include:

2.5.1. Distributive justice

Distributive justice refers to the equitable distribution of benefits that employees receive, such as opportunities for advancement and compensation (Oubrich et al., 2021). This concept embodies the fairness associated with the allocation of resources and the outcomes derived from organisational decisions (Akram et al., 2020; Ambrose & Schminke, 2009; Colquitt et al., 2001). Distributive justice is underpinned by principles such as equality, equity, and need, emphasising the anticipation of compensation that employees are entitled to based on their contributions (Colquitt & Greenberg, 2003).

According to Hermanto & Srimulyani (2022), organisational decision-making is ideally conducted with the best interests of employees in mind. Consequently, employees should be made aware of the positive outcomes their efforts yield for the organisation, alongside receiving awards that are equitably distributed based on performance. Distributive justice also aims to facilitate comparisons of benefits and values across different organisations and sectors, including a consideration of the benefits received by diverse employee groups. The impact of organisational responses on employees can vary significantly, resulting in either favourable or unfavourable outcomes (Van Dijke et al., 2019). Essentially, employee satisfaction is closely linked to

management effectiveness. A lack of satisfaction among employees may indicate potential deficiencies in management practices (Suliman, 2007; Shah et al., 2017).

2.5.2. Procedural justice

Procedural justice refers to the methodologies and steps involved in the resource allocation process (Folger & Cropanzano, 1998). This concept is reinforced when organisations actively consider employee input during decision-making processes, and when such processes are carried out with accuracy, reliability, equitable representation, the ability for correction, and adherence to ethical standards (Colquitt et al., 2001; Huang & Huang, 2016). Procedural justice encompasses the mechanisms organisations utilise to distribute incentives among employees, including policies governing wage payments and additional benefits. In essence, every employee must have an opportunity to participate in outcomes, as this is a fundamental aspect of procedural justice. It is both reasonable and justifiable that organisations evaluate how their practices impact the extent of benefits received by employees (Greenberg, 1990; Schuh et al., 2019).

Moreover, employees perceive an organisation's procedures as justifiable when they are devoid of favouritism, demonstrate value in decision-making, adhere to ethical standards, and are implemented consistently and universally (Nagtegaal, 2021; Stecher & Rosse, 2005). Consequently, it is essential for organisational procedures to maintain consistency to ensure that decisions are perceived as fair across a variety of contexts (Newman et al., 2020; Qiu & Dooley, 2022).

2.5.3. Interpersonal justice

Interpersonal justice plays a significant role in forecasting moral conduct within the workplace. It pertains to how employees perceive the level of respect and dignity extended to them by individuals in positions of authority (Colquitt, 2001; Gibson et al., 2023; Rahaman et al., 2022).

The extent to which employees experience equitable treatment at work directly influences their perception of interactional justice (Noble et al., 2021). In essence, interpersonal justice encompasses the expectation that superiors treat employees with dignity and respect (Rahaman et al., 2022). This concept emphasises the importance of civility in interpersonal interactions, particularly regarding how the reasons behind specific incidents are communicated within the organisation.

Research indicates that interpersonal justice is often regarded as a product of perspectives shaped by orderly and competent behaviour of employees (Reb et al., 2019; Scott et al., 2007). Such perceptions may include aspects such as availability, competency, dependability, discretion, fairness, integrity, commitment, transparency, promise fulfilment, acceptance, and overall trust. Therefore, interpersonal justice can be defined as the degree to which an individual feels valued enough to foster and maintain social connections within the organisation to effectively perform specific duties and tasks (Holtz & Harold, 2013). As noted by Brown & Treviño (2006), trustworthiness and reliability are fundamental qualities that employees should expect from both their colleagues and management regarding their competency and dependability in achieving organisational objectives.

2.5.4. Integrating organisational justice theory with fair work conditions

The concept of fair work emphasises not just equitable structures and policies but also subjective experiences of justice, respect, and dignity. As such, organisational justice theory provides a relevant framework for examining and promoting fair work in the hospitality and tourism sector (Baum et al., 2016). Organisational justice encompasses employee perceptions of fairness in processes, interactions, and outcomes at work (Greenberg, 1990; Huong et al., 2016). Research

shows perceptions of distributive, procedural, and interactional justice influence job satisfaction, commitment, stress, turnover, and performance outcomes associated with fair/unfair work experiences (Colquitt et al., 2013; Leineweber et al., 2017; Spell & Arnold, 2007; Unterhitzberger & Lawrence, 2025). In hospitality, distributive injustice is salient given high rates of low pay and wage theft, particularly among back-of-house roles (Shah et al., 2012). Procedural fairness deficits also manifest in limited voice, inconsistent application of policies, and inadequate grievance processes (Kensbock et al., 2015). Disrespectful treatment from guests and managers reflects interactional injustice (Kensbock et al., 2015).

Organisational justice theory principles can guide fair work initiatives in hospitality/tourism to improve perceptions across dimensions. Ensuring living wages and monitoring pay policies enhances distributive justice (Damiano-Teixeira, 2006; Mishchuk et al., 2019; Pinto & Scalzo, 2024). Clear, consistent procedures and soliciting employee input foster procedural fairness (Kim et al., 2019). Dignity training and codes of conduct counter interactional injustice from uncivil behaviours (Gibson et al., 2023; Okechukwu et al., 2014). Organisational justice theory and frameworks combined with the concept of fair work experience spotlights the importance of fostering positive, equitable psychological climates alongside structural reforms (Le et al., 2021; Singha, 2024).

2.6. Conceptualisation of Employee Fair Work Conditions in Hospitality and Tourism (FWCHT)

The concept of employees' fair work conditions is operationalised by directly capturing workers' perceptions and evaluations of fairness at their jobs and organisations (Hassan, 2013; Neall &

Tuckey, 2014). FWCHT is conceptualised as a multidimensional construct underpinned by distributive, procedural, and interpersonal justice theory (Greenberg, 1993).

Within the workplace setting and employees' experiences, fair work conditions have been conceptualised subjectively by some studies as the set of principles and standards that ensure employees are treated ethically and equitably in the workplace (Stockland et al., 2023). This includes factors such as fair wages, reasonable working hours, safe working conditions, opportunities for advancement, and respect for employee rights. While there appears to be no clear objective conceptualisation, some studies have tried operationalising fair work using a wellbeing scale (Robinson et al., 2022). Moreover, most organisational studies have conceptualised general workplace fairness and equity, emphasising mostly components of organisational justice (Farid et al., 2023).

Along these lines, distributive fairness reflects the perceived fairness of employment outcomes like pay, workload, job security, and benefits (Cropanzano et al., 2007). Employees evaluate outcomes against equity norms and personal contributions. Procedural fairness involves fairness perceptions of policies regulating hiring, promotion, discipline, etc. Criteria include consistency, bias suppression, accuracy, correctability, representation, and ethicality (Colquitt, 2001). Interpersonal fairness concerns respect, propriety, and dignity displayed in interpersonal interactions by authorities (Bies, 2005; Gibson et al., 2023; Rahaman et al., 2022). Being treated politely versus rudely shapes interpersonal justice perceptions. Informational FWCHT focus on explanations provided about procedures and distributions. Candid, reasonable, and timely communication enhances informational fairness (Greenberg, 1993).

Together, these justice dimensions reinforce a conceptual framework for assessing employees' holistic perceptions of fair conditions at work. Research shows employees' fair work

conditions predict key attitudes and behaviours, including job satisfaction, commitment, stress, turnover intentions, and performance (Colquitt et al., 2013; Spell & Arnold, 2007). Research has examined the underlying factor structure and dimensionality of employee fairness in the workplace construct, but there are inconsistencies. While some initial studies conceptualised and supported the four distinct justice dimensions or factors (Colquitt, 2001), others propose fewer, such as procedural and interactional justice (Blader & Tyler, 2003). Hence, this has led to a debate regarding whether these reflect separate factors empirically.

Several studies support a multi-factor structure corresponding to the original organisational justice dimensions (Colquitt, 2001; Hassan, 2013). However, others propose fewer factors, such as a two-factor model separating procedural from interactional justice (Blader & Tyler, 2003). Findings suggest distributive and procedural justice often load onto one factor representing process fairness (Donovan et al., 1998). There are also competing findings and views on whether informational justice represents a distinct dimension (Ambrose & Schminke, 2009). Explanations and social accounts have been empirically integrated into procedural and interpersonal justice in some research (Greenberg, 1993). Yet others argue that information forms its factor (Colquitt, 2001).

In the context of the justice dimension and the fair work standards that require employers to provide improved working conditions for their employees, it is essential to consider the multidimensional nature of fair work conditions. This approach allows for a comprehensive examination of employees' experiences with fair working conditions in the hospitality and tourism industry.

2.6.1. Dimensionality of employee fair work conditions in hospitality and tourism (FWCHT)

Researchers studying hospitality and tourism have conceptualised and identified a few variables that influence fair work experiences for employees from various angles and settings. The employment of qualitative methods in conjunction with quantitative methods based on different operationalisations of wellbeing has been distinctive in these investigations. The employee fair work experience study by Stockland et al. (2023) has become more useful from a qualitative standpoint. The study investigated hotel employees' experiences with fair work and found concerns with relationships and trust, employment and financial stability, training and advancement, rest periods, harassment, respect, and other aspects of fair work. Fair management, harassment, and bullying outcomes, including fair compensation, were found in several quantitative studies that used wellbeing scores (e.g., Robinson et al., 2022).

Furthermore, while not comprehensively examined, other research on the fair work circumstances of hospitality employees has concentrated on issues related to commitment, workplace relationships, turnover, equity, and fairness (e.g., García-Rodríguez et al., 2020; Heimerl et al., 2020; Vassou et al., 2017). Fair compensation and career progression opportunities were shown to be characteristics of perceived fairness impacting hotel managers' commitment to work, and the turnover intentions of hotel employees (Walsh & Taylor, 2007). Similarly, Vassou et al. (2017) discovered that employees' affective engagement is increased when they receive fair treatment, respect, and opportunities to form multicultural relationships at work.

In the past few decades, it has been increasingly important to create favourable working conditions for those in the hospitality and tourism industry (Mooney & Baum, 2019). An increase in the federal minimum wage benefits workers' motivation and productivity in the hospitality and

tourism industry (Kim & Jang, 2019). Thus, Kim & Jang (2019) suggested that a higher minimum wage may have an impact on workers' perceptions of workplace fairness. A safe work environment, equitable compensation, employee empowerment, and effective training are all linked to a high degree of employee satisfaction and quality of life outcomes in the hotel and tourism industry (Lee et al., 2015). Similar to this, just and equitable work includes elements like fair and just employment, collective actions, stakeholder solidarity, and good working conditions and experiences. These elements can lead to the achievement of key SDG goals like equality, decent work, and secure livelihoods (Wilson & Dashper, 2023).

Various jurisdictions have conducted studies on fairness and equity regarding occupational health (Siqueira et al., 2014), job satisfaction, abusive supervision, fair trade (Besky, 2014), unpaid wages (Farbenblum & Berg, 2018), and unlawful underpayment of employees (Berg, 2020). While Xie (2017) raised concerns regarding the protection of fair work through fair labour procedures, such as collective bargaining and the availability of employee protection policies and regulations, Pocock (2006) found elements that correspond with care and fair conditions for employees in their jobs. These studies highlight some attributes of fair work without broadly defining and analysing all of the various components that contribute to ensuring employees' fair work conditions (FWCHT) in their entirety.

The FWCHT construct enables measuring individual employees' fair work experiences and perceptions, which are critical alongside objective indicators. Variations in methodology and context-specific experiences contribute to the disparities in understanding FWCHT dimensionality. However, the value of conceptually delineating the FWCHT dimensions is widely acknowledged, even if fewer empirical factors emerge (Jones & Skarlicki, 2013). FWCHT multidimensionality underscores assessing different fairness and wellbeing perceptions

holistically. Thus, it involves considering various aspects such as economic, social, and legal factors that contribute to creating a fair and equitable work environment for all individuals. By addressing these dimensions comprehensively, organisations can promote a culture of fairness and equality in the workplace.

Along these lines, six FWCHT dimensions unearthed overlap conceptually and are important over traditional organisational justice and other identified wellbeing dimensions in that measured items are adapted across studies assessing different combinations of justice, equity, social, economic, legal, and wellbeing elements (Ambrose & Schminke, 2009; Cachat-Rosset et al., 2019; Huong et al., 2016). Thus, the broadness of these dimensions can help researchers and organisations to collectively delve deeper into areas of workplace conditions such as work-life balance, safety and health considerations, respect and dignity in the workplace, equal opportunities for advancement, and employee rights and legalities.

While debates continue, an emergent consensus acknowledges the value in conceptually distinguishing FWCHT dimensions, but that fewer latent factors tend to emerge statistically (Beugré, 2010; Jones & Skarlicki, 2013). Ultimately, the FWCHT's multidimensionality reinforces the need for a holistic approach attentive to different employee perceptions. These dimensions are crucial in ensuring a holistic understanding of fair work conditions and can provide valuable insights for organisations looking to improve employee satisfaction, engagement, mental wellness, and wellbeing.

2.7. Understanding Short-term/Work-related Psychological Consequences (Mental Health)

Mental health plays an essential role in a person's overall health and wellbeing. According to the World Health Organisation, mental health is defined as “a state of wellbeing in which individuals

recognise their abilities, can manage the normal stresses of life, can work productively, and contribute to their community” (WHO, 2018). It includes the emotional, psychological, and social aspects of wellbeing. It affects how people think, feel, and act. Mental health outcomes refer to measures of a person's mental health status, such as common mental disorders and conditions like depression, anxiety, phobias, OCD, and PTSD that cause emotional distress and interfere with functioning. Global prevalence is estimated at around 1 in 7 people (Ritchie & Roser, 2018). It can also refer to subjective wellbeing, where an individual's cognitive and affective evaluation of their life includes satisfaction, positive emotions, and a sense of purpose (Ryan & Deci, 2001). It also encompasses psychological distress where one has experienced anxiety, depression, anger, and stress (Drapeau et al., 2012).

These conditions are usually measured by scales like the Kessler Psychological Distress Scale (K-10). Another key condition is burnout; a syndrome of emotional exhaustion, cynicism, and reduced professional efficacy resulting from chronic workplace stress (Maslach et al., 2001). Mental health outcomes are typically assessed through structured clinical interviews, questionnaires, and psychological scales. Both clinical diagnoses and subjective perceptions of wellbeing or distress are important. Mental health is shaped by multiple biological, psychological, social, and environmental risk and protective factors. Workplace conditions like job stress, safety, support, and fairness significantly influence mental health outcomes (Stratton et al., 2017). Promoting fair work and positive, inclusive organisational policy processes, information, and interactions is vital for achieving good employee mental health globally (Elovainio, 2013).

2.7.1. General mental health problems

Mental health disorders encompass a broad range of conditions that affect cognition, emotion, and behaviour. According to the Diagnostic and Statistical Manual of Mental Disorders (DSM-5), major categories of mental illness include anxiety disorders, which include conditions involving excessive fear or anxiety, such as generalised anxiety disorder, phobias, panic disorder, OCD, and PTSD. Globally, around 4% of people suffer from an anxiety disorder (Baxter et al., 2013). Mood disorders refer to disorders marked by disturbances in mood and emotion regulation. Major examples are major depressive disorder and bipolar disorder. The 12-month prevalence of depressive disorders is estimated at 4.7% worldwide (WHO, 2017). Psychosis, hallucinations, delusions, disorganised thinking and behaviour characterise schizophrenia spectrum disorders like schizophrenia. Schizophrenia affects about 1 in 300 people (McGrath et al., 2008). Trauma/stressor-related disorders are disorders triggered by traumatic or stressful events, including PTSD and acute stress disorder. Lifetime PTSD prevalence is around 3.9% (Koenen et al., 2017).

Substance use disorders are disorders associated with the use of drugs, alcohol, nicotine, and other substances, such as alcoholism. Globally, around 5% of adults have an alcohol use disorder (WHO, 2018). Effective treatments include medications, psychotherapy, and psychosocial support. While specific disorders have distinct symptoms, they often share underlying risk factors like genetics, adverse experiences, and socioeconomic disadvantage. Hence, promoting population mental health requires comprehensive public health strategies.

2.7.2. Anxiety

Anxiety disorders are the most common class of mental disorders, affecting over 280 million people worldwide (WHO, 2017). These disorders are marked by overwhelming and ongoing fear, worry, and associated behavioural issues. The primary categories of anxiety disorders consist of generalised anxiety disorder, social anxiety, panic disorder, phobias, obsessive-compulsive disorder (OCD), and post-traumatic stress disorder (PTSD). While symptoms vary, all involve irrational anxiety and fear reactions disproportionate to threats (Bourne, 2015). Anxiety disorders develop through a combination of genetic, neurological, environmental and psychological factors. Risk factors for anxiety disorders include childhood adversity, trauma, chronic stress, and substance abuse. Anxiety may alter brain structure and function, regulating emotions, threat response, and stress reactivity (Oathes et al., 2015). If left untreated, anxiety disorders tend to be chronic and cause significant distress and functional impairment affecting work, relationships, and overall wellbeing.

Effective evidence-based treatments include cognitive-behavioural therapy, anti-anxiety medications, mindfulness-based approaches, and exercise (Bandelow et al., 2015). Given anxiety's early onset and impacts on health and productivity, improving prevention and access to mental healthcare is a global public health priority (Baxter et al., 2013). Workplaces can help mitigate anxiety risks by fostering safe, supportive environments and promoting mental health awareness.

2.7.3. Burnout

Burnout is characterised as a psychological syndrome that results from extended exposure to stress in the workplace (Maslach et al., 2001). Its main characteristics include deep exhaustion, feelings of cynicism and detachment from work, and a sense of hopelessness and lack of accomplishment

(Maslach & Jackson, 1981). Burnout emerges in contexts of prolonged job strain and dissatisfaction. Contributing factors include work overload, role conflict, lack of autonomy, insufficient reward, unfair treatment, work-life imbalance, and unsupportive work environments (Hsieh, 2014; Lee et al., 2019). Researchers commonly use the Maslach Burnout Inventory to assess burnout across the three dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment. Higher scores signify greater burnout severity (Maslach et al., 1997). Outcomes of burnout include poorer mental and physical health, decreased work performance, absenteeism, job turnover, and reduced patient care quality for those in care professions (Salvagioni et al., 2017). Strategies to prevent and treat burnout focus on minimising occupational stressors and promoting healthy work environments, self-care practices, mindfulness, and social support (O'Connor et al., 2018). The COVID-19 pandemic intensified burnout, highlighting the urgent need for workplace interventions (Yslado Méndez et al., 2023).

2.7.4. The connections between organisational justice theory and short-term/work-related psychological consequences.

This study, as underpinned by organisational justice, dwells on components of social capital that are present in the workplace, including trust and social belonging (Erdoğan et al., 2022; Oksanen et al., 2008; Tjahjono et al., 2019). Studies have indicated that individuals who feel they have been subjected to unjust treatment at work undergo significant discomfort, which may lead to withdrawal behaviours like absenteeism (Barclay & Kiefer, 2019; De Boer et al., 2002; Elovainio et al., 2002; Mishra, 2022; Schunck et al., 2015; Taris et al., 2002). Similarly, low organisational justice perceptions have been linked to a higher risk of psychological distress, symptoms of depression (Cachon-Alonso & Elovainio, 2022; Sun et al., 2023; Ylipaavalniemi et al., 2005),

general mental health (Barclay & Kiefer, 2019; Elovainio et al., 2003; Ferrie et al., 2006; Hayashi et al., 2011; Kivimaki et al., 2003; Sun et al., 2023), as well as unspecified sick leave absenteeism (Elovainio et al., 2013; Head et al., 2006; Leineweber et al., 2017; Ybema & van den Bos, 2010).

Although not all injustices serve as stressors by default, Greenberg (2004) contends that injustices can cause stress. Within the mainstream definition, stressors are outside factors that impose physical or psychological demands on a person (McGrath, 1982; Monroe & Slavich, 2016; Ovsianikova et al., 2024; Selye, 1976). In that manner, distributive injustice is considered a type of organisational justice that acts as a stressor to the employee based on a theoretical approach to the relationship between injustice and stress (Greenberg, 1987; Murtaza et al., 2023; Netterstrøm et al., 2008; Syed et al., 2021). Alternatively, distributive injustice is viewed as a requirement that interferes with an individual and motivates them to find ways to cope (Barclay & Kiefer, 2019; Taris et al., 2001). A mismatch between investments and results has been linked to significant distress and burnout (Moliner et al., 2005, 2008; Schaufeli et al., 1996; Shanafelt et al., 2017; Sifaki-Pistolla et al., 2018). As such, there is evidence to support the claim that distributive unfairness can serve as a demand or stressor (Colquitt, 2001; Murtaza et al., 2023).

Greenberg's theoretical framework about the relationship between stress and injustice states that each of the three types of organisational justice has a unique impact on the stress response. According to Greenberg (2004), distributive justice functions as an event that starts a cognitive appraisal process in which individuals evaluate the event's psychological effects. Stress responses are more intense, and perceived distributive injustice is intensified if it is thought to be the outcome of unjust methods (Ferrie et al., 2006; Syed et al., 2021). Consequently, when procedural justice is absent, it might exacerbate distress, but when it is present, it can lessen it (Cloutier et al., 2018; Hayashi et al., 2011).

Moreover, employees are likely to seek guidance from individuals who offer the clearest insights into the organisation's practices, such as their direct supervisors, in their quest for information to accomplish tasks effectively. Consequently, the perception of distributive unfairness diminishes, and stress reactions are indirectly reduced by the adequacy of explanations given and the quality of interpersonal treatment received during the decision-making process (Chênevert et al., 2013; Vermunt & Steensma, 2016). Hence, when interactional justice is present, it can alleviate employee distress; however, its absence can heighten it (Colquitt, 2001; Leineweber et al., 2017).

2.8. Dynamics of Long-term/Life-related Psychological Consequences (Wellbeing)

Wellbeing is a complex, multidimensional phenomenon encompassing how people think, feel, and function across diverse life domains. Prominent perspectives include hedonic and eudaimonic models. Hedonic wellbeing focuses on happiness through experiencing positive affect, life satisfaction, and an absence of negative moods (Ryan & Deci, 2001). In contrast, eudaimonic wellbeing involves achieving meaning, self-realisation, and psychological flourishing (Ryff, 1989). Key components of wellbeing highlighted in various models include:

Positive emotions and affect like joy, contentment, and cheerfulness (Diener, 1984; Watson et al., 1988). Life satisfaction is the cognitive appraisal of one's quality of life (Pavot & Diener, 2008). Sense of purpose and meaning in activities or over the life course (Steger, 2009). Engagement, interest, and flow in activities (Csikszentmihalyi, 1990). Self-esteem, mastery, autonomy, personal growth, and positive relationships (Ryan & Deci, 2001; Ryff & Keyes, 1995). Personality, social ties, economic resources, physical health, occupations, and cultural factors shape wellbeing. It can fluctuate across the lifespan and in response to changing circumstances

(Diener et al., 2006). Enhancing wellbeing requires addressing cognitive biases, fostering coping skills, promoting supportive conditions across life domains, and enabling purposeful, rewarding activities (Lyubomirsky et al., 2005). Workplace interventions to cultivate employee wellbeing are increasingly adopted.

2.8.1. Psychological wellbeing

Psychological wellbeing is a crucial component of overall health and quality of life, characterised by positive functioning and affect. The concept encompasses both emotional/subjective dimensions and psychological/eudaimonic dimensions (Ryan & Deci, 2001). Thus, it encompasses emotional, mental, and cognitive dimensions that enable individuals to function effectively and find enjoyment in life (Heintzelman, 2018; Ryff, 2018). According to literature there are diverse positive and negative indicators of psychological wellbeing.

The positive aspects of psychological wellbeing, as emphasised in various theories and models, include positive affect, which refers to experiencing pleasant emotions such as joy, interest, and contentment (Martela & Sheldon, 2019; Watson et al., 1988); self-acceptance, in which individuals maintain a positive self-regard (Murphy et al., 2020; Ryff, 1989); the sense of purpose, which involves the perception that one's life is meaningful (Steger, 2009); and mastery which relates to the belief in one's ability to achieve desired outcomes (Ryff & Keyes, 1995). In addition to these is autonomy, a key concept in this context, reflecting the feeling of being in control of one's behaviour and goals (De-Juanas et al., 2020; Ryan & Deci, 2001); and finally, the ongoing pursuit of personal growth, which represents an essential facet of psychological wellbeing, as individuals recognise their development over time (Ryff, 2018).

Conversely, the negative indicators of psychological wellbeing include negative affect, which involves the experience of distressing mood states like fear, guilt, and anger (Houben et al, 2015; Watson et al., 1988). These indicators also include hopelessness, which refers to having pessimistic expectations about one's future (Beck et al., 1974; Öztekin, 2025); perceived stress, which entails the feeling of being overwhelmed or unable to cope (Cohen et al., 1983).

Studies have increasingly recognised psychological wellbeing as a key determinant of health outcomes, social functioning, and life satisfaction (e.g., Diener et al., 2018). The positive psychology movement highlights the importance of positive emotions and personal strengths in enhancing psychological wellbeing (Moskowitz et al., 2019; Seligman & Csikszentmihalyi, 2000). Key dimensions of psychological wellbeing, as proposed in the literature, include emotional wellbeing, associated with happiness and satisfaction (Martela & Sheldon, 2019); psychological resilience, which fosters mental health through adaptability; a sense of purpose that correlates with life satisfaction (Kartol et al., 2024; Kong et al., 2015); and self-acceptance and autonomy, which contribute to overall wellbeing (Kartol et al., 2024).

Research by Wong et al. (2025) identifies significant stressors that impact psychological wellbeing, such as emotional labour, job insecurity, and interpersonal conflicts. They argue that emotional management among employees is vital for meeting customer expectations in the hospitality and tourism industry, but it often leads to emotional exhaustion. Additionally, Wong et al. (2025) emphasise the need to evaluate how technology influences psychological wellbeing, particularly regarding issues like digital fatigue and stress related to remote work, which have become increasingly relevant in contemporary work environments. Nafees et al. (2024) suggest implementing organisational strategies that promote flexible scheduling and enhance employee autonomy, thereby improving psychological wellbeing. They argue that poor work-life balance,

exacerbated by irregular shifts and extended working hours, disrupts personal lives and recovery time, negatively affecting employees' psychological wellbeing.

However, research indicates that when management adopts transformational leadership styles and encourages peer support, it significantly enhances employees' emotional wellbeing while mitigating stress (Handa & Sangal, 2025; Hannah et al., 2020). Consequently, Handa & Sangal (2025) emphasise that supportive leadership practices and a positive organisational culture are essential for fostering psychological resilience in the workplace. A systematic review by Saito et al. (2025) reveals the fragmented nature of research on employee wellbeing in the hospitality industry, highlighting the critical need for integrated models that encompass psychological wellbeing at individual, group, and organisational levels. Hence, Hasyim & Bakri (2025) indicate that fostering positive functioning is imperative since workplace conditions such as job control, reward, community, fairness, and work-life balance have significant impacts on employees' psychological wellbeing.

According to various studies, factors influencing psychological wellbeing include social support, which helps mitigate stress (Elshaer et al., 2024; Handa & Sangal, 2025; Hannah et al., 2020); economic stability, which facilitates access to mental health resources (Sheikh et al., 2016); health status, especially regarding chronic illnesses (Ambrey et al., 2017; Kaur & Roy, 2022); life events and stressors, where negative experiences can adversely affect mental health while positive experiences can enhance it (Kinderman et al., 2013); and cultural influences that shape perceptions of wellbeing across different societies (Maulana & Khawaja, 2022; Oskrochi et al., 2018). In occupational contexts, psychological wellbeing is vital, impacting job satisfaction, productivity, and employee retention, particularly in high-stress industries like hospitality and tourism, where it can reduce burnout and improve service quality. According to Hernandez et al. (2018), high

psychological wellbeing is associated with positive outcomes such as better physical health, increased longevity, and enhanced social functioning, while poor mental health is linked to negative effects, including lower productivity and increased stress.

2.8.2. Social wellbeing

Social wellbeing has emerged as a crucial aspect of employee wellbeing frameworks within the hospitality and tourism industry. Feeney and Collins (2015) define social wellbeing as an individual's connection to their social environment, the availability of social support, and the presence of meaningful relationships. This concept encompasses how individuals engage meaningfully with others, nurture positive relationships, and actively contribute to their community or society (Hodges & Gore, 2019; Mouratidis, 2018). Keyes (1998) identified five dimensions of social wellbeing, including social integration, which is characterised by the feeling of belonging to a community that shares similar values; and social contribution, which refers to the belief that one's actions hold value for society and make a positive impact. Additional dimensions include social actualisation, which reflects the belief that society has the potential for positive evolution and the individual's role in fostering that change; social coherence, which involves perceiving society and one's place in it as logical, predictable, and meaningful; and social acceptance, which entails maintaining a positive outlook on others while acknowledging their complexities and challenges.

Moreover, various studies have examined factors such as social isolation, defined as a lack of contact, communication, and community involvement (Baker et al., 2018; Hawkey & Cacioppo, 2010; Nicholson & Larsen, 2016); social exclusion, which pertains to being ostracized from desired relationships or groups (Stillman et al., 2009); and social alienation, reflecting

feelings of separation from society and its norms (Seeman, 1991). Additionally, Bekalu et al. (2019) highlight that an individual's social networks and the diverse types of social capital they generate can significantly influence social wellbeing. In this context, declining in-person social networks may, in some cases, be supplemented or even replaced by online social networks.

Kamble and Bouchon (2016) identified important components of social wellbeing as including social cohesion, social capital, and the quality of social interactions, which impact mental and physical health outcomes. Along these lines, Saito et al. (2025) highlighted the importance of peer relationships, teamwork, and organisational culture in enhancing employee wellbeing. Studies have categorised diverse key determinants of social wellbeing in hospitality and tourism. For instance, positive relationships among colleagues and supervisors are vital in the workplace and team dynamics, as supportive environments boost collaboration (Nafees et al., 2024). Literature indicates that an inclusive workplace fosters a sense of belonging, leading to higher social wellbeing and job satisfaction (Chakraborty et al., 2024; Imboden, 2024). While balancing work demands with personal life for employees is crucial to maintain social connections, especially as irregular hours in the hospitality and tourism industry can lead to isolation (Sun et al., 2020), encouraging peer support and good communication is essential for mitigating stress (Saito et al., 2025).

Consequently, improving social wellbeing results in greater job satisfaction, reduced turnover, better teamwork, enhanced service quality, and improved mental health. Literature specifies the diverse scope of social wellbeing, including strong community connections which lead to better mental health (Sapin et al., 2016); emotional support from family and friends that mitigates stress and promotes psychological health (Afita & Nuranasmita, 2023); shared values and community trust which enhance social capital and wellbeing (Kamble & Bouchon, 2016;

Mezzina et al., 2020); and civic involvement that fosters a sense of purpose and happiness (Cicognani et al., 2015). In the light of Lykes and Kemmelmeier (2014), collectivist cultures foster stronger social ties than individualistic cultures do. Research shows that high social wellbeing leads to better health outcomes, with strong relationships reducing depression and stress (Brandt et al., 2022), while social isolation is linked to health risks (Cacioppo & Cacioppo, 2014). Hence, community ties are especially important in communal societies, though urbanisation may weaken traditional networks, increasing isolation (Cacioppo & Cacioppo, 2014).

2.8.3. Quality of life

Quality of life (QOL) is a comprehensive, multidimensional concept that reflects an individual's subjective assessment of their wellbeing across various aspects of life. Key domains that contribute to QOL include physical and mental health, social relationships, environmental influences, personal development, and material conditions (Keles, 2012; WHOQOL Group, 1998). Essentially, physical wellbeing pertains to factors such as good health, energy levels, and mobility (Bakas et al., 2012; Hung et al., 2023), while material security relates to financial stability and adequate resources (Selenko et al., 2025). Social belongingness encompasses the importance of close personal relationships and community ties (Oyanedel & Paez, 2021). Finally, self-actualisation refers to the state in which an individual experiences a sense of purpose, control over their life, and the realisation of their potential (Ryff & Keyes, 1995).

As noted by Alborz (2017), an individual's overall quality of life is influenced by a complex interplay of emotional, physical, and psychological factors that are shaped by life's demands and work conditions. Previous research has often relied solely on objective indicators such as income or health to measure QoL, failing to account for the significance of personal perceptions and values

(Burykin et al., 2018). In contrast, the World Health Organisation (WHO) underscores the necessity of recognising individuals' perceptions of their life circumstances within their cultural, social, and environmental contexts. This approach emphasises the subjective and multifaceted nature of QoL (Alborz, 2017; Ribeiro et al., 2018). Within the workplace, it is crucial to address these challenges via strategic human resource management and policy reforms to foster a resilient and satisfied workforce (Georgescu et al., 2024). Correspondingly, a systematic review by Saito et al. (2025) highlights the fragmented nature of research in employee wellbeing, advocating for integrated models that consider individual, group, and organisational factors to enhance understanding and effectiveness in this domain.

Studies have highlighted a robust link between physical health and overall life satisfaction, both of which are essential components of QoL (Hinz et al., 2025; Urchaga et al., 2020). In the hospitality and tourism sectors, extended working hours and shift duties, particularly in customer-facing roles, often result in heightened stress and burnout, underscoring the necessity for flexible work arrangements to foster employee wellbeing and productivity (Chandran & Abukhalifeh, 2019). Mental health disorders can severely impact QoL by hindering daily activities and eroding personal autonomy (Van Krugten et al., 2022). Research by Liao et al. (2022) indicates that health-related quality of life is a predictor of life satisfaction and expectancy, whereby increased participation in activities, social engagement, and psychological resilience, elements associated with good health, contribute positively to QoL.

Furthermore, empirical evidence suggests that interventions aimed at enhancing mental health can significantly improve perceived QoL. Psychological factors such as emotional resilience, mental wellbeing, and life satisfaction are paramount to QoL (Liu et al., 2020). Teles et al. (2014) established that individuals with a sound psychological state, characterised by happiness,

optimism, and a sense of purpose, tend to enjoy improved QoL. Conversely, those affected by depression, anxiety, and stress face poorer QoL outcomes. Positive emotions are closely linked to enhanced QoL and resilience, as they expand cognitive and behavioural resources (Gloria & Steinhardt, 2016). In the hospitality and tourism fields, the ongoing need for emotional labour, coupled with limited autonomy and interpersonal conflicts, constitutes significant stressors that detrimentally affect employees' QoL (Nafees et al., 2024).

According to Alqahtani (2024), strong social networks are essential for enhancing individuals' quality of life (QoL) by providing both emotional support and practical assistance, which help mitigate stress and foster a sense of belonging. Research has established a correlation between social isolation and negative health outcomes, as well as lower life satisfaction (Clair et al., 2021; Hitzig et al., 2022). Active social engagement not only boosts mental health but is also correlated with increased longevity, emphasising the vital role of social capital in improving overall QoL (Hitzig et al., 2021). Moreover, economic factors, such as income, employment status, resource accessibility, and financial stability, are pivotal in meeting basic needs and accessing healthcare, thereby influencing perceived QoL. Nair (2021) identified a significant positive correlation between quality of work-life (QWL) and both job and life satisfaction, as well as employee performance. However, prevalent issues such as low wages and job instability, particularly in the hospitality and tourism sectors, lead to heightened financial stress and subsequent declines in life satisfaction (Bozkurt & Doğancı, 2021). The consequences of poverty and unemployment further exacerbate stress levels and negatively affect life satisfaction, highlighting the need for opportunities that allow individuals to engage in meaningful activities supported by economic and social resources (Grigoryan, 2024; Singh et al., 2021).

A healthy environment plays a crucial role in promoting physical activity and facilitating social interactions. In contrast, factors such as pollution, noise, and crime severely diminish overall wellbeing and pose increased health risks (Fleury-Bahi et al., 2016; Mensah et al., 2016). Therefore, Mensah et al. (2016) identified that environmental quality, including aspects related to housing, safety, and access to green spaces, has a direct effect on QoL. Burke (2017) noted that enhancements in QoL are closely tied to greater job satisfaction and employee performance alongside increased life satisfaction and positive emotional states. Berbekova & Uysal (2021) pointed out that the COVID-19 pandemic has intensified the emphasis on QoL within the tourism sector, advocating for a holistic destination wellbeing agenda that incorporates economic, environmental, and socio-cultural dimensions.

2.8.4. The connections between organisational justice theory and long-term/life-related psychological consequences (wellbeing/quality of life)

Previous studies have demonstrated the impact of organisational justice on wellbeing, burnout, and sick leave (Ndjaboue et al., 2012; Robbins et al., 2012). In effect, employees' wellbeing factors, including psychological wellbeing are identified to be influenced by high justice perceptions among employees. Although previous studies have produced inconsistent findings concerning the relationship between distributive justice and wellbeing (Cropanzano et al., 2001), several studies have indicated that employees who believe there is distributive injustice often have health issues relating to their jobs and request sick days (Ndjaboue et al., 2012). Besides, it has been found that distributive justice has little to no impact on employees' wellbeing (Judge & Colquitt, 2004; Moliner et al., 2008) despite the demonstrated connections between distributive justice and improved employee wellbeing in some studies.

One of the primary benefits of employees participating in their organisation's decision-making processes is increased job satisfaction (Lange, 2015). Employees who believe they are treated fairly in their organisations take pride in belonging to the group (Colquitt, 2004). Therefore, employee wellbeing and job satisfaction are increased when they believe that the policies and processes at work are fair and they feel like part of the team (Huong, et al, 2016). On the other hand, poor perception of procedural justice may indicate low opinions of one's worth and self-esteem (Tyler & Blader, 2003). Thus, employees forecast the decisions made at work based on the policies and guidelines. As literature indicates, low perceptions of procedural justice can lead to stress and negative wellbeing. Along this line, earlier research results have demonstrated the connection between procedural justice and employee wellness (Elovainio et al., 2001, 2005; Judge & Colquitt, 2004; Kausto et al., 2005).

Employees are conscious of the treatment they receive in the workplace. Interactional justice is shown to be connected to organisational outcomes like work satisfaction, organisational citizenship, motivation, commitment, trust, stress, and performance (Greenberg & Colquitt, 2013). Consequently, interactional justice has a positive correlation with both job satisfaction and organisational citizenship (Moorman, 1991). Employees who perceive their jobs as having high degrees of interactional fairness also exhibit high levels of satisfaction and commitment (Fischer & Smith, 2006) since one of the employees' fundamental psychological needs is justice. According to Cropanzano et al. (2001), justice theories relate to fundamental psychological needs. Therefore, justice fulfils employees' desire for meaning, control, and belonging. (Cropanzano et al., 2001).

2.9. Supervisor's Support

Supervisor support refers to the degree to which employees perceive their supervisors care about their wellbeing, value their contributions, and are willing to assist with needs and concerns (Hämmig, 2017; Kottke & Sharafinski, 1988; Rathi & Lee, 2017). It encompasses emotional, instrumental, informational, and appraisal support provided by one's direct manager or supervisor (House, 1981). Research consistently demonstrates that supervisor support positively influences a range of employee attitudes and behaviours. Perceived supervisor support correlates with higher job satisfaction, engagement, motivation, creativity, and performance, lower stress, burnout, and turnover intention (Babcock-Roberson & Strickland, 2010; Jawahar & Liu, 2016). Employees feel obligated to reciprocate supportive treatment with greater effort and commitment. A longitudinal study reveals that high-quality supervisor-employee relationships characterised by trust, support and partnership lead to improved wellbeing over time for both parties (Bernerth et al., 2007). Supportive supervision mitigates the impacts of job demands on strain (Brough & Pears, 2004; Komlenac et al., 2022). Leader-member exchange theory highlights the benefits of differentiated supervisor support through high-quality dyadic relationships with employees (Graen & Uhl-Bien, 1995; Lee et al., 2019).

Effective supervisor support requires skills in communication, empathy, feedback delivery, role modeling, and resource provision. Training programs can enhance these competencies (Kim & Kuo, 2015). Overall, research establishes supervisor support as a critical factor influencing employee attitudes, stress, and performance, with significant implications for organisational outcomes.

2.10. Chapter Summary

This chapter presented a review of the literature. It critically examined the nexus between fair work practices and organisational justice theories. It also presented precedents of fair work studies. It then discusses the multifaceted dimensions of fair work and their roles in shaping employee experiences. The review surveys earlier studies, showcasing diverse definitions and approaches to fair work. The review further scrutinises intersectional factors such as gender, race, age, and socioeconomic status, uncovering their influence on employee wellbeing in the context of the SDGs.

CHAPTER 3: CONCEPTUAL FRAMEWORK AND CONCEPTUAL MODEL WITH HYPOTHESES

3.0. Chapter Introduction

The purpose of this chapter is to explain why a scale on fair work practices for employees in the hotel and tourism industries was developed. This chapter provides illustrations of the conceptual framework and conceptual model for the research. They are generated from the study's hypotheses.

3.1. Conceptual Framework

The objective of this study is to create a scale for measuring employees' conceptions of fair work. As demonstrated by the literature study in Chapter Two, it is essential to consider employees' perceptions of fair work practices in the workplace. The review also shows how fair work concerns affect employees' general health and wellbeing. However, no prior work has made an empirical attempt to create scales to go into further detail about this problem. Thus, the current study addresses this gap.

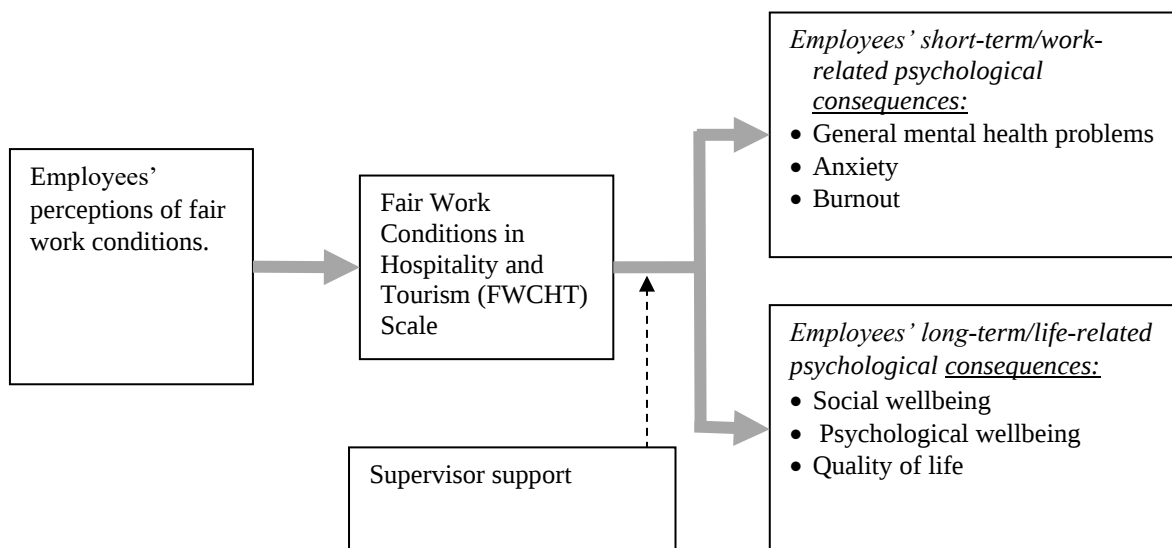


Figure 3. 1. Proposed conceptual framework

3.2. Conceptual Model

Two conceptual models for the overall study sequence are presented in Figures 3.2 and 3.3, along with the hypothesis paths. The first model (Figure 3.1), which draws upon the existing body of theory, investigates the negative relationship between employees' fair work conditions in the hospitality and tourism industry and the subsequent short-term/work-related psychological consequences: (1) general mental health problems, (2) anxiety, and (3) burnout. This structure illustrates the hypothesis that the short-term/work-related psychological consequences for employees will be influenced by the dimensions of fair work conditions (FWCHT).

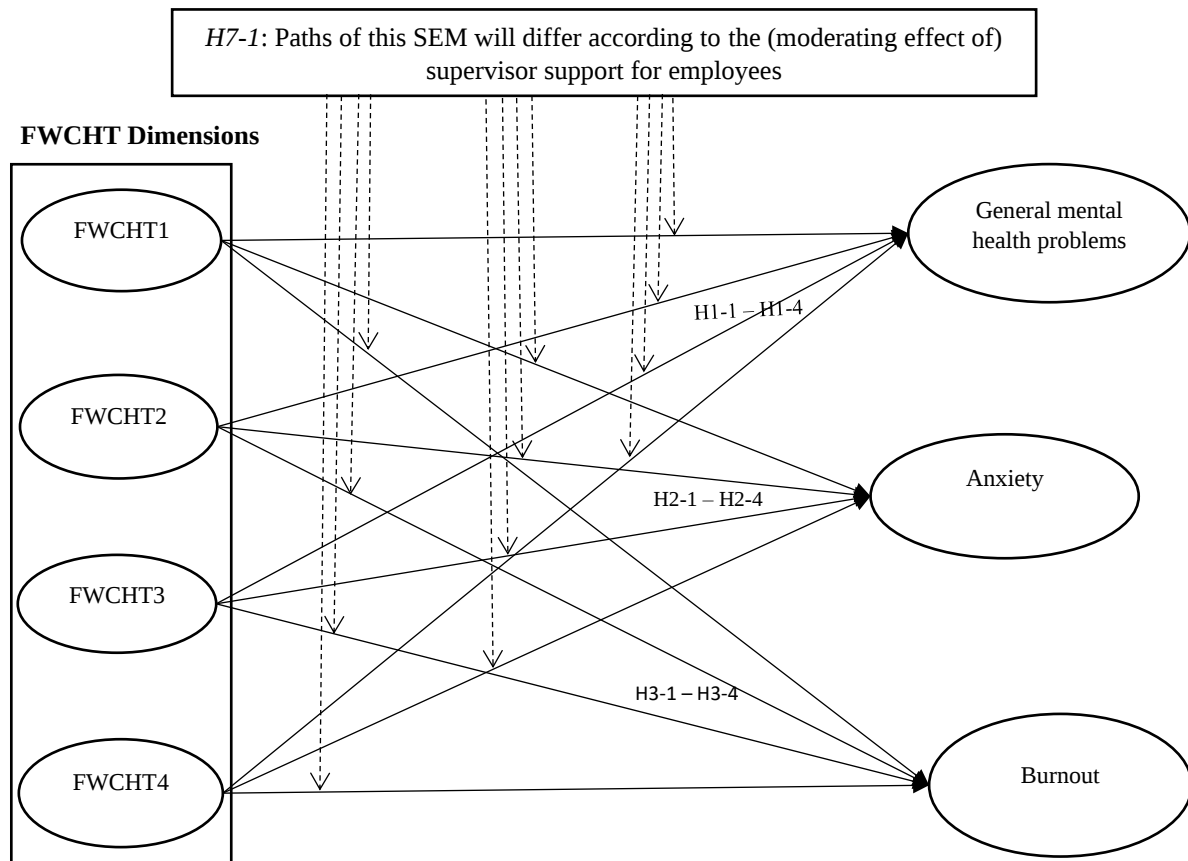


Figure 3. 2. Proposed conceptual model 1

Note: FWCHT denote Employees' Fair Work Conditions in the Hospitality and Tourism.

The model (Figure 2) builds on the existing body of theory and examines the positive relationship between employees' fair working conditions in the hospitality and tourism industry and the ensuing (4) social wellbeing, (5) psychological wellbeing, and (6) quality of life. This framework illustrates the hypothesis that long-term/life-related psychological consequences for employees will be influenced by the dimensions of fair working conditions (FWCHT).

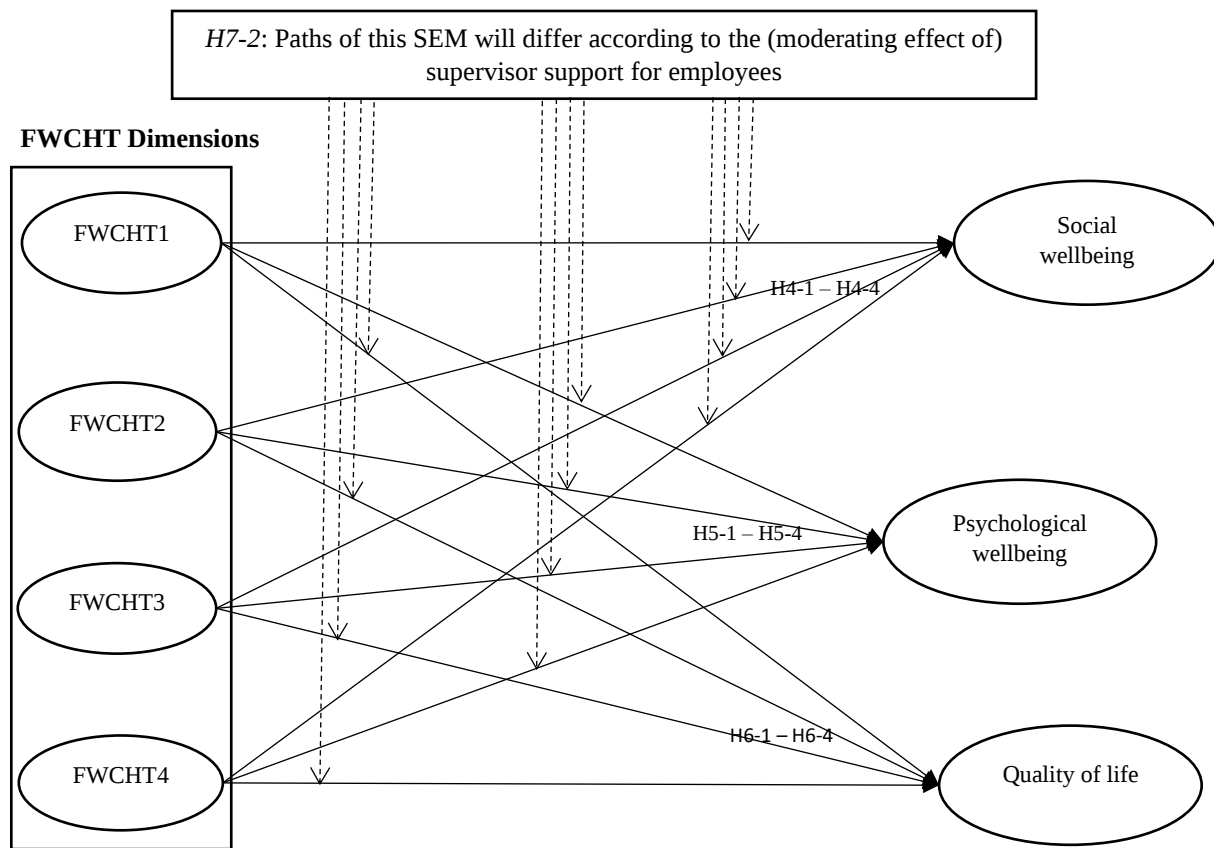


Figure 3.3. Proposed conceptual model 2

Note: FWCHT denote Employees' Fair Work Conditions in the Hospitality and Tourism.

3.3. Relationships between Fair Work and Dependent Variables

3.3.1. Definitions and distinctions of outcome variables - anxiety, burnout, general mental health, and psychological wellbeing

Anxiety, burnout, general mental health problems, and psychological wellbeing are four interconnected mental health states and wellbeing yet distinct concepts that have been extensively studied in the fields of psychology, psychiatry, and occupational health (De Beer & Bianchi, 2017; Koutsimani et al., 2019; Schaufeli et al., 2020; Toker & Biron, 2012). Anxiety is a prevalent mental health condition characterised by a sense of worry, nervousness, or uneasiness regarding impending events or undefined outcomes. Its severity can vary from mild to intense and can substantially affect an individual's daily life and functioning (Angermann & Ertl, 2018). Previous studies indicate that anxiety disorders are linked to adverse outcomes, including impaired social relationships, reduced quality of life, and a higher likelihood of developing other mental health issues (Bandelow & Michaelis, 2015). According to Koutsimani et al. (2019), anxiety is a widespread psychiatric disorder that serves as a defence against potentially dangerous circumstances.

On the other hand, persistent anxiety may cause psychological distress that interferes with day-to-day functioning (Koutsimani et al., 2019). Anxiety is both a psychological and physiological condition, coming with components related to cognition, physical sensations, emotions, and behaviour. However, as a general response to stressful events, it occurs in two forms - trait anxiety and state anxiety (Ahmed et al., 2009; Turnipseed, 1998). For instance, while trait anxiety is seen as a consistent attribute of an individual and the extent to which they view stressful situations as dangerous, or their susceptibility to anxiety, state anxiety focuses on an individual's response to a circumstance once they have determined that it poses a threat (Spielberger, 1966).

Consequently, in several studies, anxiety symptoms may be predisposed to work stress (DiGiacomo & Adamson, 2001; Sun et al., 2012).

Burnout is a specific type of work-related stress characterised by emotional exhaustion, depersonalisation, and reduced personal accomplishment (Chou et al., 2014). It can be defined as a persistently negative state of mind related to an individual's employment (Enzmann et al., 1998). Burnout is commonly experienced by individuals in high-stress professions or demanding work environments and can have serious implications for both physical and mental health (Shirom, 2003). Previous reviews have considered burnout to be the outcome of long-term exposure to stress at work, stemming from factors such as workload, both quantitative and qualitative, job ambiguity and conflict, and low participation and social support (Ahola et al., 2005; Creedy et al., 2017; Shirom, 2003). Research has shown that burnout is associated with an increased risk of depression, anxiety disorders, and other mental health conditions, as well as physical health problems such as cardiovascular disease and musculoskeletal disorders (Maslach et al., 2001; Melamed et al., 2006; Toppinen-Tanner et al., 2009). Based on the fundamental tenet, work-related burnout is known to be caused by dysfunctional coping mechanisms resulting from a mismatch between the ideals and aspirations of a motivated worker and the reality of unfavourable working conditions (Enzmann et al., 1998; Schaufeli et al., 1996).

General mental health refers to an individual's overall psychological wellbeing, encompassing emotional, psychological, and social aspects of mental health. It includes factors such as emotional regulation, coping mechanisms, self-esteem, and resilience (Keyes, 2007). According to the World Health Organisation (2004), mental health is defined as a state of wellbeing in which a person recognises their abilities, can handle everyday stressors, can work effectively and profitably, and can give back to their community. Hence, this goes beyond simply

being free from mental illness to include indicators of mental wellness such as positive functioning signs (Jahoda, 1958). General mental health is influenced by various factors such as genetics, environment, lifestyle, and life experiences (Ryff, 2014). Consequently, good general mental health is essential for maintaining a balanced and fulfilling life, while poor mental health or general mental health problems can lead to negative consequences, including an increased risk of developing mental health disorders (Keyes, 2007). These definitions support the behavioural and social scientific understanding of mental health, which emphasises the presence of positive aspects of mental health rather than just the absence of mental illness (Jahoda, 1958).

In terms of the context of the relationship between anxiety and burnout, anxiety can both result from and produce stress, which over time leads to burnout (Koutsimani et al., 2019; Lindwall, 2014). An individual may alternate between burnout and anxiety, or perhaps both at once (Koutsimani & Montgomery, 2023). Consequently, anxiety and burnout can occur at the same time. Some studies have explored the relationships between anxiety and burnout, highlighting the complex interplay between these concepts (Bakker & Schaufeli, 2000; Leiter & Durup, 1994). Burnout and anxiety may coexist since extreme stages of emotional exhaustion can increase people's anxiety in stressful circumstances and impair their capacity to deal with anxiety (Winnubst, 2003). For example, individuals experiencing high levels of anxiety may be more susceptible to burnout due to the chronic stress and emotional strain associated with anxiety disorders (Agyapong et al., 2022; Creedy et al., 2017).

Similarly, poor general mental health can increase the risk of developing burnout and negative psychological wellbeing, as individuals with low emotional resilience and coping skills/mental strength may struggle to manage work-related stress and function effectively. According to Eurofound (2018), there is a chance that workers with anxiety disorders may also

experience burnout. Remarkably, da Silva Valente et al. (2018) discovered that people with burnout diagnoses also had an anxiety disorder diagnosis.

However, in a 2018 systematic review and meta-analysis that compiled data from 34 studies spanning over 11 years, anxiety and burnout were shown to be two distinct concepts (Koutsimani et al., 2019). Specifically, there is a moderate correlation between burnout and anxiety, but not enough to suggest that the two variables are overlapping. Burnout may be more likely to occur in those who exhibit higher levels of anxiety (trait anxiety) (Bühler & Land, 2003; van Mol et al., 2019). Richardson et al. (1992) settled that trait anxiety might serve as a relatively stable individual variable in the burnout process based on their investigation into the degree to which it predicted each of the Maslach Burnout Inventory (MBI) components. Similarly, Turnipseed (1998) stated that both trait and state anxiety are important causes of burnout, particularly considering the MBI's emotional exhaustion component.

Therefore, high levels of anxiety and burnout can coexist because active coping techniques often require high levels of alertness (Koutsimani et al., 2019). The person may give up and resort to defensive and emotionally detached actions that could result in depression symptoms if and when these coping mechanisms fail (Shirom & Ezrachi, 2003). Cherniss (1980) observed that those who are in the final stages of burnout act defensively, which results in withdrawal, emotional detachment, and cynicism toward clients (Burke & Greenglass, 1989).

Mental health denotes how individuals view themselves and the world around them. When someone experiences mental health issues, negative thoughts can often control them or vice versa. These thoughts are typically unpleasant and harmful, leading to unfavourable feelings and actions (Verplanken et al., 2007). Mental health conditions and disorders are not specifically diagnosed but recognised as groups of symptoms and external indicators of an underlying condition (Fried et

al., 2017). However, psychological wellbeing is considered in light of a person's feelings and actions (Ryff, 1989). For instance, someone may act out by psychologically shutting down and isolating themselves behaviourally if they are experiencing extreme loneliness. Thus, emotions and actions denoting psychological wellbeing are cyclical and inextricably related to mental health.

Consequently, mental health and psychological wellbeing are considered distinct and made up of different components and concepts. However, one cannot operate in isolation from the other. This is because it becomes much more challenging to address the underlying emotional problems (psychological wellbeing) when the mind (mental health) is unbalanced (Huppert, 2009; Houben et al., 2015). Therefore, it is vital to understand the distinctions between anxiety, general mental health problems, and burnout to develop effective interventions and support strategies that promote mental wellbeing and prevent negative outcomes.

3.3.2. Fair Work Conditions with employees' short-term/work-related psychological consequences

A substantial body of research demonstrates that unfair or precarious working conditions negatively impact employees' psychological wellness across occupations. Studies link job insecurity, low pay, lack of autonomy, work overload, bullying, and other psychosocial stressors to increased risks of common mental disorders like depression and anxiety (Pires, 2018; Michie & Williams, 2003). A prospective cohort study of civil servants found that low procedural justice predicted subsequent depression symptoms after adjusting for prior mental health status (Lallukka et al., 2017; Ndjaboué et al., 2012). Interviews with hotel room attendants revealed perceptions that unfair wages, disrespectful treatment, and excessive workloads contributed to anxiety, anger, and emotional exhaustion (Kensbock et al., 2015). Unfairness also exacerbates the harmful effects

of work stressors on mental health. A study of French technicians found that high psychological demand was associated with depression only under conditions of low organisational justice (Niedhammer et al., 2006). Employees facing injustice are less resilient to job strain.

In contrast, research links fair work conditions like pay adequacy, security, autonomy, work-life balance, respect, and participation to higher subjective wellbeing, self-esteem, resilience, and lower distress (Dollard & Naser, 2013; Stansfeld et al., 2013). Thus, enabling decent and fair work promotes mental health. As a result, realising fair conditions remains imperative for reducing employees' negative mental wellness, including the following.

3.3.2.1. Fair work conditions with general mental health problems

Better mental health outcomes correlate positively with fair working conditions in various organisational contexts (e.g., Gómez et al., 2019). Studies indicate that employees who perceive their workplace as fair, encouraging, and respectful report significantly reduced levels of stress, psychological distress, and depression (Bronkhorst et al., 2015; LaMontagne et al., 2010). Specifically, Bronkhorst et al. (2015) emphasised the importance of job resources, such as autonomy in decision-making, robust social support from colleagues and management, and a culture of fairness, as protective factors against work-related stress. These resources improve psychological wellbeing by allowing employees to feel valued and empowered in their roles. The same was true for LaMontagne et al. (2010), who found a strong association between improved mental health outcomes and perceived organisational justice. Their research highlighted that fairness in workplace processes and the equitable treatment of employees not only fosters a positive environment but also mediates the negative impacts of job stressors.

On the downside, exposure to discrimination, unfair work practices, or contradictory policies can severely undermine mental health. Research by López et al. (2018) demonstrates that such negative experiences increase the risk of developing mental health conditions, including anxiety and depression. Therefore, unfair conditions, characterised by a lack of equity and pervasive feelings of helplessness, can exacerbate mental health issues (Colquitt et al., 2001). This highlights the critical need for organisations to prioritise fairness and inclusivity in their workplace policies that safeguard employee mental health and overall wellbeing.

3.3.2.2. Fair work conditions with anxiety

Research has consistently demonstrated that unfavourable or unjust working conditions significantly elevate anxiety levels among employees. Specifically, anxiety symptoms are notably prevalent among individuals who perceive injustice in their workplace, face overwhelming workloads, experience job insecurity, or lack adequate support from management (Fordjour et al., 2020; Radebe & Dhurup, 2018). For example, Kivimäki et al. (2003) conducted a longitudinal study revealing that employees who viewed their jobs as excessively demanding and felt unfairly treated by their organisations reported higher and more persistent anxiety levels over time.

In a similar vein, a study by Howard & Cordes (2010) focused on healthcare workers and found a strong correlation between anxiety disorders and factors such as perceived unjust treatment and job instability. This highlights how environments characterised by perceived inequity can create a breeding ground for mental health challenges. The psychological impacts of persistent unfair treatment often manifest as chronic worrying and hypervigilance, key traits associated with anxiety disorders (Lazarus & Folkman, 1984). Such unfair working conditions do not merely cause psychological distress; they can also precipitate physiological stress responses, further aggravating

anxiety symptoms (Fordjour et al., 2020). Subsequently, a comprehensive analysis that explored broader mental health outcomes indicated that individuals with lower incomes are particularly vulnerable to anxiety and depression (Leray et al., 2011). This suggests that financial instability, compounded by adverse working conditions, can intensify feelings of anxiety, thus creating a vicious cycle of stress and poor mental health among marginalised employees.

3.3.2.3. Fair work conditions with burnout

A substantial body of research underscores the critical connection between burnout and fair working conditions. Burnout is often the result of prolonged exposure to detrimental work environments and is characterised by emotional exhaustion, depersonalisation, and a diminished sense of personal accomplishment. According to a comprehensive study conducted by Leiter & Maslach (2018), several factors significantly contribute to the onset of burnout, including excessive workloads, perceived injustice in treatment, and a lack of acknowledgement from management or peers. When employees are subjected to unequal treatment or observe imbalances in workplace dynamics, their sense of control and agency is severely compromised. This often leads to heightened emotional fatigue and a growing sense of cynicism, further exacerbating the problem (Ahmed et al., 2024). In alignment with findings from Schaufeli & Bakker (2004), the levels of burnout experienced by teachers and healthcare professionals were found to be notably influenced by factors of organisational justice, specifically, the fair distribution of workloads and equitable treatment across the board.

Conversely, fostering equitable working conditions can significantly mitigate the risk of burnout. Strategies that promote open lines of communication, regular acknowledgement of employee contributions, and supportive leadership practices have been shown to create a healthier

work environment (Bakker et al., 2006; Kent et al., 2016). Consequently, targeted interventions aimed at enhancing perceptions of justice and fairness in the workplace have proven effective in alleviating burnout symptoms (Leiter & Maslach, 2018; Maslach et al., 2001). Cultivating a fair workplace, organisations can reduce fatigue among employees, thereby promoting greater participation, resilience, and a stronger sense of efficacy (Gabriel & Aguinis, 2022). This holistic approach not only benefits individuals but also contributes to a more productive and positive organisational culture. Hence, the study proposes the following hypothesis:

H1 – H3: Fair work conditions in hospitality and tourism (FWCHT) dimensions negatively influence hospitality and tourism employees' (1) general mental health problems, (2) anxiety, and (3) burnout.

3.3.3. Fair Work Conditions with employees' long-term/life-related psychological consequences

While unfair conditions have detrimental impacts, numerous studies reveal that equitable, just work environments promote employee health and wellbeing. A meta-analysis found perceptions of organisational justice related significantly to higher job satisfaction, organisational commitment, self-esteem, and wellbeing (Colquitt et al., 2013). Research on service population linked perceived fairness of decision-making procedures to higher subsequent psychological wellbeing and motivation (Cropanzano et al., 2007; Gallie et al., 2017; Pedersen et al, 2017).

Accounts from employees highlight how fair wages provide dignity, inclusion in the community, and improved mental health (Carr et al., 2023). At the policy level, the introduction of flexible work arrangements increased employee perceptions of organisational fairness and trust, with positive implications for work-life balance and reduced strain (Masuda et al., 2012). A study

of retail workers found that guaranteed minimum hours legislation improved schedule satisfaction, financial security, and general wellbeing (Henly & Lambert, 2014). Research also demonstrates that family-supportive supervisors who empathise with non-work demands can enhance perceptions of organisational justice and reduce work-family conflict, supporting wellbeing outcomes (Kossek et al., 2011), including the following.

3.3.3.1. Fair work conditions with social wellbeing

Cicognani et al. (2015) and Fahmi and Suryadi (2024) emphasised that various factors influence social wellbeing, manifesting either positively or negatively. Previous research consistently demonstrates that equitable work environments significantly enhance social connections both within and beyond the workplace, thereby improving social wellbeing. Keyes (1998) identifies several elements contributing to social wellbeing, including social interactions, a sense of community, social support, and integration, all of which may be influenced by workplace conditions. Consequently, employees who perceive their workplace as fair and just tend to report greater social integration, stronger interpersonal relationships, and higher levels of social support (LaMontagne et al., 2010; Ryff & Keyes, 1995). In line with this, Keyes (1998) found a positive correlation between social connectivity, community involvement, and organisational justice.

Furthermore, Huppert & So (2013) found that individuals treated fairly at work are more likely to establish trustworthy relationships with their colleagues, enhancing social participation and support systems. Fairness, in this context, promotes mutual respect and trust, which can extend into personal lives and contribute to societal cohesiveness (Colquitt et al., 2001). According to López et al. (2018), perceived fairness mitigates social conflict and feelings of injustice, which could otherwise lead to social disengagement or isolation. Additionally, equitable workplaces

encourage cooperation and prosocial behaviour, ultimately enhancing social capital (Fredrickson, 2001).

Economic stability plays a significant role in influencing social participation and support networks (Liu et al., 2025). While neighbourhood characteristics and community environments can either promote or impede social interactions (Wang et al., 2019), factors such as migration and ageing may disrupt established social networks (Antonucci et al., 2019). Additionally, workplace conditions, including organisational culture, discrimination, work demands, and work-life conflict, impact social wellbeing (Karanika-Murray & Weyman, 2013). Individuals who experience a lack of social wellbeing face heightened risks for both mental and physical health issues. Therefore, enhancing social support and fostering a sense of community at work can significantly bolster employee social wellbeing (Jolly et al., 2022).

3.3.3.2. Fair work conditions with psychological wellbeing

Fair working conditions have been widely recognised in various studies as a key factor in enhancing psychological wellbeing, which encompasses resilience, life satisfaction, emotional health, and improved psychological performance (Diener et al., 2010). Research indicates that employees who perceive a sense of organisational justice, openness, and receive supportive supervision tend to exhibit higher levels of positive affect, greater life fulfilment, and lower levels of psychological distress. Nevertheless, the work environment can significantly influence these factors in diverse ways (Briner, 2000; Inoue et al., 2010). According to Ryff & Keyes (1995), elements of psychological wellbeing, including autonomy, purpose, and meaningful relationships, are intricately linked to experiences of fairness and respectful treatment. Huppert & So (2013)

further assert that equitable work practices bolster resilience and emotional strength, serving as protective factors against mental health issues.

However, employees in the hospitality and tourism sector often face challenging work environments characterised by long hours, high demands, emotional labour, and job insecurity, which can lead to emotional exhaustion, burnout, and deteriorating mental health (Amissah et al., 2022). Psychological challenges such as stress, anxiety, depression, and burnout are frequently associated with perceptions of unfairness and mistreatment in the workplace (Colquitt et al., 2001; Woo et al., 2020). Moreover, a lack of fairness can undermine self-esteem and contribute to emotional exhaustion, ultimately adversely affecting overall psychological wellbeing (Howard & Cordes, 2010). Conversely, a supportive workplace can serve as a stress buffer, fostering resilience and promoting positive psychological states (Fredrickson, 2001). Equitable working conditions also cultivate a sense of control, competence, and value, all of which are essential for maintaining psychological health (Seligman, 2002). For example, research highlights that the nature of work for frontline employees in the hospitality and tourism industry, which necessitates engaging in emotionally intense interactions and maintaining a facade of positivity regardless of their true feelings, often leads to emotional exhaustion and burnout and poor mental health among these employees (Choi et al., 2019; Teoh et al., 2019).

The extended working hours characteristic of this industry contribute to sleep deprivation and increased psychological distress, including anxiety and depression (Ganster et al., 2018; Rosemberg et al., 2025). As a result, employees who work beyond standard hours often report diminished psychological wellbeing and heightened emotional exhaustion (Ganster et al., 2018). The high demands associated with customer interactions and multitasking further exacerbate this psychological strain, leading to emotional dissonance that intensifies exhaustion and reduces

overall wellbeing (Giousmpasoglou et al., 2025; Lv et al., 2023). Previous research indicates that a lack of control over one's job negatively impacts psychological health, particularly for those in low-wage or casual positions (Walker, 2021; Piso, 2022).

Furthermore, stress management programs and supportive leadership are identified as effective interventions for enhancing psychological wellbeing (Grandey & Gabriel, 2015). In this context, social support from colleagues and supervisors can act as a buffer against job-related stress, whereas its absence is associated with higher levels of depression and anxiety (Jin et al., 2021; Park et al., 2020).

3.3.3.3. Fair work conditions with quality of life

Quality of Work Life (QWL) in the Hospitality and Tourism industry is linked to various factors, including job satisfaction, work-life balance, and overall employee performance (Nair, 2023; Su & Zabilski, 2022). A theoretical model by Nair (2021) demonstrates a positive correlation between QWL, life satisfaction, and employee performance, though it notes that job satisfaction alone does not directly influence performance. Workplace issues have been found to have an impact on quality of life, a multifaceted construct that reflects people's overall opinion of their situation in life, including physical health, psychological condition, social interactions, and environmental elements (Carr et al., 2001; Gallie et al., 2017). However, in certain cases, the effect of fair working conditions on quality of life has been manipulated by elements such as organisational culture, job control, and social support (Boreham et al., 2016). Hence, fair and supportive workplaces have been shown to have a major positive impact on employees' quality of life. Encouraging settings that uphold justice strengthen resilience and raise the overall quality of life (Ng & Sorensen, 2008; Doorn et al., 2019).

Moreover, employees who believe that their rights are respected and that they are treated fairly tend to report higher levels of life satisfaction, improved physical health, and a greater sense of fulfilment (Diener et al., 2010; Seligman et al., 2005). Research by Keyes et al. (2002) indicates that perceived organisational fairness is a significant predictor of increased life satisfaction and fewer health problems. Furthermore, interventions focused on fairness, such as open communication and equitable workload distribution, have been shown to enhance the overall quality of life for employees (Seligman et al., 2005).

However, the hospitality and tourism industries often entail extended hours and irregular shifts, which contribute to conflicts in work-life balance, result in higher burnout rates, and diminish overall effectiveness (Chandran & Abukhalifeh, 2019). To mitigate these adverse effects, flexible work arrangements are advisable. Front-line employees, who frequently engage in emotional labour, are particularly susceptible to psychological stress due to customer demands and limited autonomy, leading to increased absenteeism and turnover, along with serious health repercussions (Saito et al., 2025). Additionally, low wages and unstable employment conditions further complicate the situation in the hospitality and tourism sector. Research by Domínguez Albiter et al. (2021) underscores that while the tourism sector contributes significantly to employment, poor working conditions often hinder a satisfactory quality of life, highlighting the urgent need for job stability.

Supportive leadership and opportunities for professional growth are identified as crucial for improving quality of life, as emphasised by Nafees et al. (2024), who outline the importance of organisational support in achieving work-life balance and psychological wellbeing. Their systematic review reveals a notable lack of effective strategies in many hospitality and tourism organisations aimed at fostering employee wellbeing. Enhancing working conditions can yield

numerous advantages, including increased job and life satisfaction, greater employee engagement, reduced turnover and absenteeism, and improved physical and mental health outcomes (Burke, 2017). Based on these, the study proposes the following hypotheses:

H4-6: Fair work conditions in hospitality and tourism (FWCHT) dimensions positively influence hospitality and tourism employees' (4) social wellbeing, (5) psychological wellbeing, and (6) quality of life.

3.3.4. Moderating effects of supervisor support

Supervisor support can be defined as the extent to which employees perceive their superiors value their contributions and are attentive to their individual and professional needs (Paustian-Underdahl et al., 2013). Supportive behaviours exhibited by supervisors not only enhance emotional wellbeing but also positively impact job performance, while cultivating an atmosphere of trust and respect within the workplace (Dale & Fox, 2008). Research has identified at least six supportive behaviours of direct supervisors, as noted in public surveys regarding working conditions (Ariza-Montes et al., 2019; Hauff et al., 2022; Kizuki & Fujiwara, 2020). These actions include demonstrating personal dignity and respect for employees, recognising and crediting them for their well-done work, facilitating collaboration among team members, assisting in task completion, providing constructive feedback on performance, and supporting their professional growth and development. Hence, these actions contribute significantly to the social support employees receive from their workplace (Ganesh & Ganesh, 2014; Paustian-Underdahl et al., 2013).

Furthermore, the supportive behaviours of supervisors play a crucial role in shaping the dynamics between supervisors and employees, grounded in principles of fairness, mutual respect, and trust. In this context, supervisors intentionally offer their support to empower employees

psychologically, emotionally, and physically, thereby enhancing their performance. Research indicates that employees highly value having a respectful supervisor, prioritising this aspect over factors such as autonomy, job security, and remuneration (van Quaquebeke et al., 2009). For example, effective day-to-day supervision, characterised by dignity, can be a critical factor in employee satisfaction and wellbeing in the workplace (Decker & van Quaquebeke, 2015). As a result, the perception of respect and dignity from employers can significantly bolster employees' self-esteem and sense of belonging within the organisation while also addressing their socio-emotional needs (Dappa et al., 2019; Gaudet & Tremblay, 2017).

Studies reveal that supervisor support for employees can moderate the impacts of the perception of fairness on employee attitudes and performance. Thus, in Belgian healthcare organisations, the positive relationship between perceived organisational support and job performance was enhanced for employees with high job satisfaction (Bakker et al., 2011). A survey of Malaysian manufacturing employees found that the negative relationship between role ambiguity and job satisfaction or performance was weaker when supervisor support was high, buffering the detrimental effects of unfair role uncertainty (Tekleab et al., 2005). Thus, the study proposed the hypotheses that:

H7-1: The relationships between FWCHT and employees' short-term/work-related psychological consequences (general mental health problems, anxiety, and burnout) are moderated by supervisor support.

H7-2: The relationships between FWCHT and employees' long-term/life-related psychological consequences (social wellbeing, psychological wellbeing, and quality of life) are moderated by supervisor support.

3.4. Chapter Summary

This chapter presented a review of the literature. This review dissects fair work's influence on mental health outcomes, spanning, anxiety, burnout and general mental health problems, and overall wellbeing across psychological wellbeing, social wellbeing, and quality of life dimensions. It also examined the impact of work-related aspects like supervisor support on the relationships between fair work conditions and dependent variables.

CHAPTER 4: RESEARCH METHODOLOGY

4.0. Chapter Introduction

This chapter provides a comprehensive account of the rationale behind the development of a measurement scale evaluating the fair work conditions of employees (FWCHT) in the hospitality and tourism industry in Ghana. With careful consideration of the research objectives, a detailed overview of the methodology is expounded upon, including the study design, sample frame, sample size, selection of measurement items, data collection methods, data analysis techniques, as well as pilot and pretesting strategies, and the main survey.

4.1. Research Design

This research utilised both quantitative and qualitative methods to investigate the topic, much like scale development studies. However, it's important to note that the study primarily relied on quantitative methods to align with the research objectives. The qualitative aspect involved conducting in-depth interviews with individuals in the hospitality and tourism industry in Ghana, including hotels, travel and tour companies, and attraction firms, to gather valuable data. Additionally, a thorough literature review was conducted for relevant information. This approach was chosen to ensure the findings were reliable, credible, objective, and accurate, ultimately contributing to a better understanding of the FWCHT items.

This study aimed to explore the perceptions and experiences of Ghana's hospitality and tourism employees regarding fair work by integrating in-depth interviews with other qualitative research findings and relevant literature. This method sought to establish quantitative measures that could assess the broader applicability of the findings across various employment settings within the hospitality and tourism industry. The application of quantitative techniques is warranted

as it enhances the generalisability of the research and facilitates its replication in different contexts. Such replication can uncover relationships and variations across multiple locations, thereby enhancing the relevance of the research outcomes in diverse settings. The study adopted an African perspective on the employees' fair work conditions in the hospitality and tourism industry scale (FWCHT) and sought to achieve a comprehensive analysis through varied responses from employees.

Moreover, utilising quantitative theory testing in the study was advantageous as it facilitated the acceptance or rejection of the principles of the theories by examining the findings in the broader context of employees' equitable work experiences. Finn et al. (2000) suggest that a deductive research approach involves gathering empirical evidence to assess a pre-existing hypothesis, with the aim of either confirming or refuting the theory. Consequently, hypotheses derived from a specific theoretical standpoint are scrutinised to authenticate the theory (Laplan & Quartaroli, 2009, p.65).

To investigate the experiences and perspectives of employees regarding fair work conditions, this research utilised a deductive approach. This involves the development of hypotheses based on previous studies or observable phenomena relevant to the investigation, the collection of data to test these hypotheses, and ultimately the assessment or verification of the hypotheses in light of the evidence gathered (Veal, 2006). In essence, the deductive approach starts with a theory, formulates hypotheses, collects and analyses evidence, publishes findings, and then decides whether to accept or reject the hypothesis (Finn et al., 2000).

4.2. Philosophical Perspective of the Study

This section delved into the fundamental beliefs and theories that form the basis of this research. As Bryman (2008) notes, a study's belief systems encompass the researcher's convictions that shape the research subjects, methods, and interpretation of findings. In essence, a researcher's worldview is reflected in their philosophical assumptions (Creswell, 2009). Given the nature and objectives of this study, the study adopted a postmodernist approach. Postmodernist research prioritises rational philosophical differences that effectively address the issues under study (Patton, 1990; Rossman & Wilson, 1985). To apply social phenomena to real-world scenarios, it emphasises conceptualisation, which involves subjective and objective observation of individual behaviour, testing of resulting behaviour against a set of proposed causalities, and a deductive pattern.

Ontologically, this study highlights the complex nature of reality, acknowledging that it can be both subjective and objective. When it comes to perceptions of fair work, employees may hold various interpretations or perspectives, though there may be an overarching reality for this condition (Morgan, 2007; Saunders et al., 2009). To accurately measure this reality, the study advocates for a mixed-method approach, recognising that subjective and objective interpretations of employees' fair work conditions (FWCHT) exist and that there is a causal relationship between FWCHT, mental health outcomes, and employee wellbeing.

Epistemologically, this study sought to create research that is both theoretically rigorous and practical for real-world applications. It employed a dual approach that acknowledges both interpretive and positivist forms of knowledge to investigate employees' understandings and experiences of fair work within a comprehensive context. By qualitatively interpreting employees' perspectives and using statistical methods to explore the interrelationships between FWCHT and

outcome variables like mental health and wellbeing, the study aimed to contribute to real-world situations (Maarouf, 2019). Ultimately, the findings and conclusions of this study enhance the understanding of FWCHT and provide valuable insights for making informed projections and generalisations.

4.3. Development of FWCHT Scale

Researchers from the hospitality and tourism fields have attempted to comprehend fair work from the perspective of employees' conditions (Stockland et al., 2023). Authors and practitioners have conducted research to measure and explain fair work in its entirety. The employee fair work conditions and experience studies from the hospitality industry and the gig economy have been more useful in understanding the working conditions for full-time hotel employees, including freelance and casual workers from other industries (Dreyer et al., 2017; Robinson et al., 2022). Although these studies are relevant to the hospitality and tourism industry, the large-scale representation of hospitality and tourism employees has not received much attention. While some existing studies have mostly been done qualitatively using interviews (Codagnone et al., 2016; Dreyer et al., 2017), few other quantitative studies have adopted health and wellbeing scales to measure fair work (Robinson et al., 2022).

Ineffective methods used in earlier research have reduced the application of scales developed in earlier years. This issue stems from the absence of a well-designed structure to direct choices during the several phases necessary for the development of scale (Hinkin, 1998; Price & Muella, 1998). It is important to build measurement instruments (procedures) appropriately to minimise this discrepancy (Hinkin, 1998; Schoenfeldt, 1984).

To address demands for a more thorough and representative conceptualisation and analysis of the employees' fair work conditions in the hospitality and tourism industry, this thesis presents an empirical method that results in valid and precise measuring instruments for fair work conditions among hospitality and tourism employees. The proposed scale development method in this study followed scale development methods derived from earlier research (Choi & Sirakaya, 2005; Churchill, 1979; DeVellis, 2017; Lee et al., 2014; Lee et al., 1974).

Existing studies indicating established processes for scale development were examined. For instance, Hinkin (1998) delineated the subsequent steps involved in the production of a scale: (1) creation of items, (2) distribution of the questionnaire, (3) preliminary item reduction, (4) confirmatory factor analysis, (5) convergence/discrimination validity, and (6) replication. Hence, scale development techniques, irrespective of the lack of consensus from other scholars on the exact order of steps involved, often start with the identification of items of measurement through a theoretical examination of the literature, after which constructs are established. Subsequent steps include content and construct validity checks, pre-testing of those items, research instrument revision and pilot testing, revision and confirmation of the validity and reliability of the construct results, and finally, the main survey (Hinkin, 1998; Churchill, 1979; DeVellis, 2017).

To produce appropriate scales for evaluating the fair work conditions of employees in the hospitality and tourism industry, this study carried out the proposal made by Churchill (1979) and DeVellis (2003) to develop a valid and reliable scale for measuring FWCHT. The development of the scale is divided into seven phases (Figure 1): (1) specification of construct domains; (2) item generation; (3) expert review of the item collection; (4) measurement purification; (5) data collection; (6) reliability and validity assessment; and (7) main survey.

Phase	Procedure
1st phase Literature review: identification of domains and items and interview protocol	Review of literature on earlier studies (Fair work, decent work, sustainability, hospitality, and tourism career and workplace, and the gig economy), theories (organizational justice theory – distributive, procedural, and interactional justice), and policy frameworks (Scottish, and Australian fair work framework/act, UK and USA fair work policies.
2nd phase Employees' interview, development of a poll of items and indication of the measurement structure	The scale items are based on previously published literature together with responses/results from interviews conducted with hospitality and tourism employees in Ghana and redeveloped to align with the research context and objectives.
3rd phase Expert review of the pool of items generated	In-depth interviews with experts, content validity, and construct validity checks.
4th phase Scale/instrument refinement through pretest (50 participants)	Refinement of items by a professor, a lecturer and 48 doctoral students; content validity, and construct validity checks.
5th phase Pilot study – check validity and reliability	Online survey of 200 hospitality and tourism employees in selected hotels, travel and tour, and attraction firms in Ghana (to test and improve the instrument, and to identify possible data collection problems); Factor and structural analyses; exploratory factor analysis (EFA); Validity and reliability assessment - checking validity and reliability for coefficients, communalities, and factor loadings.
6th phase Main survey – reliability and validity assessments.	Conducted the main survey with a sample of 804 hospitality and tourism employees in Ghana; Conducted factor and structure analyses; Exploratory Factor Analysis (EFA); Confirmatory Factor Analysis (CFA); verified reliability coefficients, convergent, and discriminant validity
7th phase Main survey results (Hypothesis testing)	Analysing data: Structural Equation Modeling (SEM) – relationships between FWCHT and dependent variables

Figure 4. 1. Scale development steps and procedures

4.4. Justifications for Measurement Scale for Assessing FWCHT in Comparison to Organisational Justice Measurement Scales

Along these lines, the use of organisational justice measurement scales is prevalent in organisational behaviour studies. These scales aid in understanding employees' perceptions of fairness in decision-making, resource allocation, and interpersonal interactions, as well as the corresponding behavioural responses. Consequently, the scale is a tool that measures how fair or unfair work relationships, rewards (both financial and non-financial), administrative procedures, and interpersonal treatment between superiors and subordinates as perceived by employees (Rego, 2002). The distributive justice aspect of the scale focuses on how income is distributed based on performance, such as wages, rewards, promotions, and profits, and how they compare to others (Klein & Colauto, 2020).

This aspect also takes into account the effort put into achieving the results. Another aspect of the scale is procedural justice, which examines the fairness of personnel selection, performance evaluation systems, remuneration and promotion procedures (Klein & Colauto, 2020). This aspect explores the decision-making processes and how employees perceive their superiors during the evaluation process. The interactional justice aspect of the scale focuses on the quality of interpersonal treatment and communication between superiors and their subordinates (Cohen-Charash & Spector, 2001; Colquitt, 2001). It looks at how individuals are treated in the organisation and the degree to which organisational authorities or superiors treat employees (Rego, 2002).

The organisational justice scale is a useful tool to evaluate fairness perceptions within a company and employees' behaviours. However, it broadly measures aspects of fairness like distributive, procedural, and interactional justice. This inclusive approach can make it difficult to

identify specific areas of concern or improvement within the organisation. Conversely, the developed fair work condition measurement scale aside these delves specifically into employees' rights, work-related health and safety, job security, flexibility in workload and work schedule distribution, opportunities for development, as well as performance evaluations. This tailored approach allows for a more targeted assessment of employees' perceptions of fairness in these specific areas and can provide more detailed and actionable insights into measuring diverse and potential issues related to work conditions and fairness perceptions among employees.

More so, the organisational justice scale measures the fairness of workplace decision-making processes and the perception of fairness in achieving organisational goals. It evaluates how employees perceive their treatment and communication in the workplace, particularly in their interactions with superiors or management. The scale also examines equity in the workplace, with a focus on the correlation between employee effort and the results achieved. On the other hand, the fair work condition scale considers more than just decision-making processes, interactions with superiors, and equity in terms of employee input and correspondence rewards. It takes into account decisions that promote employee development and wellbeing, emphasising fairness based on human and legal rights specified by labour law. Additionally, the scale assesses workplace treatments and communication, emphasising fairness among colleagues and between employees and customers. It also evaluates job security, including fair contracts, and remuneration that promotes long-term sustained employment and financial stability, as well as conditions that ensure good health and safety for employees, which the organisational justice scale does not specifically evaluate.

Overall, although the organisational justice scale offers a comprehensive evaluation of fairness perceptions in the workplace, encompassing distributive, procedural, and interactional

justice, its broad scope may hinder its ability to pinpoint specific fairness concerns. However, the fair work condition measurement scale provides a targeted and objective assessment of fairness in particular areas of work conditions, which may allow for more precise and actionable insights and interventions.

4.5. Justification of FWCHT Scale Development for Hospitality and Tourism

The development of fair work measurement scale items is necessary to evaluate fairness in the context of work-related practices and procedures. While organisational justice measurement scales provide a framework for assessing fairness within an organisation (Hu et al., 2024; Roy, 2022), they may not capture the nuances and intricacies of fairness at the individual level. This is especially true for work tasks, assignments and performance evaluations. In addition, they may not address the specific factors that contribute to fair work conditions for individual employees (Farbenblum & Berg, 2017).

Fair work conditions aside, issues of employees' rights and justice encompass a wide range of factors, including workload distribution, task complexity, work-life balance, job security, and opportunities for growth and development (Daverth et al., 2016). These factors directly affect employees' wellbeing, job satisfaction, and overall performance. Therefore, the development of a specific measurement scale for employees' fair work conditions may allow for a more targeted and comprehensive assessment of the factors that directly impact employees' daily experiences and wellbeing in the workplace. This is particularly important when traditional organisational justice scales may not capture the unique challenges and complexities faced by employees in the hospitality and tourism industry (Gilliland, 2008).

Employees in the hospitality and tourism industry encounter distinct industry-specific characteristics such as high turnover rates, seasonal employment, and customer-facing roles (Stamolampros et al., 2019). These factors can impact employees' perceptions of fairness, and generic organisational justice scales may not address these industry-specific factors effectively (Horan et al., 2021). Likewise, employees in hospitality and tourism often work in fast-paced, high-stress environments where issues like workload, shift patterns, and customer interactions play a significant role in their perception of fairness (Kalargyrou et al., 2023; Tromp et al., 2010). Tailored measurement scale items can capture these unique aspects of the work environment.

Job insecurity is a prevalent concern in the hospitality and tourism industry due to economic fluctuations and changing consumer preferences (Jung et al., 2021; Karatepe et al., 2020). Measurement scale items focused on fair work conditions can help assess how job insecurity affects employees' wellbeing and job satisfaction. Wage differentials based on factors like job role, experience, location, as well as workplace safety due to the physical demands of certain roles and the potential for accidents or injuries in the industry are critical issues (Hsieh et al., 2016; Lippert et al., 2020; Santos, 2023). Therefore, specific measurement items can evaluate employees' perceptions of fairness regarding pay and benefits, and address safety concerns, while promoting a safe working environment for employees. These factors may not be adequately addressed by generic organisational justice scales.

4.6. Specification of Items and Domains of Constructs

Generating items to be included in the construct development is the first step in developing a measurement scale (Churchill, 1979; Hinkin, 1998). The capacity of researchers to find representative items for a concept is crucial to creating an effective scale (Hinkin, 1998). It is

advisable to decide which items to include or leave out. The purpose of the item and domain specification is to help the researcher specify exactly what they want to assess (DeVellis, 2017). Since it is unlikely to use every item in the domain of interest, it is crucial that the sample of items drawn from possible items accurately reflects the structures being studied (Ghiselli et al., 1981; Hinkin, 1998).

The current study aimed to establish a fair work conditions scale for employees in the hospitality and tourism industry by drawing on elements from previous qualitative and quantitative studies, including government policy frameworks and acts (Codagnone et al., 2016; Dreyer et al., 2017; FWC, 2016; Robinson et al., 2022; Stockland et al., 2023). Despite the abundance of scale development in the hospitality and tourism literature (e.g., Fodness, 1994; Jeong & Park, 1997; Kim & Eves, 2012; Ryan & Glendon, 1998), no study has explicitly focused on measuring employee fair work conditions. It is essential to note that the conception of fair working conditions may vary among employees, and only a few qualitative studies have explored fair work conditions and experiences in the hospitality and tourism industry.

The examination of relevant literature has revealed eight significant themes about FWCHT. These themes encompass a range of factors such as productive voice and representation; equitable, diverse, and inclusive opportunities; fair pay and benefits; fulfilment/satisfaction; respectful workplace relationships and treatment; labour rights and justice; Fair and safe working conditions and hours, and fair and secure contracts. The following provides a clear definition and application of each of these elements.

Productive voice and representation explain employees' freedom to have dialogue, express their ideas, worries, and suggestions in the workplace, and get their opinions considered in decision-making (FWC, 2016; Holman, 2013; Regier, 2023). It includes the freedom of employees

to access representation or external support through membership in trade unions or external support for better terms and conditions of work (Croft, 2018; Kahn & Morimune, 1979). When employees feel free to express their opinions and know that their superiors will take them seriously, they have a voice (Kwon & Farndale, 2020). It encourages employees to express their views, making them confident, open, and fulfilled (Zhu et al., 2022). These contribute to achieving an effective voice where a safe environment is created for seeking and listening to employees' views, exchanging ideas, and dealing with challenges constructively in ways that can make a difference (Fair Work Convention, 2016). In job quality literature, employee voice and engagement are frequently discussed, primarily because they improve wellbeing (Holman, 2013). However, given the long-term demise of trade unions, it is important to investigate the issue of the lack of representation and voice for hospitality and tourism workers (Croft, 2018).

Fair pay and benefits describe the provision of fair and enhanced monetary benefits and other incentives, such as retirement plans, paid time off, or bonuses (Robinson & Brenner, 2021). It includes equitable possibilities for pension plans, sick compensation, and salary advancement. Essentially, in promoting fairness in employee compensation, organisations must establish a wage floor that guarantees all employees receive hourly pay at least equal to the Real Living Wage (Fair Work Convention, 2016). This approach also helps prevent illegal pay discrimination, which requires transparent pay systems for identification and resolution. The complexity and lack of transparency in pay systems increase the risk of disparities (Castilla, 2015). Hence, transparent systems enable employees to understand how their reward system works and their compensation rate, reducing ambiguity and perceptions of unfairness (Christensen et al., 2021). This also minimises the probability of an employer facing a lawsuit for unequal pay.

Along these lines, organisations must make conscious efforts to ensure that employees are paid fairly and appropriately for the work done. They should offer additional benefits like annual leave, paid time off for illness, and pension contributions exceeding the legally mandated minimum (Robinson et al., 2022; Stockland et al., 2023). Employers are often unaware of how their decisions affect wage parity and employee morale, so it is essential to provide equal compensation to avoid discrimination against all employee groups, regardless of gender, race, and for jobs requiring comparable levels of effort, ability, knowledge, and responsibility (Alkadry & Tower, 2006).

Respectful workplace relationships and treatment involve polite and respectful interactions among employees, superiors, and co-workers. These interactions provide a sense of purpose and belonging for employees in the workplace (FWC, 2016; Stockland et al., 2023). This also includes acknowledging and respecting employees' individuality, values, and autonomy (Hodson & Roscigno, 2004; Tiwari & Sharma, 2019), and empowering them to make decisions within their roles (Kwok, 2019). It encompasses implementing measures to prevent various forms of mistreatment, such as discrimination and abuse, in the workplace (Gale et al., 2019; Robinson et al., 2022; Waugh, 2023).

Additionally, this emphasises the importance of allowing employees flexibility in fulfilling their responsibilities outside of work and highlights the organisational initiatives required to support employees in achieving a work-life balance (Clark, 2005; Stockland et al., 2023). It also stresses the significance of mutual respect between employers and employees, which fosters trust and confidence in the workplace (Ma et al., 2019; Takeuchi et al., 2009). Thus, suggesting that this mutual respect influences employees' perceptions of how much their organisation values their

wellbeing and promotes their welfare (Eisenberger et al., 2002; Ford et al., 2007; Kossek et al., 2011).

Fair and secure contracts outline the terms and conditions of employment agreed upon by the employer and the employee. It also covers establishing employment stability through employment agreements between these two parties in the workplace. Thus, it refers to how stable the work positions for employees are within their organisation, or if this will continue to be a viable role in the future (Cortès-Franch et al., 2018; Murphy & Turner, 2023). It expresses employees' schedules and how they are determined, the commitment required, and the scheduling or shifting needs (Herold et al., 2007; Vujičić et al., 2015). An important way to reinforce employees' commitment to job security is by incorporating stability into employment contracts offered. Thus, stipulating measures that guarantee flexible work hours for those with caregiving and family responsibilities, secure employment commitments, equitable opportunities for pay advancement, and benefits like sick leave and pension plans (Kalleberg, 2018; Robinson et al., 2019; Rodríguez-Sánchez et al., 2020).

Further, to enhance job security, contracts must align with the conditions under which employees are engaged in their work (Boxall, 2013). In effect, this requires employees to have access to the declaration of the employment terms and conditions, whether written or oral (Kaufman, 2015). These terms should be clear, concise, and easily accessible to employees at all times (Cushway, 2014). Any changes to the agreement must be communicated fairly and in advance to the employee (Cushway, 2014; Estlund, 2014). Moreover, the contract should not contain unfair provisions that may limit the employer's liability or prevent employees from filing complaints. The agreement should be fair and just for both parties (Poppo & Zhou, 2014).

Equitable, diverse, and inclusive opportunities pertain to providing employees with equal chances for growing their careers and offering interventions to enhance their skills (Robinson et al., 2022; Stockland et al., 2023). This encompasses fair pay, reasonable work hours, and effective stress management techniques that motivate employees to pursue advancement opportunities. It involves acknowledging and leveraging visible and invisible attributes that differentiate employees, such as gender, ethnicity, race, language, sexual orientation, age, and educational background. Consequently, recognising disparities in socioeconomic status and differences in physical abilities or disabilities (April et al., 2009; Giovannini, 2004; Wah, 1999). And ensuring that individuals feel a sense of belonging at work, enabling them to enhance their knowledge and skills through unobstructed access and supportive processes in the workplace (Solnet et al., 2014; Stockland et al., 2023).

Accordingly, they are essential for achieving employees' health, safety, and wellbeing and reflect fundamental values of fair and decent work (ILO, 2017). It is a common theme in the literature on workplace equality, justice, and wellbeing (Clark, 2005). However, due to the long-standing patriarchal traditions in the hospitality and tourism industry, such opportunities seem to be scarce, raising questions about how fairly some employees in these occupations are treated (Clark, 2005).

Labour rights and justice illustrate employees' rights and privileges at the workplace, which significantly affect their wellbeing; and highlight the significance of employees' awareness of these rights and privileges for their betterment (Roberson & Scott, 2024). It describes employees' authority regarding their benefits, opportunities, compensations, freedoms, and overall wellbeing in the workplace, as outlined in most labour policies (Min et al., 2019). Additionally, it

spells out their right to challenge unfavourable and unjust decisions and treatment arising in the workplace.

All workers have the right to be treated fairly and safely in their workplace, including paid breaks – rest periods that an employee can take when away from work during regular business hours (Blasche et al., 2017). Having breaks maximises the benefits of giving employees chances to eat, drink, decompress, and refuel while enhancing their wellbeing (Cropley et al., 2023). Unfortunately, some businesses purposely endanger their employees by failing to provide necessary protections and engaging in deceitful practices to violate their rights (Zwolinski, 2007). Similarly, organisations take advantage of some employees' ignorance of their rights and deceive them, subjecting them to unfair treatment (Sullivan & Robinson, 2017). Several contracts and employment rules expose employees to abuse and attempt to take away their rights without their knowledge (Zwolinski, 2007). For instance, although paid breaks are an aspect of employees' legal rights some companies do not give their workers paid breaks (Cropley et al., 2023). Therefore, employees must have legal safeguards against such abuse, empowering unions and individual employees to hold companies accountable and end unjust labour practices.

Fair and safe working conditions and hours refer to the working conditions, and work hours involving a wide range of employee concerns such as compensation, rest times, work scheduling, and the physical and psychological demands of the workplace that may influence employees' health and wellbeing (Winchenbach et al., 2019; Wang & Cheung, 2023). This includes addressing issues related to job design, health monitoring, providing appropriate personal protective equipment, and proper psychosocial management, such as preventing harassment (Becton et al., 2017). A well-designed workplace environment and working conditions can reduce workplace stress leading to reduced time away from work due to illness and improved wellbeing (Min et al.,

2019). Intricate responsibilities and greater workloads tasked to employees can place significant strain on their physical and mental wellbeing, ultimately affecting their health (Rao & Goel, 2017). Unspecified and constantly extended working hours and alternatives outside standard working hours, unreliable scheduling and subpar working conditions can negatively impact an employee's health, ability to balance their family, social life, further education and productivity (Min et al., 2019; Mubeen & Rashidi, 2014).

Therefore, organisations are obliged to take into account the physical, mental, and emotional demands of jobs and activities (Ariza-Montes et al., 2019; Idris & Dollar, 2014); the length, frequency, and complexity of tasks; the work environment and systems; and the needs, preferences, and capacities of employees when designing a workplace (Ariza-Montes et al., 2018). Also, employees need to be given work schedules that align with their respective grades and other relevant factors. Compensation for employees at different levels of employment should be based on their specified conditioned hours of labour (Massoudi & Hamdi, 2017). And so, ensuring the wellbeing of employees while on the job is of utmost importance, and organisations must take necessary precautions to mitigate any potential risks to employees' health and safety (Chari et al., 2018; Tamers et al., 2020). Again, organisations must have effective health and safety protocols in place, regularly reviewed, or updated to ensure employees' safety at work (Chari et al., 2018; Tamers et al., 2020). To prevent employee exploitation and to ensure fair compensation, employers should standardise and enforce conditioned work hours for all employees (Massoudi & Hamdi, 2017).

Fulfilment/Satisfaction emphasises the significance of offering meaningful and suitable jobs or responsibilities that match employees' skills, goals, and talents within the organisation. This concept illustrates how effectively and efficiently employees' skills are used based on their

expertise, qualifications, knowledge, and other relevant factors. Satisfaction in the workplace is achieved when employees' success, prosperity, and wellbeing are driven by their roles (Wang & Cheung, 2023; Zhang et al., 2020). Engaging employees effectively in line with their expertise, qualifications, knowledge, and other pertinent factors in the workplace is essential (Griffin et al., 2021; Sheehan et al., 2018). Enhancing employee fulfilment in the workplace involves leveraging and improving their knowledge, skills and autonomy, which are crucial for their career growth, and organisational success (Stockland et al., 2023). This contributes to employees' job satisfaction, fosters commitment, and enhances their health, and overall wellbeing (Holman, 2013). Conversely, lack of development and ineffective use of skills can result in waste and raise concerns about employee self-confidence and fulfilment at work (Griffin et al., 2021).

Organisations that invest in employees' training and development, use their skills effectively, and implement policies and practices that impact their health, safety, and wellbeing, can enhance employee fulfilment and satisfaction (Zhu et al., 2022). Furthermore, while better utilisation of employees' skills is associated with improved wellbeing and fulfilment (Boxall et al., 2015), ineffective use of skills can result in job dissatisfaction and higher employee turnover (Felstead et al., 2017). For instance, studies indicate that skill utilisation positively correlates with extreme job satisfaction (Boxall et al., 2019). It has also been found that employees who are adequately engaged and encouraged to make discretionary decisions report higher job satisfaction (Lorenz, 2015) emphasising the importance of a positive organisational culture (Lamane-Harim et al., 2023). Therefore, fostering a work environment that values and utilises employees' skills can contribute to employees' overall fulfilment and satisfaction leading to higher-quality jobs (Diener & Seligman, 2004; Joo & Lee, 2017).

4.7. Generation of Pool of Items and Determination of Format for Measurement

While developing a scale, Churchill (1979) identified the second stage as the creation of specific items for investigation. To ensure content validity and compatibility with interviews, a deductive method of logical segmentation or classification was employed (Hinkin, 1998, p. 106). DeVellis (2003) explains that this method uses theoretical definitions derived from literature reviews to describe concepts. In the case of the FWCHT measurement items, the items emerged from preliminary interview results and existing studies on various topics, including decent work, career, health and wellbeing, the gig economy, fair work experiences in the hospitality sector, organisational justice, and policy papers and frameworks. A total of 111 first poll of items were identified from the literature and interview data (see Table 4.1 in Appendix I). Additionally, the Likert-type measuring method was used due to its broad relevance and usefulness in the tourism literature. The Likert-type method provides a reliable way to measure employees' agreement with scale items and assess their perceptions and experiences (DeVellis, 2003).

4.8. Experts' Review of the Initial Pool of Items

Comprehensive in-person and online interviews were done during this stage to find acceptable or representative items, assess each dimension of FWCHT, and establish new items that would have gone unnoticed in the first stage. Purposive sampling was used to select the interview participants for this stage. This method is important because it requires gathering information from study participants with the expertise to contribute relevant data (Churchill, 1979). Also, using this approach, diversity within a given population can be captured (Maxwell, 2005). Concerns identified in the preliminary interview results and the literature formed the basis for the interview guides that were employed.

The interview comprised ten participants, including a hotel HR manager, a restaurant supervisor and staff, a housekeeping staff, a sales and marketing executive from a travel and tour agency, three professors, and two doctoral students with expertise in the hospitality and tourism industry. The interviews were conducted between May and June 2024, both in-person and remotely through platforms such as Teams and Zoom, with English being the chosen language of communication due to the proficiency and preference of the participants. The professors had a strong publication record in leadership and human resources management and had extensive knowledge of scale development and policies. The HR manager, restaurant supervisor, sales executive, and employees had significant practical experience and had encountered various work-related challenges. The doctoral candidates also had a solid understanding of human resource management and scale development. The selection of participants was methodical, considering their backgrounds and interest in workplace issues and employee welfare within the hotel and tourism industries. The interviews lasted approximately thirty minutes, and detailed profiles of the interviewees can be found in Table 4.2.

Table 4. 1. A profile of respondents for the in-depth interviews

	Gender	Age range	Occupation	Country of residence	Interview duration
1.	Female	31 - 40	HR Manager (Hotel)	Ghana	32 minutes
2.	Male	31 - 40	Restaurant supervisor	The United States of America	40 minutes
3.	Female	31 - 40	Restaurant staff	Ghana	44 minutes
4.	Female	21 - 30	Housekeeping staff	Ghana	33 minutes
5.	Male	31 - 40	Sales and marketing executive (travel and tour agency)	Ghana	35 minutes
6.	Male	41 - 50	Professor	The Netherlands	32 minutes
7.	Male	41 - 50	Professor	Ghana	36 minutes
8.	Male	41 - 50	Assistant Professor	Hong Kong	39 minutes
9.	Female	31 - 40	PhD student	Hong Kong	40 minutes

10.	Female	31 - 40	PhD student	Hong Kong	33 minutes
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The interview process employed three fundamental approaches. Initially, participants were requested to recall instances of equitable work conditions during their employment with their current employer (refer to Appendix). Interviewees were specifically prompted to provide a comprehensive account of their experiences with equitable work conditions. Open-ended questions about the participants' experiences and perspectives on fair work conditions were posed at the beginning of the interview. Based on the responses received, additional probing was conducted to enhance interaction.

Additionally, to measure the level of agreement with the scale items, the interviewees were provided with a list of items derived from the preliminary employee interviews and the literature review. The participants evaluated these items according to their descriptions, meanings, and relevance to their experiences, thereby assessing the content validity. Items deemed unclear, repetitive, or redundant were modified or eliminated based on the input received from the participants. Finally, participants were re-interviewed to recall their experiences and elaborate on the fair work conditions in hospitality and tourism (FWCHT). Items that were not identified during the preliminary interview and literature review were identified and added during this phase.

The interviews were carried out following ethical standards. Before the interviews, participants were allowed to consent and were provided with a clear explanation of the study's objectives and any potential risks involved. Also, participants were guaranteed that their responses would be kept confidential and anonymous. Participants were further informed that they had the option to end the conversation at any time. After transcribing and analysing the interviews, participants were contacted to review the newly created list of items. Subsequently, adjustments were made to the list based on the reviewers' feedback.

After the original list of items was revised, the interviewers were asked to reassess the revised items and provide their input. According to DeVellis (2003), this process ensures that the researcher obtains high-quality data that can significantly contribute to the final assessment or decision. Although 111 items were initially generated from the preliminary interview results and literature, a smaller set of 56 items, based on expert advice, was selected for further study after certain items were eliminated and merged. The subsequent section outlines the details of the item elimination and consolidation.

4.8.1. Amendment of items for FWCHT

4.8.1.1. Amendment of items in productive voice and representation

The items "freedom of association" (item 1), "freedom of employees voice in negotiations" (item 2), and "allows employees to attend physical or digital trade/employee union meetings" (item 4) under the domain "productive voice and representation" were removed after the list of items was given to the experts and their feedback was considered. According to the experts, these combined might have the same meaning as "form or access trade/employee unions to negotiate for improved conditions" (item 3). For added clarity, the following aspect of item 3 "(e.g., working conditions, salaries and compensation, working hours, and benefits)" was removed and rephrased to "This company allows employees to form or join trade/employee unions that negotiate for improved conditions for its members." Additional modifications were made to the remaining items. The experts claimed that adding these "(working conditions, salaries and compensation, working hours, and benefits)" as examples could limit respondents' ability to consider and recognise the specific concerns related to their organisation.

Furthermore, based on experts' suggestions, the wording "does not condemn collective bargaining" (item 5) was changed to "permits collective bargaining" as it could affect the item's score. Once more, all examples elaborating on the items were removed to lessen the possibility of forcing responders to provide a specific response. The sentence "has provided safe and reliable ways for employees to express ideas or concerns" (item 7) was rewritten to make it sound more active rather than passive. Similarly, the sentence "provides a safe environment where open discussions on disagreements are done openly for constructive management" (item 8) was also rewritten to "provide a safe environment for constructive discussions without fear of victimisation." To make it sound more contextualised.

Finally, the phrases regarding items 6, 9, and 10 were changed to remove the passive meaning of "in this company" and replaced with an active phrase "this company." Items were rephrased as follows to ascertain the respondents' current situation: Item 6 states, "This company makes sure that its workers are represented in management, board, or council decision-making processes through employee groups or trade unions"; Item 9 states, "This company takes into account its workers' opinions when making decisions"; and Item 10 states, "This company permits its workers to individually bargain or seek outside assistance for better conditions without facing negative consequences." Expert feedback indicated that it would be suitable to begin the sentences under this domain with "this company" to improve understanding and provide further clarity. The changes made in response to expert feedback are shown in Table 4.3 in Appendix II.

4.8.1.2. Amendment of items in fair pay and benefits

Under the "fair pay and benefits" domain, two items underwent deletion. Specifically, Item 10, which refers to "praise and rewards," and Item 11, concerning the "appreciation of strengths and

contributions,” were removed. Experts proposed that Items 5, “provision of sick pay,” Item 6, “provision of pensions,” and Item 8, “This company pays employees other benefits besides their basic pay (e.g., accommodation, transportation support)” could be integrated, as they represent similar forms of employee benefits.

The remaining items were revised following the experts’ recommendations. It was noted that Item 2 was likely to invoke “strongly disagree” responses, as no wage can ever be deemed sufficient. Therefore, rephrasing was advised. Additionally, it was suggested that a new item addressing “pay discrimination within the organisation” be introduced. Further minor adjustments were made to other remaining items, including refining existing words and incorporating new ones to enhance the clarity of meaning. Table 4.4 (see Appendix II) illustrates the amendments made to the “fair pay and benefits” domain.

4.8.1.3. Amendment of items in respectful workplace relationships and treatment

After a thorough evaluation by experts, it was determined that eleven items required deletion due to their inappropriateness for the domain of “respectful workplace relationships and treatment.” Specifically, certain items were more suitable for assessing other domains; for instance, Item 3, “Prejudice against employees is condemned in this company,” was identified as being more relevant to the domain of “equitable, diverse, and inclusive opportunities” when rephrased. Additionally, some items were found to be repetitive, while others merely provided illustrative examples of existing items. These specific items were removed.

Likewise, Item 18, “This company has established procedures to support employees’ safety, health, and wellbeing,” was deemed inapplicable for this context. Experts noted that while it is related to the working environment, it does not pertain directly to workplace relationships. A suggested

rephrase was, "This company has established procedures to address its employees' grievances." To enhance clarity and relevance within the "respectful workplace relationships and treatment" domain, experts recommended adjusting certain terminology in some remaining items. Amendments were made to the verb tenses in the statements to eliminate reiterations and examples, thereby capturing the unique experiences of respondents while maintaining an active voice. Detailed information regarding the amendments can be found in Table 4.5 in Appendix II.

4.8.1.4. Amendment of items in fair and secure contracts

According to expert evaluations, items measuring "financial resources" (item 12) and "time" (item 11) separately under the "fair and secure contracts" can be comprehensively addressed as a single entity since they are all types of workplace resources. Treating them separately under this domain may unnecessarily increase the number of items without providing additional insights. Experts recommended merging these items and reframing the discussion to elicit responses that reflect the various resources guaranteed by different employers as specified by the "fair and secure contracts" domain. Upon the experts' review, six items were identified for removal. For example, item 14, "This company fosters a supportive and engaged work environment to increase job security for employees," was considered to overlap with other items measuring similar concepts. It was suggested that the notion of an "engaged and supportive environment" could be adequately represented by items, such as item 9, "This company guarantees flexible work arrangements/schedules for employees for enhanced wellbeing," and item 11, "This company guarantees resources (e.g., time, flexible schedules) for employee training/professional development."

Also, item 13, which asserts, "I am guaranteed my job security because this company prioritises employees' welfare," was deemed vague and unclear, as the term "employees' welfare" could encompass aspects already covered by other items. Finally, item 4, which states, "This company guarantees adequate contributions towards employees' pension benefits in line with the statutory minimum requirements," was determined to align closely with the domain of "fair pay and benefits," suggesting its removal as well. As a result of this evaluation, six items were retained, and further adjustments were made to the sentence structure to ensure consistency throughout. The revisions are documented in Table 4.6 for reference to Appendix II.

4.8.1.5. Amendment of items in equitable, diverse, and inclusive opportunities

Fifteen items were proposed within the “equitable, diverse, and inclusive opportunities” dimension. Following the experts’ review, seven items were excised due to concerns regarding inappropriateness, similarity, and redundancy. For instance, item 5, which states, “This company has policies against hiring employees based on their physical features/appearance,” was identified to convey a similar meaning to item 1, “This company has a fair and robust recruitment procedure for selecting employees of all genders, ages, or ethnicities.” Additionally, item 12, “This company provides equal pay for employees for work of equal or comparable value regardless of gender, ethnicity, or age,” was recommended for rephrasing to reflect the concept of equity rather than equality. Experts concluded that this rewording would align more closely with the principles outlined in the "fair pay and benefits" domain.

Subsequent adjustments were made to the retained items, which included excluding examples that illustrated the items, as well as rewording using terminology identified by experts

as more suitable for effectively conveying the intended meanings. Detailed information regarding these amendments is presented in Table 4.7 (see Appendix II).

4.8.1.6. Amendment of items in labour rights and justice

Following a thorough consultation with experts, seven items were selected for inclusion in the “labour rights and justice” domain. Six items were excluded due to their tendency to overlap in meaning with those that were retained. For instance, item 5, which states, “This company keeps its employees informed about all legal or ethical regulations (such as those regarding privileges, abuse, or dismissal) in the workplace,” conveys a similar idea to when item 4 “I have been made to understand my rights regarding leaves, holidays and compensation”, item 9 “This company does not oppose employees' right to join trade unions for negotiation of better conditions”, and item 10 “This company recognises employees' right to be paid at least the national minimum wage” are combined. Experts recommended merging item 7, “This company respects its employees' right to take rest breaks while working,” with item 8, “This company respects employees’ entitlements to paid leaves (such as annual, sick, or maternity leave),” into a consolidated item phrased as: “This company respects employees’ entitlements to paid leaves and breaks.” All associated examples were subsequently removed for clarity. Additionally, it was suggested that a new item addressing justice, specifically concerning remedies or redress, be introduced, as the initial items lacked sufficient representation of this theme. Further revisions were made to enhance sentence structure and wording, ensuring the final content is concise, clear, and consistent. Details of these amendments are documented in Table 4.8 in Appendix II.

4.8.1.7. Amendment of items in fair and safe working conditions and hours

Amendments have been made to four of the five retained items within the “fair and safe working conditions and hours” domain. The experts recommended rephrasing Item 4, originally stated as “This company provides support and reinforcement for open communications that reduce stress levels of employees,” to “This company supports open communication that stimulates employees’ creativity and fosters a sense of belonging.” This adjustment was suggested due to ambiguity regarding the relationship between open communication and stress reduction.

Moreover, Item 8, “This company abreast employees with information to respond to current trends (technology, or service) in the hospitality and tourism industry,” was identified as unsuitable for this domain and should be removed, as its connection to “fair and safe working conditions” was unclear. Apart from Item 8, ten other items were eliminated based on the experts' evaluations regarding their overlapping meanings with retained items or their classification as misfits for this domain. Further modifications were made to the wording and tenses for clarity. Detailed amendments can be found in Table 4.9 in Appendix II.

4.8.1.8. Amendment of items in fulfilment/satisfaction

In revising the items within the "fulfilment/satisfaction" domain, six items were identified for deletion due to redundancy and overlap in meaning with other items deemed to be more robust. Specifically, Item 9, “I am pleased to work in this company because employees are given authority over their work to make changes,” was modified to replace the phrase “employees are given authority over their work to make changes” with “favourable working conditions provided to employees,” as the original language was considered somewhat narrow.

Subsequently, the experts' evaluations highlighted confusion regarding Item 12, "I have the desire to work in this industry entirely because there are clear opportunities for employees' career advancement." The term "industry" was identified as potentially misleading; therefore, it was rephrased to "I have the desire to work in this company because there are clear opportunities for employees' career advancement" to improve clarity. The remaining items underwent structural amendments to enhance consistency and clarity throughout the instrument. The specific details of these changes are outlined in Table 4.10 (see Appendix II).

4.8.2. Revision of items for the study

4.8.2.1. Revision of items in FWCHT scale

The measurement items for the FWCHT survey were thus revised and developed with experts' guidance and feedback. A preliminary review of the literature and insights from preliminary interviews identified 111 items. While the labelling of the item domains remained unchanged, substantial modifications were made to the items themselves. Items (10) with similar meanings were consolidated, and weaker items were eliminated in favour of stronger alternatives. Additionally, two new items were introduced based on expert input: "This company provides all employees with equal pay for work of equal or comparable value, regardless of gender, age, or ethnicity" and "This company offers training to employees to recognise instances of prejudice or unfairness and to encourage them to address any perceived inequities."

Revisions were implemented across most items, focusing on aspects such as structure, tense, and phrasing. These revisions aimed to enhance clarity and ensure that each statement accurately reflects the intended sentiment. Notable revisions include the following items: include "This company allows employees access or form trade/employee unions to negotiate for improved

conditions (e.g., working conditions, salaries and compensation, working hours, and benefits)", "In this company, there are hospitality and tourism employee groups that negotiate for entitlements of employees/members", "In this company, employees receive wages enough to enable them to afford essential living expenses (e.g., food, housing, utilities, and clothing)", "This company responds promptly to all forms of employee concerns because it empathises with employees", "This company has established procedures to support employees' safety, health, and wellbeing", and "In this company, I signed written terms of employment that clearly stated all terms and conditions of work (e.g., job descriptions, contract duration, liability - penalties for employees' negligence, or benefits - salary components, allowances, medical and pension covers) before I started working."

Based on the evaluation, 52 items were removed from consideration due to issues such as misfit, repetition, and their effectiveness in measuring the intended domain. Among the items eliminated were the following: "This company encourages freedom of employee voice in negotiations", "This company allows employees to attend physical or digital trade/employee union meetings", "I receive adequate earnings for the work I do in this company", "This company ensures timely payment of employees' wages in compliance with the country's legal requirements", "I often receive praise and rewards when I do a good job in this company", "In this company, I face no discriminatory behaviours by anyone (e.g., colleagues, superiors, or guests)", "In this company, my colleagues compliment me appropriately on my appearance", "In this company, I feel comfortable seeking all kinds of help or advice from my co-workers when needed", "This company has policies to guarantee that all employees (e.g., genders, ages, or ethnicities) have equal opportunities", "In this company, employees are offered the flexibility to undertake study while working", "This company abreast employees with information to respond to current trends

(technology, or service) in the hospitality and tourism industry”, and “This company is the best company I have ever worked for.” Further details regarding the revisions are outlined in Table 4.11.

Table 4. 2. Revision of items in FWCHT scale after in-depth interviews

Items of productive voice and representation	
1.	This company allows employees to form or join trade/employee unions that negotiate for improved conditions for its members
2.	This company permits collective bargaining or industrial actions by its employees
3.	This company ensures its employees are represented in decision-making processes at the management, board, or council levels through employee groups or trade unions
4.	This company provides safe and reliable ways for employees to express their ideas or concerns.
5.	This company provides a safe environment for constructive discussions without fear of victimisation
6.	This company considers the opinions of its employees important in making decisions on how things are run/ done
7.	This company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences
Items of fair pay and benefits	
1.	This company pays its employees at least the current legal minimum wage in the country
2.	This company gives its employees wages that are commensurate with their positions or responsibilities
3.	This company consistently pays employees the appropriate overtime rate for working on statutory/public holidays
4.	This company ensures that all deductions made to employees' pay are fair
5.	This company gives me a salary that is similar to what is paid in comparable jobs
6.	This company gives all employees equal pay for work of equal or comparable value regardless of gender, age, or ethnicity
7.	This company pays employees other benefits besides their basic pay (e.g., holiday/sick pay, rent subsidy, service charge, medical support, accommodation, transportation support)
8.	This company rewards employees for their outputs or work done
9.	This company guarantees adequate contributions towards employees' pension benefits in line with the statutory minimum requirements
Items of respectful workplace relationships and treatment	
1.	This company gives employees sufficient notice of shift patterns and any changes
2.	This company allows employees the freedom to negotiate for the work hours offered to them.

3. This company fosters a culture in which employees can count on their superiors or colleagues at any time for help if they encounter any difficulties
4. This company responds promptly to all forms of employee concerns to show empathy
5. This company fosters a culture that ensures mutual respect among the workforce at work
6. This company discourages all rude or disrespectful behaviours against employees
7. This company has established procedures to address employees' grievances
8. This company makes an effort to prevent all forms of rude treatment against employees in the workplace

Items of fair and secure contracts

1. This company ensured I agreed to clear terms and conditions of employment before I started working
2. This company guarantees long-term employment agreements without forcing insecure casual work arrangements on employees
3. This company guarantees clear ways for employees' career progression
4. This company guarantees paid leave for employees
5. This company guarantees flexible work arrangements/schedules for employees
6. This company guarantees resources for employee training/professional development
7. This company ensures flexible working arrangements for employees

Items of equitable, diverse, and inclusive opportunities

1. This company has a transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities
2. This company has measures that guarantee equitable opportunities for all employees to participate in decision-making at work
3. This company provides mentorship opportunities to support new employees or employees with special needs in the workplace
4. This company ensure equitable access to advancement opportunities for all employees regardless of gender, ethnicity or country of origin
5. This company has work practices that prevent any discrimination against employees in the workplace
6. This company has measures to ensure equitable representation of gender among its workforce
7. This company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age
8. This company gives its staff members fair access to all types of professional development training

Items of labour rights and justice

1. This company does not unilaterally alter or enforce employment agreements on its employees while their contracts are still in effect
2. This company does not punish employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions

3.	This company keeps its employees informed about all legal or ethical regulations in the workplace
4.	This company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing
5.	This company respects employees' entitlements to paid leaves and breaks
6.	This company respects employees' freedom to refuse overtime work they do not want to do
7.	This company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly
Items of fair and safe working conditions and hours	
1.	This company ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing
2.	This company supports open communication that stimulates employees' creativity and a sense of belonging
3.	This company provides adequate health and safety protection measures for its employees in the workplace
4.	This company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work
Items of fulfilment/satisfaction	
1.	I feel I am fit for this job because this company allows employees to make effective use of their skills
2.	In this company, employees' responsibilities match their professional background or abilities
3.	I feel confident because my assigned tasks in this company are challenging enough
4.	I am pleased to work in this company due to the favourable working conditions provided to employees
5.	Investments made by this company in employee training or skills development are pleasing to me
6.	I have the desire to work in this company because there are clear opportunities for employees' career advancement
7.	I am happy to work in this company because the employment conditions support employees' aspirations

4.8.2.2. Revision of items on anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, and moderating variable - supervisor support.

The dependent variables were revised based on the recommendations from experts. Key modifications included the personalisation and contextualisation of certain items, along with

the removal of those that lacked clarity in assessing the current conditions of the hospitality and tourism industry. This adjustment was necessary because some items applied by this study to employees in the hospitality and tourism industry had been previously evaluated in the hospital or other industrial contexts.

The anxiety scale consists of 18 items adapted from the trait anxiety scale (Spielberger et al., 1983). Given that anxiety reflects an individual's psychological tendencies, the scale incorporates terminology such as "feel," "pleasant," "satisfied," "happy," and "disappointment." Each item was also personalised with the pronoun "I". Moreover, it was essential to provide context by prefacing statements with "In my working life with this company..." For example, Item 1 within this framework states, "In my working life with this company, I feel pleasant." Details regarding these modifications can be found in Table 4.12 (see Appendix III)

Items for assessing general mental health problems were adapted from (Goldberg & Hillier, 1979). Given that these general mental health problem items are frequently utilised in psychological research, modifications were made to tailor them specifically to the employee and workplace context. To achieve this, the phrase "In my working life with this company..." was incorporated to provide relevant context. Additionally, the phrase "I have..." was employed to introduce each item. For instance, the item "Have you recently been able to concentrate on whatever you're doing?" was rephrased to: "In my working life with this company, I have concentrated on whatever I am doing." Furthermore, Items 3 and 4 were amended to include "tasks assigned to me" instead of a general reference, thereby reflecting workplace situations more accurately. The format was also changed from a question to a statement, using the present perfect tense. This adjustment was necessary to convey an experience that began in the past and remains

applicable today. The specifics of these amendments can be found in Table 4.13 (refer to Appendix III).

Items for measuring burnout were identified by reviewing previous studies (Maslach et al., 1996). Burnout in this research was defined as exhaustion resulting from prolonged stress or ongoing pressures associated with workplace conditions. In revising the measurement items, careful consideration was given to framing the statements with introductory phrases such as “In my working life with this company...” to enhance the specificity for respondents and minimise potential measurement errors. Furthermore, the phrase “people I encounter in the workplace” was incorporated to complete the statement for item 16, and item 17 was revised to include “other people in the workplace” instead of the term "recipients." Similarly, the term recipients in items 18 and 19 was replaced with “people I encounter in the workplace.” Finally, item 20 was reformulated to include “other people in the workplace.” The specifics of these amendments have been detailed in Table 4.14 (see Appendix III).

Psychological wellbeing was another variable examined in this study. Items used to measure this variable were sourced from (Ryff et al., 1995). This research considers psychological wellbeing as a crucial indicator of employees' positive mental health over the long term, significantly influencing their overall wellbeing. Accordingly, items reflecting a positive emotional state were included without further modification, as they were already tailored to the context. For instance, Item 1 states, “I like most parts of my personality.” Details of the amendments are presented in Table 4.15 (refer to Appendix III).

The concept of social wellbeing consists of fifteen items derived from previous research (Keyes, 1998). Given that these items have been utilised in different contexts and among diverse populations and were not personalised, modifications were deemed necessary to tailor them to the

specific circumstances of individual employees in this study. For instance, Item 1, which originally stated, "You don't feel you belong to anything you'd call a community," was revised to "I don't feel I belong to anything I'd call a community." A comprehensive overview of these adjustments is presented in Table 4.16 (refer to Appendix III).

Items used to assess quality of life were derived from prior research (Patrick et al., 1988). In this study, quality of life was evaluated based on the respondents' overall life satisfaction in connection to their current work conditions. No major revisions or rephrasing were made except for the construction of the measurement items; the phrase "How satisfied/dissatisfied are you with" starting each item was restructured to serve as a general introductory statement. This modification aimed to improve clarity and readability, distinguishing it from the previous format where each item began with this phrase. A summary of these amendments is provided in Table 4.17 (see Appendix III).

The present study also assessed the moderating variables of supervisor support. To measure these variables, the supervisor support scale items from Eisenberger et al. (2002) were utilised. To provide context for the items, the phrase "In this company..." was used to introduce the statements. For instance, the original item "My supervisor shows very little concern for me" was adapted to "In this company, my supervisor shows very little concern for me." A comprehensive overview of these modifications is provided in Table 4.18 (see Appendix III).

4.9. Purification of Items

After conducting in-depth interviews and gathering feedback from experts, the survey items were refined. The purification process, as outlined by Churchill (1979), involves pre-testing, analysis, and validity checks. This approach aims to restructure the measurement instruments to ensure the

validity and applicability of the generated items. At this stage, a professor, a lecturer and 48 PhD candidates specialising in hospitality and tourism were selected to participate. These individuals possess experience in the hospitality and tourism industry and are well-versed in human resources management, employee health and wellbeing, and scale development. A seven-point Likert scale was utilised to measure the degree to which respondents agree with each statement. Likewise, participants had the option to provide comments on the items.

The seven-point Likert-type scale was chosen to enhance item reliability and ensure the validity of responses (Colman, Norris, & Preston, 1997; Finstad, 2010). This scale effectively captured the true judgments of respondents (Finstad, 2010, p. 109) and was user-friendly (Preston & Colman, 2000, p. 12). The questionnaires were distributed to respondents in person or via email in July 2024.

4.9.1. Summary of items after purification for FWCHT scale

Feedback from experts and respondents revealed that perceptions of each domain can vary significantly based on individual experiences with workplace conditions. Additionally, it was essential to present these elements within an active context specific to the hospitality and tourism industry. For instance, item 2 “This company has measures that guarantee equitable opportunities for all employees to participate in decision-making at work” under the “equitable, diverse, and inclusive opportunities” domain was rephrased to “This company offers equitable opportunities for all employees to participate in decision-making at work.” To enhance clarity, provide context, and facilitate responses, it was recommended that all items be introduced with the phrase, “This hospitality and tourism company...”

As research participants were expected to articulate their experiences within their current organisation, the importance of formulating survey items in the present tense and active voice was highlighted by respondents. Several items underwent modifications to enhance clarity and consistency. Specifically, in the "fair pay and benefits" domain, item 5 was revised to refer to "employees" instead of "me," aligning it with the focus on employees. Similarly, item 1 under the "fair and secure contracts" domain was revised to ensure consistency in tense and voice. Hence, it was revised as "This company ensures its employees agree to clear terms of employment before they commence work." Also, in response to feedback, items 2 and 3 under the "labour rights and justice" domain were adjusted into "This hospitality and tourism (H&T) company punishes employees..." and "This hospitality and tourism (H&T) company unilaterally alters..." eliminating the phrase "does not." However, reverse coding was suggested for these items during analysis for clarity and alignment with the overall objectives of the study.

Item 2, originally phrased as "In this company, employees' responsibilities match their professional background or abilities," was reworded to, "I am comfortable with this job because this company assigns responsibilities that align with its employees' professional expertise or abilities." This revision was made within the "fulfilment/satisfaction" domain to capture the sense of fulfilment or satisfaction derived from the alignment of responsibilities. One item was removed following the filtering process. This item was eliminated because respondents indicated it conveyed a similar meaning to another item within the same domain. Retaining it would have been redundant and would not have contributed any new insights. Subsequently, considering the feedback from respondents, the items underwent a thorough proofreading to ensure clarity, consistency, and unambiguousness. Overall, 56 items were selected for further evaluation. Table 4.19 provides a summary of the items following purification.

Table 4. 3. Revision of measurement items to measure FWCHT

Productive Voice and Representation	
This hospitality and tourism (H&T) company...	
1.	Allows employees to form or join trade/employee unions that negotiate for improved conditions for its members
2.	Permits collective bargaining or industrial actions of its employees
3.	Ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions
4.	Provides safe and reliable ways for employees to express their ideas or concerns.
5.	Provides a safe environment for constructive discussions without fear of victimisation
6.	Considers the opinions of its employees in making decisions
7.	Allows its employees to individually bargain or seek external help for improved conditions without adverse consequences
Fair Pay and Benefits	
This hospitality and tourism company...	
1.	Pays its employees at least the current legal minimum wage in the country
2.	Pays its employees wages that are commensurate with their positions or responsibilities
3.	Consistently pays employees the appropriate overtime rate for working on statutory/public holidays
4.	Ensures that all deductions made to its employees' pay are fair
5.	Pays its employees' salaries that are similar to what is paid in comparable jobs
6.	Pays its employees equal wages for work of equal or comparable value regardless of gender, age, or ethnicity
7.	Pays employees other benefits/incentives besides their basic pay
8.	Rewards employees for their outputs or work done
9.	Guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements
Respectful Workplace Relationships and Treatment	
This hospitality and tourism company...	
1.	Gives its employees sufficient notice about changes in work arrangements
2.	Allows its employees the freedom to negotiate for the work hours offered to them
3.	Fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties
4.	Responds promptly to all forms of employee concerns to show empathy
5.	Fosters a culture of mutual respect among its employees at work
6.	Discourages all rude or disrespectful behaviours against employees
7.	Creates procedures to address its employees' grievances

8. Makes an effort to prevent all forms of rude treatment against employees in the workplace

Fair and Secure Contracts

This hospitality and tourism company...

1. Ensures its employees agree to clear terms of employment before they start working
 2. Guarantees long-term employment agreements without forcing casual work arrangements on its employees
 3. Guarantees clear prospects for its employees' career progression
 4. Guarantees paid leave for its employees
 5. Guarantees flexible working arrangements for its employees
 6. Guarantees resources for its employees' training/professional development
-

Equitable, Diverse, and Inclusive Opportunities

This hospitality and tourism company...

1. Implements transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities
 2. Offers equitable opportunities for all employees to participate in decision-making at work
 3. Provides mentorship opportunities to support new employees or employees with special needs in the workplace
 4. Ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin
 5. Prevents any discrimination against employees in the workplace
 6. Ensures equitable representation of gender among its workforce
 7. Ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age
 8. Gives its employees fair access to all types of professional development training
-

Labour Rights and Justice

This hospitality and tourism company...

1. Unilaterally alters or enforces employment agreements on its employees while their contracts are still in effect
 2. Punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions
 3. Keeps its employees informed about all legal or ethical regulations in the workplace
 4. Provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing
 5. Respects employees' entitlements to paid leaves and breaks
 6. Respects employees' freedom to refuse overtime work they do not want to do
-

7. Provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly

Fair and Safe Working Conditions and Hours

This hospitality and tourism company...

1. Ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing
 2. Supports open communication that stimulates employees' creativity and a sense of belonging
 3. Provides adequate health and safety protection measures for its employees in the workplace
 4. Responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work
-

Fulfilment/Satisfaction

1. I feel I am fit for this job because this hospitality and tourism company allows employees to make effective use of their skills
 2. I am comfortable with this job because this hospitality and tourism company assigns responsibilities that align with its employees' professional expertise or abilities
 3. I feel confident in this job because my assigned tasks in this hospitality and tourism company are challenging enough
 4. I am pleased to work in this hospitality and tourism company due to the favourable working conditions provided to employees
 5. Investments made by this hospitality and tourism company in employee training or skills development are pleasing to me
 6. I have the desire to work in this hospitality and tourism company because there are clear opportunities for employees' career advancement
 7. I am happy to work in this hospitality and tourism company because the employment conditions support employees' aspirations
-

4.9.2. Summary of items after purification for anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, and moderating variable - supervisor support.

After consulting with experts and gathering feedback from doctoral students, the measurement items related to anxiety, general mental health problems, burnout, and supervisor support have been carefully refined to enhance their relevance to the study's context. These items

also underwent thorough proofreading to ensure clarity and precision in wording. The anxiety domain encompasses 18 items, while general mental health problems include 12 items. The burnout section contains 22 items, and psychological wellbeing is represented by 18 items. Additionally, the social wellbeing domain features 15 items, quality of life consists of 18 items, and the moderator, which is supervisor support, consists of 16 items. Further details are available in Table 4.20.

Table 4. 4. Revision of measurement items for anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, and supervisor support

Anxiety	
In my working life with this company...	
1.	I feel pleasant
2.	I feel nervous and restless
3.	I feel satisfied with myself
4.	I wish I could be as happy as others seem to be
5.	I feel like a failure
6.	I feel rested
7.	I am calm, cool and collected.
8.	I feel that difficulties are piling up so that I cannot overcome them
9.	I worry too much over something that doesn't really matter
10.	I have been happy.
11.	I have disturbing thoughts
12.	I lack self-confidence
13.	I feel secure
14.	I make decisions easily
15.	I feel inadequate
16.	I am content
17.	Some unimportant thoughts run through my mind and bother me
18.	I take disappointments keenly that I can't put them out of my mind
General mental health problems	
In my working life with this company...	
1.	I have concentrated on whatever I am doing
2.	I have lost much sleep due to over worrying
3.	I have felt that I am playing a useful part in tasks assigned to me

4. I felt capable of making decisions about tasks assigned to me
5. I have felt constantly under strain
6. I have felt I couldn't overcome my difficulties
7. I have enjoyed my normal day-to-day activities
8. I have face up to my problems
9. I have felt unhappy and depressed
10. I have lost confidence in myself
11. I have thought of myself as a worthless person
12. I have felt reasonably happy all things considered

Burnout

In my working life with this company...

1. I feel emotionally drained from my work
2. Working with people directly puts too much stress on me
3. I feel like I'm at the end of my rope due to work
4. I feel frustrated by my job
5. I feel I'm working too hard on my job
6. Working with people all day is really a strain for me
7. I feel burned out from my work
8. I feel fatigued when I get up in the morning and have to face another day on the job
9. I feel used up at the end of the workday
10. I have accomplished many valuable things in this job
11. I feel very energetic in this job
12. I can easily understand how my customers feel about things in this job
13. I deal very effectively with the problems of my customers in this work
14. I deal with emotional problems very calmly
15. I feel I'm positively influencing other people's lives through my work
16. I can easily create a relaxed atmosphere with people I encounter in the workplace
17. I feel exhilarated after working closely with other people in the workplace
18. I feel I treat people I encounter in the workplace as if they were impersonal "object"
19. I feel people I encounter in the workplace blame me for some of their problems
20. I don't really care what happens to other people in the workplace
21. I have become more callous toward people since I took this job
22. I worry that this job is hardening me emotionally

Psychological wellbeing

1. I like most parts of my personality
2. When I look at the story of my life, I am pleased with how things have turned out so far
3. Some people wander aimlessly through life, but I am not one of them
4. The demands of everyday life often get me down

5. In many ways, I feel disappointed about my achievements in life
6. Maintaining close relationships has been difficult and frustrating for me.
7. I live life one day at a time and don't really think about the future
8. In general, I feel I am in charge of the situation in which I live.
9. I am good at managing the responsibilities of daily life
10. I sometimes feel as if I've done all there is to do in life
11. For me, life has been a continuous process of learning, changing, and growth
12. I think it is important to have new experiences that challenge how I think about myself and the world
13. People would describe me as a giving person, willing to share my time with others
14. I gave up trying to make big improvements or changes in my life a long time ago
15. I tend to be influenced by people with strong opinions
16. I have not experienced many warm and trusting relationships with others.
17. I have confidence in my own opinions, even if they are different from the way most other people think
18. I judge myself by what I think is important, not by the values of what others think is important

Social wellbeing

1. I don't feel I belong to anything I'd call a community
2. I feel close to other people in my community
3. My community is a source of comfort
4. People who do me favour expect nothing in return
5. People do not care about other people's problems
6. I believe that people are kind
7. I have something valuable to give to the world
8. My daily activities do not produce anything worthwhile for my community
9. I have nothing important to contribute to society
10. The world is becoming a better place for everyone
11. Society has stopped making progress
12. Society isn't improving for people like me
13. The world is too complex for me
14. I cannot make sense of what's going on in the world
15. I find it easy to predict what will happen next in society

Quality of life

How satisfied/dissatisfied are you with...

1. Your physical health (the health of your body)?
2. How well you care for yourself, for example, preparing meals, bathing, or shopping?
3. The amount of walking you do?

4. How often you get outside the house, for example, going into town, using public transportation, or driving?
5. The amount and kind of sleep you get?
6. How often you see or talk to your family and Friends?
7. The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands
8. The help you give to your family and friends?
9. Your contribution to your community, for example, a neighbourhood, religious, political or other group?
10. Your work situation, for example, your current job, retirement for any reason, or never having worked?
11. The kind and amount of recreation/leisure you have?
12. Your level of sexual activity?
13. How respected you are by others?
14. The meaning and purpose of your life?
15. The amount of variety in your life?
16. How well you think and remember?
17. How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood
18. The kind and amount of food you eat?

Supervisor support (Moderator)

In this work...

1. My supervisor shows very little concern for me
2. My supervisor really cares about my wellbeing
3. My supervisor cares about my general satisfaction at work
4. My supervisor cares about my opinions
5. My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability
6. Even if I did the best job possible, my supervisor would fail to notice
7. My supervisor takes pride in my accomplishments at work
8. My supervisor strongly considers my goals and values
9. Help is available from my supervisor when I have a problem
10. My supervisor disregards my best interests when he or she makes decisions that affect me
11. If given the opportunity, my supervisor would take advantage of me
12. My supervisor fails to appreciate any extra effort from me
13. My supervisor is willing to help me when I need a special favour
14. My supervisor tries to make my job as interesting as possible

-
15. My supervisor would ignore any complaint from me
-
16. If my supervisor could hire someone to replace me at a lower salary, he or she would do so
-

4.10. Pilot Test

A pilot study was conducted following the revision of generated items to ensure that the scale is robust and generalisable. The primary objectives of this pilot study were to confirm and validate the instrument's content while identifying potential issues related to the design and data collection methods. Utilising Qualtrics, an online panel comprising 200 participants was assembled through a purposive sampling technique. Participants were required to respond to four screening questions: (1) Are you currently employed by a hospitality or tourism company? (2) Are you 21 years of age or older? (3) Have you been employed at your current company for a minimum of one year?

Data analysis focused exclusively on those samples that met these eligibility criteria. The sample was evenly divided into two groups: 100 males and 100 females. This division is based on the understanding that men and women may perceive or experience certain employment conditions differently. Research indicates that women in the hospitality and tourism industry often encounter specific inequities compared to their male counterparts (Koseoglu et al., 2020). Thus, promoting diversity, equity, and inclusion within organisations is essential for empowering women and enhancing their workplace experiences (Gursoy & Maier, 2023). The study employed English as the medium to assess fair working conditions in the hospitality and tourism industry.

4.10.1. Data screening

The quality of the data was systematically evaluated to guide future research initiatives. Specifically, the evaluation included assessments for outliers, missing values, and checks for

normality (Kline, 2011). Descriptive analysis and box plots proved to be effective tools for the early identification of potential issues within the analytical process (Hair et al., 2010; Huang & Sun, 2019). The Statistical Product and Service Solutions (SPSS) version 29 was utilised for comprehensive data screening.

Since the data was collected online, monitoring the time to complete the survey was essential. The survey was structured to require respondents to answer every question (force response) effectively eliminating any instances of missing data. As a result, SPSS indicated no missing values upon review. Consequently, variations in skewness and kurtosis were employed to evaluate the normality of the data. The findings revealed a negative skew; however, the univariate standardised kurtosis primarily indicated positive values, suggesting a normal distribution. Further details regarding the descriptive analysis are available in Table 4.21.

Table 4. 5. Descriptive analysis of a sample of employees who have experienced FWCHT in the pilot test

Items	FWCHT by respondents (<i>N</i> =200)					
	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	SE	Statistic	SE
This H&T company allows employees to form or join trade/employee unions that negotiate for improved conditions for its members	4.72	1.70	-0.79	0.17	-0.56	0.34
This H&T company permits collective bargaining or industrial actions of its employees	4.88	1.73	-0.98	0.17	-0.40	0.34
This H&T company ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions	4.93	1.71	-1.07	0.17	-0.15	0.34
This H&T company provides safe and reliable ways for employees to express their ideas or concerns.	5.16	1.52	-1.29	0.17	0.74	0.34
This H&T company provides a safe environment for constructive discussions without fear of victimisation	5.14	1.60	-1.42	0.17	0.87	0.34
This H&T company considers the opinions of its employees in making decisions	5.18	1.51	-1.27	0.17	0.58	0.34
This H&T company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences	5.04	1.63	-1.20	0.17	0.29	0.34
This H&T company pays its employees at least the current legal minimum wage in the country	5.04	1.63	-1.14	0.17	0.05	0.34
This H&T company pays its employees wages that are commensurate with their positions or responsibilities	5.12	1.58	-1.28	0.17	0.62	0.34
This H&T company consistently pays employees the appropriate overtime rate for working on statutory/public holidays	5.18	1.50	-1.30	0.17	0.69	0.34
This H&T company ensures that all deductions made to its employees' pay are fair	5.21	1.58	-1.39	0.17	0.92	0.34
This H&T company pays its employees' salaries that are similar to what is paid in comparable jobs	5.01	1.57	-1.20	0.17	0.54	0.34

This H&T company pays its employees equal wages for work of equal or comparable value regardless of gender, age, or ethnicity	5.18	1.51	-1.24	0.17	0.48	0.34
This H&T company pays employees other benefits/incentives besides their basic pay	5.32	1.40	-1.37	0.17	1.08	0.34
This H&T company rewards employees for their outputs or work done	5.24	1.58	-1.36	0.17	1.05	0.34
This H&T company guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements	5.24	1.54	-1.39	0.17	0.94	0.34
This H&T company gives its employees sufficient notice about changes in work arrangements	5.28	1.44	-1.71	0.17	2.30	0.34
This H&T company allows its employees the freedom to negotiate for the work hours offered to them	5.03	1.51	-1.23	0.17	0.35	0.34
This H&T company fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties	5.13	1.50	-1.44	0.17	1.09	0.34
This H&T company responds promptly to all forms of employee concerns to show empathy	5.20	1.43	-1.48	0.17	1.44	0.34
This company fosters a culture of mutual respect among its employees at work	5.32	1.44	-1.61	0.17	1.78	0.34
This H&T company discourages all rude or disrespectful behaviours against employees	5.33	1.47	-1.54	0.17	1.51	0.34
This H&T company creates procedures to address its employees' grievances	5.39	1.36	-1.72	0.17	2.45	0.34
This H&T company makes an effort to prevent all forms of rude treatment against employees in the workplace	5.41	1.38	-1.61	0.17	1.99	0.34
This H&T company ensures its employees agree to clear terms of employment before they start working	5.30	1.53	-1.47	0.17	1.31	0.34
This H&T company guarantees long-term employment agreements without forcing casual work arrangements on its employees	5.23	1.43	-1.39	0.17	1.18	0.34
This H&T company guarantees clear prospects for its employees' career progression	5.10	1.56	-1.44	0.17	1.07	0.34
This H&T company guarantees paid leave for its employees	5.11	1.54	-1.32	0.17	0.79	0.34

This H&T company guarantees flexible working arrangements for its employees	5.23	1.50	-1.40	0.17	0.98	0.34
This H&T company guarantees resources for its employees' training/professional development	5.27	1.50	-1.35	0.17	1.00	0.34
This H&T company implements transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities	5.29	1.53	-1.38	0.17	0.92	0.34
This H&T company offers equitable opportunities for all employees to participate in decision-making at work	5.15	1.50	-1.34	0.17	0.78	0.34
This H&T company provides mentorship opportunities to support new employees or employees with special needs in the workplace	5.26	1.55	-1.47	0.17	1.21	0.34
This H&T company ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin	5.22	1.48	-1.37	0.17	1.02	0.34
This H&T company prevents any discrimination against employees in the workplace	5.40	1.38	-1.66	0.17	2.26	0.34
This H&T company ensures equitable representation of gender among its workforce	5.40	1.40	-1.56	0.17	1.70	0.34
This H&T company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age	5.39	1.42	-1.50	0.17	1.55	0.34
This H&T company gives its employees fair access to all types of professional development training	5.32	1.48	-1.51	0.17	1.53	0.34
This H&T company unilaterally alters or enforces employment agreements on its employees while their contracts are still in effect	4.69	1.80	-0.75	0.17	-0.81	0.34
This H&T company punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions	4.94	1.58	-0.94	0.17	-0.20	0.34
This H&T company keeps its employees informed about all legal or ethical regulations in the workplace	5.17	1.51	-1.33	0.17	-0.72	0.34
This H&T company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing	5.27	1.48	-1.27	0.17	0.54	0.34
This H&T company respects employees' entitlements to paid leaves and breaks	5.29	1.45	-1.52	0.17	1.61	0.34

Respects employees' freedom to refuse overtime work they do not want to do	5.27	1.51	-1.46	0.17	1.32	0.34
This H&T company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly	5.26	1.57	-1.43	0.17	1.08	0.34
This H&T company ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing	5.29	1.46	-1.57	0.17	1.73	0.34
This H&T company supports open communication that stimulates employees' creativity and a sense of belonging	5.24	1.53	-1.50	0.17	1.32	0.34
This H&T company provides adequate health and safety protection measures for its employees in the workplace	5.30	1.46		0.17	1.57	0.34
This H&T company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work	5.33	1.42	-1.50	0.17	1.76	0.34
I feel I am fit for this job because this H&T company allows employees to make effective use of their skills	5.28	1.46	-1.52	0.17	0.95	0.34
I am comfortable with this job because this H&T company assigns responsibilities that align with its employees' professional expertise or abilities	5.16	1.48	-1.32	0.17	0.53	0.34
I feel confident in this job because my assigned tasks in this H&T company are challenging enough	5.15	1.48	-1.22	0.17	1.11	0.34
I am pleased to work in this H&T company due to the favourable working conditions provided to employees	5.24	1.48	-1.38	0.17	1.35	0.34
Investments made by this H&T company in employee training or skills development are pleasing to me	5.27	1.38	-1.47	0.17	1.43	0.34
I have the desire to work in this H&T company because there are clear opportunities for employees' career advancement	5.29	1.51	-1.44	0.17	1.34	0.34
I am happy to work in this H&T company because the employment conditions support employees' aspirations	5.30	1.48	-1.38	0.17	1.13	0.34

4.10.1.1. Demographic characteristics of respondents in the pilot study

The sociodemographic characteristics of respondents participating in the pilot study are detailed in Table 4.22. The analysed characteristics encompass gender, age, marital status, educational qualifications, job position, income, company size, years of work experience, hospitality and tourism company type, departmental affiliation, religion, and nationality.

The findings revealed a balanced distribution between male and female respondents, each representing 50% of the sample. The predominant age group falls within the range of 21 and 30 years, representing 52.5% of respondents, with those aged 31 to 40 closely following at 45.5%. Notably, a significant majority, 71%, identified as unmarried, with the highest level of educational qualifications being a college diploma at 35%, followed by 29.5% holding high school certificates. Most participants, 60.5%, held non-managerial positions within their respective hospitality and tourism organisations. Moreover, 38.5% of respondents reported monthly income ranges between GHC 1,000 and GHC 1,999. Most respondents worked in small-scale hospitality and tourism enterprises, with 21% employed in such organisations. A greater 87% of the sample had about 1 to 5 years of experience in their current roles. Regarding industry affiliation, over half of the respondents (51%) were employed in hotel and lodging facilities, with 31% primarily associated with the front office department. Also, a notable 80.5% identified as Christians, and an overwhelming 98% are Ghanaian nationals, reflecting the demographic and cultural context of the region.

Table 4. 6. Profile of respondents in the pilot test

Variable	Category	Percentage (%)	Variable	Category	Percentage (%)
Gender	Male	50.0%	Size of company	Small Scale	21.5%
	Female	50.0%		Medium scale	17.0%
				Large scale	11.0%

				Budget	12.0%
				One star	8.0%
				Two stars	10.0%
				Three stars	9.5%
				Four stars	4.0%
				Five stars	7.0%
Age	21 - 30	52.5%	Work experience	1 – 5 years	87.0%
	31 - 40	45.5%		6 – 10 years	11.0%
	41 - 50	0.5%		11 – 15 years	1.0%
	51 or older	1.5%		16 – 20 years	0.5%
More than 20 years				0.5%	
Marital status	Single (Never married)	71.0%	Type of company	Hotel/Lodging	51.0%
	Married	21.5%		Food and beverage service operation	21.5%
	Widowed	3.0%		Travel and tour operation/agency	19.0%
	Divorced	2.5%		Attractions/Theme Park	4.5%
	Separated	2.0%		Other	4.0%
Educational qualification	Less than high school	8.5%	Department	Front Office	31.0%
	High school graduate	29.5%		Housekeeping	18.0%
	Some college/Diploma	35.0%		Accounts/Administration	23.0%
	First degree	23.5%		Food and beverage	24.5%
	Master degree	3.0%		Other	3.5%
	Professional degree	0.5%			
	Job position	Top-level management	1.0%	Religion	Christianity
Middle-level management		8.0%	Islam		17.0%
Lower-level management (supervisory)		30.5%	Hinduism		1.0%
Non-managerial position		60.5%	African Tradition		1.5%
			Religion		
Income (Monthly)	Less than ₦1,000	21.0%	Nationality	Ghanaian	98.0%
	₦1,000 – ₦1,999	38.5%		Nigerian	1.5%
	₦2,000 – ₦2,999	31.0%		Ivorian	0.5%
	₦3,000 – ₦3,999	6.5%			
	₦4,000 – ₦4,999	2.0%			
	₦6,000 or more	1.0%			

4.10.1.2. Exploratory factor analysis of employees FWCHT in the pilot study

The fundamental domains of the FWCHT were determined using exploratory factor analysis (EFA). This analysis functions as a significant data reduction method, enabling the prioritisation of components and their respective variables (Hair et al., 2010). Before performing the EFA, the underlying dimensions were evaluated through the principal axis factoring method (Hair et al., 2010). It was observed that there was some correlation among the elements derived from the FWCHT scale. Following Field's (2018) suggestions, an oblique rotation was applied, and items with communalities and factor loadings lower than 0.45 were disregarded in line with existing research (Hair et al., 2010; Lee et al., 2014). Nevertheless, items were retained if either the factor loading or communalities were above the 0.45 benchmark. As a result, two of the original fifty-six items were eliminated (Table 4.23).

Table 4. 7. Items removed through the first EFA

No	Description of deleted items
1	This H&T company allows employees to form or join trade/employee unions that negotiate for improved conditions for its members
2	This H&T company unilaterally alters or enforces employment agreements on its employees while their contracts are still in effect

Exploratory Factor Analysis (EFA) was conducted on the dataset after excluding the two items. The results indicated that Bartlett's test of sphericity was significant ($p = 0.000$; value = 11445.268), confirming the appropriateness of the EFA technique for the data at hand. Additionally, the Kaiser-Meyer-Olkin (KMO) coefficient was calculated at 0.957, further supporting the suitability of the analysis. According to the guidelines established by Tabachnick & Fidell (2001), Bartlett's test of sphericity should be significant at $p < 0.05$ for the EFA to be

considered valid, and a minimum KMO value of 0.6 is recommended, with values ranging from 0 to 1. Furthermore, eigenvalues of 1.0 and factor loadings of ≥ 0.32 are considered appropriate for EFA. The communalities for each variable, representing the variances accounted for by the factors, ranged from 0.508 to 0.895, indicating that the identified factors explain between 51% and 90% of the variance.

The internal consistency of the items was evaluated using Cronbach's alpha, a commonly recognised metric for assessing scale reliability. The results indicated that the reliability of the scale ranged from 0.95 to 0.96. Hair et al. (2010) outlined that Cronbach's alpha coefficient of $\alpha = 0.70$ signifies strong scale reliability.

Subsequently, principal axis factoring with oblique rotation was applied to the initial 54 elements. This resulted in a refined set of 44 items that defined four key dimensions of the Fair Work Conditions in Hospitality and Tourism (FWCHT).

These dimensions are categorised as follows: “Fair compensation, representation, and respectful workplace,” “Diverse, inclusive and equitable workplace rights protection,” “Fulfilment/satisfaction in the workplace,” and “Productive voice in decision-making.” Collectively, these components accounted for 74.41% of the variance observed in the data. The measurement items demonstrated a high level of agreement, reflected in mean scores that ranged from 4.69 to 5.41. The results of the exploratory factor analysis of the results of the Fair Work Conditions in Hospitality and Tourism (FWCHT) are in Table 4.24.

Table 4. 8. Exploratory factor analysis of FWCHT in the pilot study

Domains and items	Communalities	Factor loadings	Mean
Dimension 1: Fair compensation, representation, and respectful workplace (Eigenvalue=28.108, Variance explained=63.88, Cronbach's α =0.96, Grand mean=5.31).			
This H&T company permits collective bargaining or industrial actions of its employees	0.72	0.546	4.88
This H&T company pays its employees at least the current legal minimum wage in the country	0.82	0.519	5.04
This H&T company pays its employees wages that are commensurate with their positions or responsibilities	0.86	0.692	5.12
This H&T company consistently pays employees the appropriate overtime rate for working on statutory/public holidays.	0.83	0.662	5.18
This H&T company ensures that all deductions made to its employees' pay are fair	0.85	0.841	5.21
This H&T company pays its employees equal wages for work of equal or comparable value regardless of gender, age, or ethnicity	0.84	0.723	5.18
This H&T company pays employees other benefits/incentives besides their basic pay	0.83	0.618	5.32
This H&T company guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements	0.84	.905	5.24
This H&T company allows its employees the freedom to negotiate for the work hours offered to them	0.73	0.492	5.03
This H&T company fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties	0.81	0.516	5.13
This H&T company responds promptly to all forms of employee concerns to show empathy	0.87	0.545	5.20
This H&T company fosters a culture of mutual respect among its employees at work	0.88	0.737	5.32
This H&T company discourages all rude or disrespectful behaviours against employees	0.87	0.497	5.33
This H&T company guarantees resources for its employees' training/professional development	0.81	0.534	5.27
This H&T company implements transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities	0.79	0.530	5.29
This H&T company provides mentorship opportunities to support new employees or employees with special needs in the workplace	0.83	0.425	5.26
This H&T company gives its employees fair access to all types of professional development training	0.87	0.407	5.32

This H&T company punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions	0.42	0.437	4.94
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Dimension 2: Diverse, inclusive and equitable workplace rights protection (Eigenvalue=2.25, Variance explained=5.13, Cronbach's α =0.97, Grand mean=5.35).

This H&T company makes an effort to prevent all forms of rude treatment against employees in the workplace	0.81	0.592	5.41
This H&T company ensures its employees agree to clear terms of employment before they start working	0.87	0.466	5.30
This H&T company ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin	0.90	0.500	5.22
This H&T company prevents any discrimination against employees in the workplace	0.88	0.656	5.40
This H&T company ensures equitable representation of gender among its workforce	0.83	0.627	5.40
This H&T company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age	0.88	0.542	5.39
This H&T company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing	0.78	0.753	5.27
This H&T company respects employees' entitlements to paid leaves and breaks	0.83	0.825	5.29
This H&T company respects employees' freedom to refuse overtime work they do not want to do	0.89	0.868	5.27
This H&T company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly	0.80	0.754	5.26
This H&T company ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing	0.86	0.759	5.29
This H&T company supports open communication that stimulates employees' creativity and a sense of belonging	0.92	0.762	5.24
This H&T company provides adequate health and safety protection measures for its employees in the workplace	0.89	0.814	5.30
This H&T company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work	0.85	0.703	5.33

Dimension 3: Fulfilment/satisfaction in the workplace (Eigenvalue=1.32, Variance explained=3.00, Cronbach's α =0.95, Grand mean=5.28).

I feel I am fit for this job because this H&T company allows employees to make effective use of their skills	0.84	0.827	5.28
I am comfortable with this job because this H&T company assigns responsibilities that align with its employees' professional expertise or abilities	0.87	0.766	5.16

I feel confident in this job because my assigned tasks in this H&T company are challenging enough	0.84	0.798	5.15
I am pleased to work in this H&T company due to the favourable working conditions provided to employees	0.82	0.779	5.24
Investments made by this H&T company in employee training or skills development are pleasing to me	0.85	0.732	5.27
I have the desire to work in this H&T company because there are clear opportunities for employees' career advancement	0.89	0.795	5.29
I am happy to work in this H&T company because the employment conditions support employees' aspirations	0.77	0.658	5.30
Dimension 4: Productive Voice in Decision-Making (Eigenvalue=1.05, Variance explained=2.39, Cronbach's α =0.94, Grand mean=5.13).			
This H&T company ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions	0.82	0.616	4.93
This H&T company provides safe and reliable ways for employees to express their ideas or concerns.	0.93	0.864	5.16
This H&T company provides a safe environment for constructive discussions without fear of victimisation	0.93	0.829	5.14
This H&T company considers the opinions of its employees in making decisions	0.89	0.711	5.18
This H&T company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences	0.82	0.631	5.04

The constructs anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, work engagement, job self-efficacy, and supervisor support from employees' perspectives in their current work environments were also examined employing exploratory factor analysis (EFA). Initially, items with communalities below 0.4 were considered for exclusion, while a similar approach was applied for factor loadings below 0.45 (Lee et al., 2014; Stevens, 2002) (Table 4.25).

Focusing on the EFA for anxiety, a single-factor solution comprising nine items was identified. The Kaiser-Meyer-Olkin (KMO) measure was recorded at 0.929, and the eigenvalues exceeded 1.0. Bartlett's test of sphericity yielded a result of 1481.284 ($df=36$, $p=0.000$), and the communalities for the items ranged from 0.59 to 0.73, indicating that these items represented 59%

to 73% of the variance in the variables. Collectively, the items accounted for 70.41% of the total variance, with Cronbach's alpha coefficient score of 0.88.

A subsequent EFA involving six items to assess employees' general mental health problems resulted in a single-factor solution, with an eigenvalue greater than 1.0. This analysis explained 69.99% of the variance. Bartlett's test of sphericity reported a value of 768.300 ($df=15$, $p=0.000$), and the KMO measure was 0.89. Community values varied between 0.58 and 0.81, reflecting that the covariates explained 58% to 81% of the variance. The mean scores were found to range from 4.35 to 4.87 with Cronbach's alpha coefficient of 0.91.

An EFA on burnout revealed three factors with an eigenvalue greater than 1.0, which explained 72.59% of the variance in this construct. The KMO measure of sampling adequacy was recorded at 0.91, while Bartlett's test of sphericity yielded a value of 65.933 ($df=190$, $p=0.000$). Communalities for this factor accounted for 47% to 79% of the variation, with mean scores ranging from 2.89 to 5.55. The internal consistency, assessed via Cronbach's alpha coefficient, was noted at 0.86.

Consequently, the analysis for psychological wellbeing led to a single-factor solution comprising eight items, which accounted for 65.73% of the variance, with the eigenvalue exceeding 1.0. The KMO measure of sampling adequacy for this domain was 0.90, and Bartlett's test of sphericity recorded a value of 1101.242 ($df=28$, $p=0.000$). The internal consistency for these items was confirmed with a Cronbach's alpha of 0.92, and communalities varied from 0.42 to 0.75, indicating that the factor explained 42% to 75% of the variance in this dimension. The mean scores for this construct ranged from 5.03 to 5.67.

The examination of social wellbeing items was also conducted through an exploratory factor analysis (EFA). yielded a multiple-factor solution, revealing an eigenvalue greater than 1.0.

In total, five factors were identified within this domain, supported by a Kaiser-Meyer-Olkin (KMO) measure of 0.82 that confirmed the adequacy of the sampling. The data's possibility of factoring was further validated through Bartlett's test of sphericity, which resulted in a statistic of 1451.613 (df=105, p=0.000). Additionally, the Cronbach's alpha for the items was recorded at 0.84, indicating strong internal consistency. The communalities for this dimension accounted for 50% to 79% of the variance, while the mean values varied between 4.21 and 5.58.

Furthermore, a multiple-factor solution was derived from the analysis of ten factors associated with the quality of life among workers in the hotel and tourism sectors. This factor explained 64.68% of the overall variance. The KMO measure was notably high, at 0.90, and Bartlett's test of sphericity confirmed factorability with a statistic of 1679.026 (df=105, p=0.000). Communality scores indicated that the component accounted for 0.49 to 0.77 of the variance. The items achieved a Cronbach's alpha of 0.92, demonstrating excellent internal consistency, with mean scores ranging from 4.91 to 5.66.

Additionally, separate supervisor support led to the extraction of a single-factor solution. The factor explained 66.85% of the variance, with eigenvalues greater than 1.0. The KMO measure of sampling adequacy for supervisor support was recorded at 0.89, with Bartlett's test of sphericity yielding results of 2249.856 (df=78, p=0.000). A Cronbach's alpha of 0.92 for items was recorded, indicating reliable internal consistency. The communalities for supervisor support ranged from 0.42 to 0.83, suggesting the factors accounted for 42% to 83% of the variance. The average scores within these domains varied between 4.57 and 5.23. The results are presented in Table 4.25.

Table 4. 9. EFA of anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, and supervisor support

Domains and items	Communalities	Factor loadings	Mean	α	SD	SK	Kur
Dimension 1: Anxiety (Eigenvalue=6.33, Variance explained=70.41, Cronbach's α =0.88, Grand mean=4.12).							
I feel nervous and restless	0.64	0.80	3.43	0.94	1.77	0.59	-1.17
I feel like a failure	0.60	0.78	2.98	0.94	1.74	0.90	-0.47
I feel that difficulties are piling up so that I cannot overcome them	0.64	0.80	3.20	0.94	1.64	0.75	-0.81
I worry too much over something that doesn't really matter	0.72	0.84	3.39	0.93	1.77	0.65	-1.09
I have disturbing thoughts	0.69	0.83	3.50	0.94	1.70	0.55	-1.1
I lack self-confidence	0.66	0.81	3.04	0.94	1.83	0.73	-0.82
I feel inadequate	0.73	0.85	3.32	0.93	1.71	0.68	-0.88
Some unimportant thoughts run through my mind and bother me	0.69	0.83	3.37	0.94	1.70	0.64	-1.08
I take disappointments keenly that I can't put them out of my mind	0.59	0.77	3.39	0.94	1.77	0.62	-1.00
Dimension 2: General mental health problems (Eigenvalue=4.20, Variance explained=69.99, Cronbach's α =0.91, Grand mean=4.65).							
I have lost much sleep due to over worrying	0.55	0.74	4.35	0.90	1.84	-0.44	-1.30
I have felt constantly under strain	0.63	0.79	4.60	0.89	1.74	-0.60	-1.12
I have felt I couldn't overcome my difficulties	0.60	0.78	4.72	0.90	1.77	-0.63	-1.05
I have felt unhappy and depressed	0.81	0.90	4.56	0.88	1.83	-0.61	-1.04
I have lost confidence in myself	0.65	0.81	4.83	0.89	1.82	-0.62	-0.98
I have thought of myself as a worthless person	0.57	0.75	4.87	0.90	1.76	-0.79	-0.64
Dimension 3: Burnout (Variance explained=72.59, Cronbach's α =0.86, Grand mean=3.99).							
<i>EE - (Eigenvalue=9.11, Variance explained=45.54, Cronbach's α=0.85).</i>							
I feel emotionally drained from my work	0.70	0.85	3.32	0.85	1.76	0.68	-0.95
Working with people directly puts too much stress on me	0.65	0.75	3.09	0.85	1.59	.94	-0.41

I feel like I'm at the end of my rope due to work	0.67	0.79	3.06	0.85	1.68	1.05	-0.21
I feel frustrated by my job	0.75	0.85	3.05	0.85	1.75	0.79	-0.75
I feel I'm working too hard on my job	0.47	0.63	3.63	0.85	1.83	0.28	-1.42
Working with people all day is really a strain for me	0.68	0.76	3.15	0.85	1.59	0.81	-0.64
I feel burned out from my work	0.73	0.87	3.31	0.85	1.67	0.81	-0.65
I feel fatigued when I get up in the morning and have to face another day on the job	0.73	0.86	3.40	0.85	1.77	0.69	-0.94
I feel used up at the end of the workday	0.75	0.88	3.35	0.84	1.82	.60	-1.05
<i>Acc - (Eigenvalue=3.81, Variance explained=19.09, Cronbach's α=0.87)</i>							
I feel very energetic in this job	0.71	0.78	5.24	0.87	1.40	1.39	1.23
I can easily understand how my customers feel about things in this job	0.75	0.86	5.35	0.86	1.27	1.68	2.73
I deal very effectively with the problems of my customers in this work	0.72	0.85	5.35	0.86	1.28	1.46	1.57
I deal with emotional problems very calmly	0.79	0.92	5.51	0.86	1.25	1.81	3.52
I feel I'm positively influencing other people's lives through my work	0.67	0.80	5.50	0.86	1.28	1.72	2.60
I can easily create a relaxed atmosphere with people I encounter in the workplace	0.65	0.80	5.55	0.86	1.13	1.60	2.54
<i>Dep - (Eigenvalue=1.59, Variance explained=7.95, Cronbach's α=0.85)</i>							
I feel I treat people I encounter in the workplace as if they were impersonal "object"	0.63	0.79	2.93	0.85	1.71	1.02	-0.26
I feel people I encounter in the workplace blame me for some of their problems	0.41	0.62	3.26	0.85	1.60	0.60	-0.99
I don't really care what happens to other people in the workplace	0.70	0.81	2.89	0.85	1.61	0.99	-0.15
I have become more callous toward people since I took this job	0.76	0.84	3.06	0.85	1.59	0.99	-0.08
I worry that this job is hardening me emotionally	0.57	0.51	3.43	0.85	1.82	0.57	-1.14

Dimension 4: Psychological wellbeing (Eigenvalue=5.25, Variance explained=65.73, Cronbach's α =0.92, Grand mean=5.43).

I like most parts of my personality	0.57	0.75	5.49	0.91	1.34	1.76	2.99
Some people wander aimlessly through life, but I am not one of them	0.51	0.72	5.35	0.91	1.34	1.36	1.22
I am good at managing the responsibilities of daily life	0.53	0.73	5.51	0.91	1.12	1.58	2.66
For me, life has been a continuous process of learning, changing, and growth	0.67	0.82	5.57	0.91	1.36	1.41	1.62
I think it is important to have new experiences that challenge how I think about myself and the world	0.71	0.84	5.49	0.90	1.22	1.43	1.82
People would describe me as a giving person, willing to share my time with others	0.68	0.82	5.67	0.91	1.16	1.44	2.02
I have confidence in my own opinions, even if they are different from the way most other people think	0.75	0.87	5.53	0.90	1.16	1.36	1.58
I judge myself by what I think is important, not by the values of what others think is important	0.42	0.65	5.38	0.92	1.27	1.50	2.20

Dimension 5: Social wellbeing (Variance explained=61.10, Cronbach's α =0.84, Grand mean=4.80).

SIA - (Eigenvalue=3.95, Variance explained=39.55, Cronbach's α =0.83).

I feel close to other people in my community	0.54	0.73	5.31	0.84	1.27	-1.52	1.63
My community is a source of comfort	0.63	0.78	5.17	0.83	1.26	-1.16	0.88
People who do me favour expect nothing in return	0.52	0.72	4.86	0.84	1.60	-0.95	0-.00
I believe that people are kind	0.66	0.81	5.09	0.83	1.27	-1.07	0.48

SCA - (Eigenvalue=2.15, Variance explained=21.55, Cronbach's α =0.83).

My daily activities do not produce anything worthwhile for my community	0.59	0.77	4.80	0.83	1.65	-0.62	-0.99
I have nothing important to contribute to society	0.64	0.80	4.98	0.83	1.75	-.077	-0.69
Society has stopped making progress	0.58	0.76	4.46	0.83	1.57	-0.39	-1.02
Society isn't improving for people like me	0.74	0.86	4.45	0.82	1.60	-0.46	-0.90

I cannot make sense of what's going on in the world	0.73	0.85	4.59	0.82	1.57	-0.65	-0.63
I find it easy to predict what will happen next in society	0.43	0.66	4.21	0.83	1.78	-0.17	-1.47

Dimension 6: Quality of life (Variance explained=64.68, Cronbach's α =0.92, Grand mean=5.27).

PHS - (Eigenvalue=7.42, Variance explained=49.52, Cronbach's α =0.92).

How satisfied/dissatisfied are you with...

Your physical health (the health of your body)?	0.49	0.51	5.66	0.92	1.33	-1.38	1.50
How well you care for yourself, for example, preparing meals, bathing, or shopping?	0.73	0.86	5.41	0.92	1.21	-1.48	1.78
The amount of walking you do?	0.70	0.93	5.33	0.92	1.29	-1.33	1.52
How often you get outside the house, for example, going into town, using public transportation, or driving?	0.64	0.73	5.01	0.92	1.42	-1.06	0.31
The amount and kind of sleep you get?	0.68	0.64	4.98	0.92	1.41	-1.10	.21

SHS - (Eigenvalue=1.37, Variance explained=9.16, Cronbach's α =0.92).

How satisfied/dissatisfied are you with...

How often you see or talk to your family and Friends?	0.56	0.61	5.15	0.92	1.50	-1.19	0.76
The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands	0.62	0.78	4.96	0.92	1.46	-0.94	-0.10
The help you give to your family and friends?	0.61	0.65	5.32	0.92	1.34	-1.31	1.40
Your contribution to your community, for example, a neighbourhood, religious, political or other group?	0.67	0.82	5.17	0.92	1.42	-1.21	0.76
Your work situation, for example, your current job, retirement for any reason, or never having worked?	0.68	0.89	4.91	0.92	1.47	-1.00	0.08
The kind and amount of recreation/leisure you have?	0.61	0.62	5.17	0.92	1.40	-1.31	0.94
The amount of variety in your life?	0.55	0.46	5.36	0.92	1.31	-1.50	2.15

CHS - (Eigenvalue=1.08, Variance explained=5.98, Cronbach's α =0.92).

How satisfied/dissatisfied are you with...

How well you think and remember?	0.77	0.88	5.55	0.92	1.27	-1.07	0.53
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How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood	0.74	0.81	5.51	0.92	1.15	-1.38	1.81
The kind and amount of food you eat?	0.60	0.55	5.49	0.92	1.13	-1.45	2.25
Dimension 9: Supervisor support (Eigenvalue=8.69, Variance explained=66.85, Cronbach's α =0.92, Grand mean=4.99).	.						
My supervisor really cares about my wellbeing	0.75	0.80	5.15	0.91	1.55	-1.30	0.60
My supervisor cares about my general satisfaction at work	0.83	0.87	5.13	0.91	1.50	-1.32	0.77
My supervisor cares about my opinions	0.80	0.85	5.16	0.91	1.50	-1.24	0.54
My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability	0.77	0.87	5.15	0.91	1.50	-1.22	0.54
Even if I did the best job possible, my supervisor would fail to notice	0.42	0.44	4.57	0.92	1.72	-0.596	-1.04
My supervisor takes pride in my accomplishments at work	0.44	0.56	5.07	0.92	1.45	-1.16	0.39
My supervisor strongly considers my goals and values	0.79	0.81	5.17	0.91	1.41	-1.41	0.98
Help is available from my supervisor when I have a problem	0.76	0.83	5.24	0.91	1.40	-1.33	0.78
If given the opportunity, my supervisor would take advantage of me	0.44	0.44	4.65	0.92	1.76	-0.70	-0.96
My supervisor fails to appreciate any extra effort from me	0.42	0.48	4.64	0.92	1.75	-0.68	-0.96
My supervisor is willing to help me when I need a special favour	0.71	0.84	5.23	0.91	1.37	-1.06	0.23
My supervisor tries to make my job as interesting as possible	0.73	0.82	5.21	0.91	1.45	-1.29	0.74
My supervisor would ignore any complaint from me	0.45	0.48	4.57	0.92	1.79	-0.65	-1.06

Notes: α = Cronbach's alpha; SD=Standard Deviation; SK= Skewness; Kur= Kurtosis.

4.10.1.3. Revision of the questionnaire for the main survey on fair work conditions and employee psychological wellbeing

The research instrument underwent significant revisions before the major survey was conducted in Ghana. This process included comprehensive interviews with subject matter experts, a pre-test facilitated by professors and doctoral students in the hospitality and tourism field, and a pilot study that involved 200 employees from the hospitality and tourism industry. A total of 44 items were retained for the Fair Working Conditions in Hospitality and Tourism (FWCHT) framework, as they effectively captured the equitable working conditions experienced by professionals in this industry. In addition, constructs such as anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, and supervisor support had some items eliminated from consideration, as they did not align with the core objectives of the study. Consequently, 86 items were retained for these constructs. The finalised questionnaire consisted of 130 items, meticulously restructured to enhance respondents' comprehension. Hence, all items were validated and confirmed for reliability through a rigorous scale construction and validation process, leading to the commencement of the main survey in Ghana. The completed revisions of the items related to FWCHT, anxiety, burnout, general mental health problems, psychological and social wellbeing, quality of life, and supervisor support are presented in Table 4.26.

Table 4. 10. Major items retained for the main study

Fair Compensation, Representation, and Respectful Workplace	
1.	This H&T company permits collective bargaining or industrial actions by its employees
2.	This H&T company pays its employees at least the current legal minimum wage in the country
3.	This H&T company pays its employees wages that are commensurate with their positions or responsibilities
4.	This H&T company consistently pays employees the appropriate overtime rate for working on statutory/public holidays.

5. This H&T company ensures that all deductions made from its employees' pay are fair
 6. This H&T company pays its employees equal wages for work of equal or comparable value, regardless of gender, age, or ethnicity
 7. This H&T company pays employees other benefits/incentives besides their basic pay
 8. This H&T company guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements
 9. This H&T company allows its employees the freedom to negotiate the work hours offered to them
 10. This H&T company fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties
 11. This H&T company responds promptly to all forms of employee concerns to show empathy
 12. This H&T company fosters a culture of mutual respect among its employees at work
 13. This H&T company discourages all rude or disrespectful behaviour against employees
 14. This H&T company guarantees resources for its employees' training/professional development
 15. This H&T company implements a transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities
 16. This H&T company provides mentorship opportunities to support new employees or employees with special needs in the workplace
 17. This H&T company gives its employees fair access to all types of professional development training
 18. This H&T company punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions
-

Diverse, Inclusive and Equitable Workplace Rights Protection

1. This H&T company makes an effort to prevent all forms of rude treatment against employees in the workplace
2. This H&T company ensures its employees agree to clear terms of employment before they start working
3. This H&T company ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin
4. This H&T company prevents any discrimination against employees in the workplace
5. This H&T company ensures equitable representation of gender among its workforce
6. This H&T company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age
7. This H&T company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing
8. This H&T company respects employees' entitlements to paid leaves and breaks
9. This company respects employees' freedom to refuse overtime work they do not want to do
10. This H&T company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly
11. This H&T company ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing

12. This H&T company supports open communication that stimulates employees' creativity and a sense of belonging
13. This H&T company provides adequate health and safety protection measures for its employees in the workplace
14. This H&T company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work

Fulfilment/Satisfaction in the Workplace

1. I feel I am fit for this job because this H&T company allows employees to make effective use of their skills
2. I am comfortable with this job because this H&T company assigns responsibilities that align with its employees' professional expertise or abilities
3. I feel confident in this job because my assigned tasks in this H&T company are challenging enough
4. I am pleased to work in this H&T company due to the favourable working conditions provided to employees
5. Investments made by this H&T company in employee training or skills development are pleasing to me
6. I have the desire to work in this H&T company because there are clear opportunities for employees' career advancement
7. I am happy to work in this H&T company because the employment conditions support employees' aspirations

Productive Voice in Decision-Making

1. This H&T company ensures its employees are represented in decision-making processes at the management, board, or council levels through employee groups or trade unions
2. This H&T company provides safe and reliable ways for employees to express their ideas or concerns.
3. This H&T company provides a safe environment for constructive discussions without fear of victimisation
4. This H&T company considers the opinions of its employees in making decisions
5. This H&T company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences

Anxiety

1. I feel nervous and restless
2. I feel like a failure
3. I feel that difficulties are piling up so that I cannot overcome them
4. I worry too much over something that doesn't really matter
5. I have disturbing thoughts
6. I lack self-confidence
7. I feel inadequate
8. Some unimportant thoughts run through my mind and bother me
9. I take disappointments keenly that I can't put them out of my mind

General mental health problems

1. I have lost much sleep due to over worrying
2. I have felt constantly under strain

3. I have felt I couldn't overcome my difficulties
 4. I have felt unhappy and depressed
 5. I have lost confidence in myself
 6. I have thought of myself as a worthless person
-

Burnout

1. I feel emotionally drained from my work
 2. Working with people directly puts too much stress on me
 3. I feel like I'm at the end of my rope due to work
 4. I feel frustrated by my job
 5. I feel I'm working too hard on my job
 6. Working with people all day is really a strain for me
 7. I feel burned out from my work
 8. I feel fatigued when I get up in the morning and have to face another day on the job
 9. I feel used up at the end of the workday
 10. I feel very energetic in this job
 11. I can easily understand how my customers feel about things in this job
 12. I deal very effectively with the problems of my customers in this work
 13. I deal with emotional problems very calmly
 14. I feel I'm positively influencing other people's lives through my work
 15. I can easily create a relaxed atmosphere with people I encounter in the workplace
 16. I feel I treat people I encounter in the workplace as if they were impersonal "object"
 17. I feel people I encounter in the workplace blame me for some of their problems
 18. I don't really care what happens to other people in the workplace
 19. I have become more callous toward people since I took this job
 20. I worry that this job is hardening me emotionally
-

Psychological wellbeing

1. I like most parts of my personality
 2. Some people wander aimlessly through life, but I am not one of them
 3. I am good at managing the responsibilities of daily life
 4. For me, life has been a continuous process of learning, changing, and growth
 5. I think it is important to have new experiences that challenge how I think about myself and the world
 6. People would describe me as a giving person, willing to share my time with others
 7. I have confidence in my own opinions, even if they are different from the way most other people think
 8. I judge myself by what I think is important, not by the values of what others think is important
-

Social wellbeing

1. I feel close to other people in my community
2. My community is a source of comfort
3. People who do me favour expect nothing in return
4. I believe that people are kind
5. My daily activities do not produce anything worthwhile for my community
6. I have nothing important to contribute to society
7. Society has stopped making progress
8. Society isn't improving for people like me

9. I cannot make sense of what's going on in the world
 10. I find it easy to predict what will happen next in society
-

Quality of life

1. Your physical health (the health of your body)?
 2. How well you care for yourself, for example, preparing meals, bathing, or shopping?
 3. The amount of walking you do?
 4. How often you get outside the house, for example, going into town, using public transportation, or driving?
 5. The amount and kind of sleep you get?
 6. How often you see or talk to your family and Friends?
 7. The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands
 8. The help you give to your family and friends?
 9. Your contribution to your community, for example, a neighbourhood, religious, political or other group?
 10. Your work situation, for example, your current job, retirement for any reason, or never having worked?
 11. The kind and amount of recreation/leisure you have?
 12. The amount of variety in your life?
 13. How well you think and remember?
 14. How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood
 15. The kind and amount of food you eat?
-

Supervisor support

1. My supervisor really cares about my wellbeing
 2. My supervisor cares about my general satisfaction at work
 3. My supervisor cares about my opinions
 4. My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability
 5. Even if I did the best job possible, my supervisor would fail to notice
 6. My supervisor takes pride in my accomplishments at work
 7. My supervisor strongly considers my goals and values
 8. Help is available from my supervisor when I have a problem
 9. If given the opportunity, my supervisor would take advantage of me
 10. My supervisor fails to appreciate any extra effort from me
 11. My supervisor is willing to help me when I need a special favour
 12. My supervisor tries to make my job as interesting as possible
 13. My supervisor would ignore any complaint from me
-

Note. H&T = Hospitality and Tourism

4.11. Main Survey

Purposive and convenience sampling are deemed acceptable for this study given the exploratory character of this study while maximising the odds of selecting and obtaining responses from workers with the required experience in working in the hospitality and tourism industry in Ghana. Following that is an explanation of the data collection and analysis methods.

4.11.1. Sample frame

Hospitality and tourism employees are purposefully chosen for the qualitative and conveniently chosen for the quantitative aspects of the study based on the following criteria to establish the standards and accurately identify the sample frame for the study.

For the main qualitative study, employees were purposefully selected based on first, employees who are 21 years of age and older. Respondents were required to provide their age range to guarantee this. In line with previous research, the number of years of experience that employees possess in the industry contributes significantly to their diverse expertise (Chung et al., 2015). The participants in this study had worked for at least two years in the hospitality and tourism industry. For the third criterion, both male and female employees were selected to obtain diverse viewpoints and to handle gender inequities in opinions. Finally, the participants must be affiliated with at least one department in the food and beverage, accommodation, travel and tour operations, and attraction management sectors of the hospitality and tourism industry at the time of the study.

In addition, the following criteria were used to construct the sample frame for the primary quantitative survey aspect. Employees were chosen to obtain a sample that reflected a range of ages and genders. The first condition is that an equal sample of males and females with similarities

or differences based on the gender groups. Second, since the goal of this study is to create a scale that may be applied to larger individuals and workplace settings in different countries, especially in the African continent, employees residing and legally working in the hospitality and tourism industry in Ghana regardless of their country of origin were selected. Finally, employees who satisfy the age and other criteria for the section on qualitative survey and have worked for at least one year and beyond in the industry were considered as this enabled a variety of viewpoints and experiences and maximised the chances to examine disparities and inequities in conditions for various groups of workers.

4.11.2. Sample size

An adequate sample representation of the population is necessary for a scale development procedure to be valid. As indicated by some studies, larger samples are crucial for obtaining stable estimates that guarantee factor loadings that accurately reflect the real population, irrespective of the contradictory ideal sample size definition (Hinkin, 1998). Hence, the probability of obtaining statistical significance increases with increasing sample size (Cohen, 1988). According to Hair et al. (2010), it is important to make sure that the smallest possible sample has a minimum of about five times as much data as the number of variables to be tested. In this regard, it is advisable to estimate a minimum sample size of 300 if, for instance, 159 variables are present. More so, some studies advise a minimum sample size of 300 persons for a 30-item scale developed for three measures, while a sample size between 300 and 500 is also advised by other studies (Guadagnoli & Velicer, 1988; Hill, 1998).

For the qualitative study on the perceptions of employees on fair work conditions, a sample size of at least twenty was obtained from the two regions in Ghana. Primarily, the sample size of

twenty-five was selected for this section of the study due to the reason that a sample size of twenty or more for a qualitative study is considered substantial enough although not enough to make statistical inferences about employee workplace conditions regarding fair work. Moreover, according to earlier analysis (Sandelowski, 1995), the average sample size for most qualitative research concerning individual life experiences can be 15 – 30 participants, upon information saturation (Mocănașu, 2020; O'reilly & Parker, 2013), or information power of the sample (Malterud et al., 2016). Lastly, prior exploratory studies utilised sample sizes ranging from 15- 30 employees working in the hotel (Boddy, 2016; Francis et al., 2010; Sandelowski, 1995).

The quantitative aspect of the study on fair work conditions used a sample size of 800 hospitality and tourism employees in Ghana. Like suggestions made by earlier research, this study connects to the argument concerning a larger sample size requirement to generalise the population of the study, employees in Ghana's hospitality and tourism industry. Thus, this research makes the case that having a small sample size may present difficulties, particularly because structural equation modeling was used for the analysis of the model. As a result, Hair et al. (2010) justified that Structural Equation Modeling (SEM) may have problems with samples of 200 or fewer. Likewise, Kline (2016) confirms that the sample should be substantial enough to be divided in half for a successful execution of the cross-validation procedure. However, Roscoe (1975) found that the optimal sample size is larger than 30 but less than 500.

4.11.3. Sample selection

The quantitative and qualitative aspects of the study used a non-probability approach to sampling. The lack of a statistical record on the number of hotels and other tourism businesses in Ghana makes the adoption of this approach necessary. Moreover, using a non-probability sampling is

further justified by the difficulty of creating a sampling frame that includes all hotels and travel companies in Ghana due to the dearth of credible registries for these businesses (Baker et al., 2010; Groves, 2006). It is typically recommended that a sampling technique give every member of a population a fair opportunity for selection since this helps in controlling bias (Balnaves & Caputti, 2001; Tabachnick & Fidell, 2001). Yet, in the actual world, especially when managing a huge population, this is often impossible, as in the situation of many hospitality and tourism studies, where it is frequently impossible to use probability methodologies (Veal, 2017). It is in this direction that the study employed purposive, snowballing, and convenience sampling techniques. While the quantitative component was carried out using both convenience and purposive sampling to select the 800 employees - 400 males and 400 females, the qualitative component used the purposive and snowballing sampling technique to sample 25 employees - 13 males and 12 females for the interview.

4.11.4. Data collection

An online qualitative technique involving semi-structured interviews was used to investigate the subjective definitions of work conditions of hospitality and tourism professionals in Ghana. The adoption of this method of collecting data is influenced by its relative cost benefits, convenience, efficiency, and speedy transfer of interview results (Grönlund & Strandberg, 2014). Thus, using the online interview method is supported by its capacity to get rid of the geographical, time, and financial constraints of visiting Ghana at different consecutive times on a face-to-face basis for both components of the study. Therefore, it is necessary to employ this approach due to the growing acceptance of modern electronic and communication systems such as the Internet, which makes it possible (Beritelli et al., 2007; Gnambs & Batinic, 2020; Vigolo, 2017). According to

some studies, the usage of online polls is also valuable in reaching the study populations that are otherwise challenging to reach via other means of data collection (Grönlund & Strandberg, 2014; Van Selm & Jankowski, 2006).

Human resource departments of hotels and travel, and tour firms were initially used to find participants. Additionally, participants were found through social media used by alumni groups of higher institutions. Snowball sampling was used to further recruit other participants, asking interviewees or participants to recommend other hospitality and tourism employees to join the study. The key elements of the fair work framework, organisational justice, as well as the perceptions of pay and working conditions, and the influence of hospitality and tourism work on more general areas of working life, all served as the basis for interview questions. Therefore, twenty-five interviews were conducted through direct calls to participants using MS Teams and Zoom. Each interview was estimated to last for an average of 51 minutes and took place in a secure setting. These subjective reports obtained from the interviews aided in examining how well hospitality and tourism employment compared to existing fair work principles. Additionally, the interviews contributed to understanding employees' work conditions and perspectives on their job-specific factors.

The quantitative data was gathered via on-site survey questionnaires. To accommodate the preferred methods of respondents, these were conducted both face-to-face and through computer assistance. Besides, experts were employed to utilise a thorough process of inspection to make sure that the surveys were simple to grasp, practical, and brief. Since English is the primary language of the target audience (Ghanaian personnel), the contents of the questionnaire were organised in English and followed the objectives of the study.

Data was gathered in Ghana's Central and Greater Accra Regions for the major quantitative component of the study. These two regions were picked because they are known to be home to a variety of hospitality and tourism businesses that provide a variety of hospitality and tourism jobs to many in Ghana. Most visitors to Ghana arrive at Cape Coast, the main city of the central region, which is well-recognised for its numerous UNESCO World Heritage monuments (Otoo et al., 2019). Greater Accra, the capital city of Ghana, is distinguished by Ghana's international airport, and the majority of the top chain hotels and acts primarily as the headquarters for hospitality and tourism companies.

4.12. Analysis

The qualitative data were analysed using a method of thematic analysis called Template Analysis, a method which has been extensively employed in other academic fields as well as organisational and business studies (Brooks et al., 2015). Template analysis offers a flexible approach to data coding that emphasises modifying a study's structural and design elements. Unlike other thematic methodologies, this method does not impose a fixed hierarchy of coding levels, promoting a more nuanced exploration of themes that provide the most relevant insights to the research problem. Furthermore, template analysis does not require a strict separation between descriptive and interpretative themes, nor does it specify where each theme type should be positioned within the overall coding framework. Typically, the primary data source used in template analysis consists of interview transcripts (Goldschmidt et al., 2006; Lockett et al., 2012; Slade et al., 2009; Thompson et al., 2010).

All interviewees were given verbatim transcriptions after obtaining permission to record them. The data was coded using the qualitative research tool NVivo, which enabled the coding of

any information that seemed significant but was not included in the template to be coded under a "free node." It was decided whether and where to make changes to the template after reviewing any such additions. A set of a priori themes was chosen as the focus for the initial template, as is frequently the case when employing Template Analysis. However, the choice of pertinent a priori themes was guided by key findings that were prioritised by research participants, themes generated from the research goals, and themes derived from policy frameworks such as the Fair Work Framework, including previous research literature (King et al., 2010). However, the initial coding was modified whenever a modification was made to the template to reflect this. The breadth of the changes performed during this procedure was shown in the final template. Some of the initial designs were completely removed, while others were adjusted by having their hierarchical levels reclassified.

SPSS version 25 and Analysis of Moment Structures (AMOS) version 25 were used to statistically analyse the data collected for the quantitative component. Since aberrant data might reduce the correlation between variables, the data analysis procedure began after the initial screening of the data and after the removal of outliers. Then, means, standard deviations, skewness, kurtosis, frequency, and percentages were used to analyse the normality and sociodemographic traits of the respondents. Also, the two statistical software programs were used in tandem to maximise their ability to accomplish the objectives of the study. Particularly, descriptive and inferential statistics were used in the data analysis of the study.

4.12.1. Exploratory factor analysis

In scale development, previous studies have recommended the use of EFA and CFA for the investigation and validation of the psychometric structure of the scale (Byrne, 2010; Hu & Bentler,

1999). Therefore, finding the dimensions responsible for the makeup of the relationships between variables under study is the focus of a factor analysis. The EFA is more suited for investigating the structure of scales that are still developing (Byrne, 2010), and is preferred over principal component analysis (PCA) because it is more suited to represent numerous variables that were observed in the analysis (Fabrigar et al., 1999). EFA has been used to investigate potential underlying structures of the collection of related variables without exerting any predetermined structures on the results (Child, 1990). As a result, it was used to determine the number of variables and the underlying factor structure.

Following a pilot study, EFA was used on the items that were still present to find items with a valid dimensional structure based on principal axis factoring and oblique rotation (Field, 2024). The Kaiser-Meyer Olkin (KMO) measure of sampling adequacy of ≥ 0.6 (Kaiser & Rice, 1974) and Bartlett's test of sphericity of $p \leq 0.05$ was used to determine whether the data are suitable and adequate for the EFA. Items with a factor loading of ≥ 0.4 were kept (Hair et al., 2010) while items that did not fit the criteria were eliminated.

To find a solution where all the analysis's components satisfy all requirements, factor analysis was done multiple times. The purpose of employing EFA was to assist an investigator in identifying the number of latent constructs underlying a collection of constructs/items, to offer a method of explaining variance among constructs/items using some recently produced factors, and to define the nature or significance of factors.

4.12.2. Confirmatory factor analysis

To make sure the resultant factorial structure was stable, CFA was used. CFA made it possible to assess model fit and robustness. Thus, a CFA was performed to see if the factor structure needed

to be modified and to assess the concept validity. This was used to examine the hypothesis that there existed an association between the variables that were observed and the latent construct(s) that underlie them (Suhr, 2006). Likewise, it is crucial to be used to support the model's re-specification and confirm the underlying dimensions and items collected (Hair et al., 2010; Gerbing & Anderson, 1988). In addition to being effective at handling several relationships at once, CFA is crucial for determining whether the measurement model in SEM is accurate (Hair et al., 2010; Kline, 2016).

Therefore, given the difference and number of expected samples (800), this approach was used to modify and, if possible, corroborate the exploratory mode, given the appropriateness of this kind of analysis for normal distribution data. Hence, CFA is also strict and reliable for the validation of models. Then the goodness-of-fit index (GFI), the Tucker-Lewis index (TLI), the comparative fit index (CFI), the root mean square error approximation (RMSEA), and the Chi-square statistic were also looked at as model fit indices (Hair et al., 2010; Kline, 2016). Besides the estimations of the model's parameters, the variance explained, the covariance of the resultant dimensions, and the residual error variance of the variables that were observed were all scrutinised to apply to CFA.

4.12.3. Validity and reliability test

The validity of the developed scale was examined. In this regard, different validity criteria were checked - content validity, criterion validity, construct validity, discriminant validity, and convergent validity. In this study, the convergent validity and discriminant validity were evaluated using confirmatory factor analysis. Thus, perhaps, convergent validity was confirmed by confirmatory factor analysis provided that every average variance extracted (AVE) exceeded the

0.5 tolerance level (Anderson & Gerbing, 1988; Bagozzi, 1981; Fornell & Larcker, 1981). Similarly, Anderson & Gerbing (1988) confirm that when the factor loadings for variables obtain significance, CFA results suggest convergent validity.

Equally, this result will support discriminant validity when it confirms the hypothesis that the average variance extracted (AVE) for the concepts is higher than the square of the correlation coefficients for the related inter-constructs (Brown, 2006; Fornell & Larcker, 1981). The composite reliability of the multiitem scales was tested using Cronbach's alpha to guarantee the reliability of every item under the various domains. For further analysis, only alpha coefficients with alpha values greater than 0.7 were retained (Churchill, 1979; Nunnally, 1978; Tabachnick & Fidell, 2001).

4.12.4. Structural equation modeling (SEM)

The proposed model, which explains the causal relationship between fair work, short-term/work-related psychological consequences, and long-term/life-related psychological consequences, including supervisor support, work engagement, and job self-efficacy for the study on fair work conditions of hospitality and tourism employees, was tested empirically and evaluated using structural equation modeling (SEM). To determine the ad hoc relationship between endogenous (dependent) and exogenous (independent) variables, structural equation modeling combined factor analysis with regression analysis (Reisinger & Turner, 1999). The analysis of the complex causative relationship that exists between dependent and independent variables is frequently difficult, hence, SEM was adopted (Kline, 2016). For this investigation, the statistical software packages IBM SPSS version 25 and AMOS version 25 were employed. Fit indices, including

AVE, GFI, RMSEA, CFI, and TLI, were investigated to determine the threshold values for the overall model fit of the proposed model.

4.13. Limitations of the Study

The development and evaluation of the Fair Work Conditions in Hospitality and Tourism (FWCHT) scale involved a comprehensive methodological approach designed to ensure the study's validity, reliability, and predictive utility. However, several limitations were identified that may affect the generalisability of the findings.

Firstly, the study focused exclusively on employees within the hospitality and tourism industry in Ghana. This narrow scope raises concerns about the scale's applicability to employees from other nationalities or those in more developed nations with differing cultural contexts, potentially affecting the stability of factor structures and the reliability of item selection. Cultural and contextual differences can significantly influence perceptions of fairness, thereby limiting the scale's universal relevance in the global hospitality and tourism industry.

Secondly, the sampling strategies used included purposive and snowball sampling during the qualitative phase, as well as purposive and convenience sampling in the quantitative phase. While these methods aligned with the study's objectives, they may introduce sampling bias and social desirability effects, especially concerning constructs related to FWCHT. Such biases could distort responses and compromise the scale's integrity.

Thirdly, although the literature review was beneficial for item generation, it may not adequately capture the multifaceted nature of fair work conditions. If the items were derived from a limited literature base or preliminary qualitative insights, there is a risk of creating a scale with insufficient comprehensive coverage, necessitating substantial refinement. Overfitting the scale to

preliminary data could ultimately diminish its predictive validity and stability when applied across diverse employee groups or organisational contexts. Furthermore, the literature review that informed the FWCHT items may be influenced by publication bias, which could result in the exclusion of emerging or context-specific dimensions of fairness within the hospitality and tourism work environments. This could lead to an FWCHT scale that primarily reflects dominant narratives, while overlooking more nuanced or evolving aspects of employee experience.

While Structural Equation Modeling (SEM) is a robust method for examining the predictive power of the FWCHT scale, it does have potential limitations. Challenges such as model misspecification, incorrect factor structures, or omitted paths may lead to inaccurate conclusions regarding the scale's validity and its effectiveness in predicting both short-term and long-term psychological outcomes for employees. Also, an excessive reliance on fit indices (e.g., RMSEA, CFI) without adequate theoretical grounding may produce models that statistically align with the data but lack conceptual strength, thereby limiting their generalizability. Moreover, the correlational nature of SEM analysis precludes the establishment of causality, which can weaken the predictive claims associated with the FWCHT scale. Lastly, the cross-sectional study design used may further constrain insights into the scale's temporal stability and its predictive consistency over time.

4.14. Positionality of the Researcher

I acknowledge that as a researcher, my positionality plays a crucial role throughout every stage of this study, impacting data collection, questioning, interpretation of findings, and the overall research process. My identity as a native Ghanaian and lecturer in hospitality and tourism grants me an insider perspective on the industry, as I am familiar with its cultural context and the

challenges faced by its workers. Living in the selected study regions has provided me with deep insights into the local social, economic, and cultural dynamics that influence workplace experiences. This familiarity not only facilitates rapport-building with participants but also enhances my understanding of their narratives.

My professional experience in Ghana's hospitality and tourism sector enhances my awareness of the persistent industry challenges, including concerns related to fair wages, working conditions, and employee rights. This insider knowledge was pivotal in framing interview questions and interpreting responses with contextual sensitivity. However, it could have introduced a risk of bias, where my own insights and assumptions might have affected participants' narratives. To counteract this, I committed to ongoing reflexivity, continuously evaluating how my background influences my perceptions and ensuring that the voices of the participants remain central.

Most study participants are individuals I know personally, friends, former students, and colleagues, with whom I have engaged in various roles. These established relationships could have fostered openness and trust, enabling participants to share their insights candidly. Nevertheless, they could also have introduced power dynamics and biases, as participants might have tailored their responses based on our familiarity and their perception of my expectations. I recognised the need to address these potential influences by setting clear ethical boundaries, emphasising confidentiality, and remaining vigilant about how my relationships might shape data collection and interactions.

Given my positionality, I tried to conduct this research ethically and transparently. I maintained a continuous self-reflection process, questioning how my background, relationships, and inherent assumptions might impact my approach to data collection, questioning, and

interpretation. I strived to cultivate an environment that promoted honest and authentic responses while critically analysing my findings to ensure they authentically represented the participants' perspectives, rather than being skewed by my biases.

4.15. Chapter Summary

The procedures for the development of a reliable and valid scale were carefully examined by consulting the literature of diverse scholars and fields. This involved identifying the key components and domains of the constructs, generating items based on existing literature, obtaining expert validation of the initial item set, refining the items, and conducting pilot testing. Additionally, important considerations such as the sampling frame, sample size, and data collection for the main survey were analysed. Finally, the chapter provides a comprehensive overview of the data processing and analytical techniques employed. The findings of the study is presented in the upcoming chapter.

CHAPTER 5: QUALITATIVE STUDY RESULTS

5.0. Chapter Introduction

This chapter presents a comprehensive overview of the findings from the qualitative component of the study, specifically focusing on the preliminary interviews conducted to support the development of the scale. These interviews provided valuable insights, laying the groundwork for the outcome of the four FWCHT dimensions and the measurement items for the quantitative study. First, it presents the aspects of the interview participants' profiles. It then discusses the interview findings regarding the fair work experiences of participants working in the hospitality and tourism industry.

5.1. Profile of Participants in the Interviews

The qualitative component of this study involved the participation of employees in the hospitality and tourism industry, encompassing both entry-level and supervisory staff in hotels, restaurants, travel and tour companies, and attractions. To address the research objectives, the interview protocol was structured into seven sections. The study participant profiles are shown in Table 5.1.

Table 5. 1. Participant profiles

Participant	Age	Gender	Marital status	Company size	Number of years in the company	Educational background	Department	Monthly income (GH¢)
P 1	30	Female	Single	2 Stars	4	1 st degree	Food and beverage	1500 - 2000
P 2	43	Male	Married	4 Stars	3	High school	Transport	500 - 1000
P 3	24	Male	Single	4 Stars	2	Diploma	Food and beverage	500 - 1000
P 4	30	Male	Single	4 Stars	5	Senior High School	Accounting and finance	1000 - 1500
P 5	33	Female	Married	1 Star	2.5	Diploma	Food and beverage	1000 - 1500
P 6	26	Female	Married	Budget	2.5	Diploma	Front Office	1000 - 1500
P 7	32	Female	married	Small-scale enterprise	3	Diploma	Administration	1000 - 1500
P 8	30	Male	Single	4 Stars	2	Diploma	Food and beverage	1500 - 2000
P 9	24	Female	Single	2 Stars	2	High school	Food and beverage	500 - 1000
P 10	30	Male	Single	4 Stars	4	1 st degree	Sales and marketing	2000 - 2500
P 11	25	Male	Single	4 Stars	3	Diploma	Front Office	1500 - 2000
P 12	27	Male	Single	4 Stars	2	Diploma	Kitchen	2000 - 2500
P 13	22	Female	Single	3 Stars	3	1 st degree	Kitchen	2000 – 2500
P 14	21	Female	Single	Small-scale enterprise	3	Diploma	Administration	1500 - 2000
P 15	32	Female	Married	3 Stars	3	1 st degree	Front Office	2500 - 3000
P 16	37	Male	Single	2 Stars	4	Diploma	Transport	2000 - 2500

P 17	21	Female	Single	2 Stars	2	Senior High School	Housekeeping	500 - 1000
P 18	41	Male	Married	Medium-scale enterprise	4	1 st degree	Accounting and finance	2500 – 3000
P 19	25	Female	Single	2 Stars	2	Diploma	Housekeeping	1500 – 2000
P 20	35	Male	Married	2 Stars	4	Diploma	Housekeeping	2000 – 2500
P 21	30	Male	Single	4 Stars	3	Diploma	Food and beverage	1500 - 2000
P 22	21	Female	Single	Budget	2	Senior High School	Housekeeping	500 – 1000
P 23	23	Male	Single	2 Stars	3	Diploma	Housekeeping	1500 - 2000
P 24	22	Female	Single	Budget	2	Senior High School	Housekeeping	500 -1000
P 25	29	Female	Married	Small-scale enterprise	6	Diploma	Administration	1000 - 1500

5.2. Findings of the Interview

Participants described their perceptions and experiences of fair work conditions in the workplace, producing ten themes. A visual representation of the connections between the themes, and examples of related quotes or code descriptions can be seen in Figure 5.1. From the interview data, the ten themes: contract, pay and benefits, working conditions and hours, flexibility and autonomy, satisfaction, opportunities for career advancement, relationship and trust, voice, respect and treatment, and Labour rights and regulations, were identified as being associated with the fair work experiences of hospitality and tourism industry employees.

Theme 1: contract – agreeing to the terms and conditions of employment, guaranteeing job security. Contracts emerged as an element in the hospitality and tourism employees' experiences regarding fair work conditions in the workplace. These contracts signify that the employees may have agreed to terms and conditions that ensure job security and comply with labour laws. They outline the rules and regulations, employees' rights and benefits, and other requirements that should be specified in employees' contracts. Participants engaged in written contracts of different employment statuses, such as permanent, renewable, and casual, each delineating not all but certain specific rights and responsibilities, including job descriptions, working hours, salaries, healthcare, housing allowances, and adherence to company policies. This garnered feedback from participants, who shared their perspectives:

“For me, I was given a written contract with my duties, hours, and salary shown on it even though the hours I do now are more than what was mentioned [...] this was not mentioned in the contract but I know that in the statutory holidays, they will mark me two times if I am at work but if I am off, it will just be one.” (*P 4, male, 30 yrs., 4 stars, Accounting and Finance*).

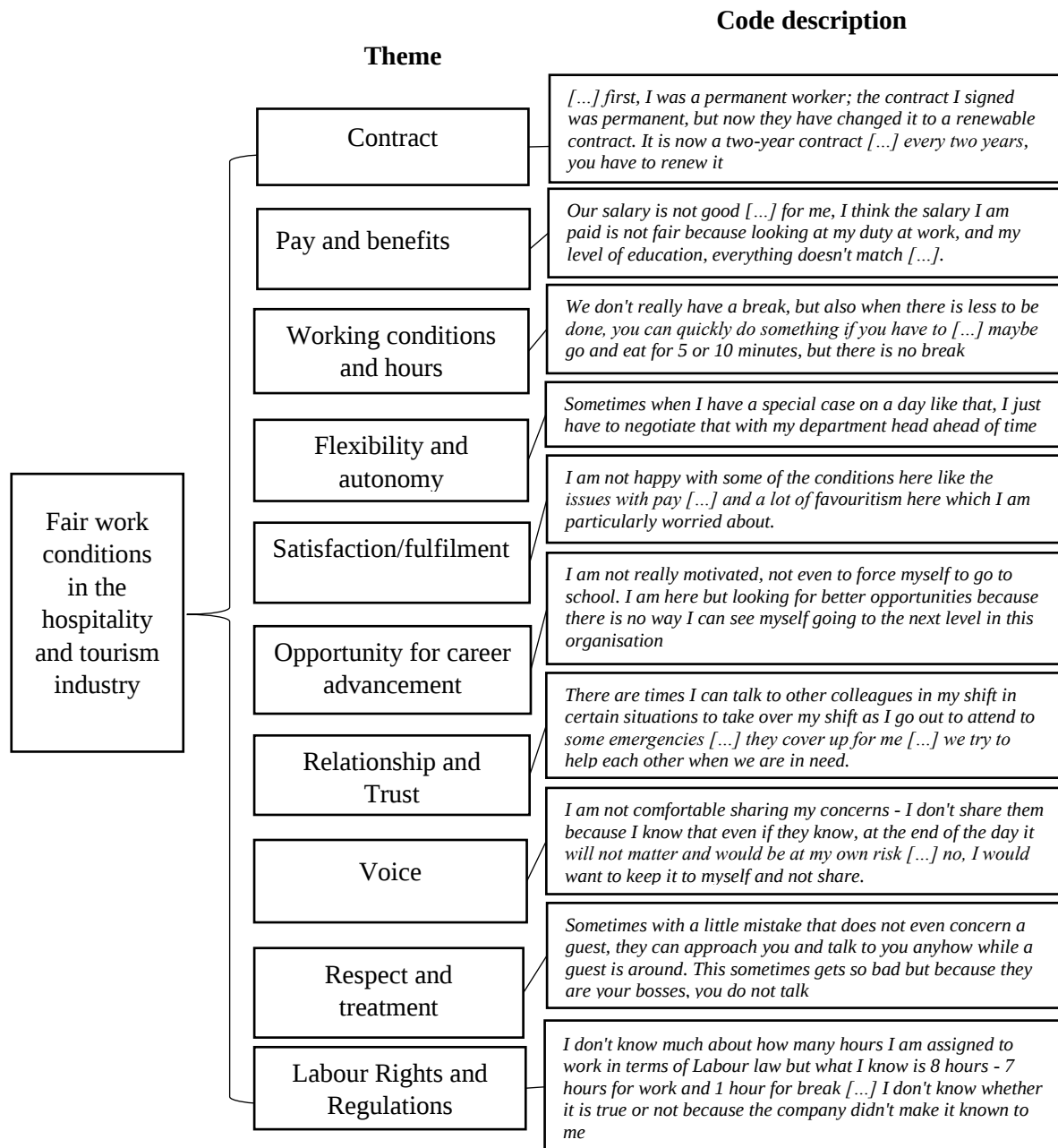


Figure 5. 1. Themes and examples of code descriptions

Source. Author's own construct

Several participants disclosed that their contracts, which were originally permanent, have now been changed to contracts subject to renewal. The extension of these contracts is contingent upon receiving satisfactory performance scores from their supervisors or managers during biannual

performance appraisals. As a result, these participants expressed feeling vulnerable to potential layoffs and lacking confidence in the long-term security of their positions. Some participants shared:

“[...] first, I was a permanent worker, the contract I signed was permanent, but now they have changed it to a renewable contract. It is now a two-year contract [...] every two years, you have to renew it. (*P 16, Male, 37 yrs., 2 stars, Transport*).

“So, if, for example, my contract is about to expire, they will just give me a notice through email or a paper notice that my contract is going to expire, so they can give me a new contract to sign if I have qualified for renewal.” (*P 13, Female, 22 yrs., 3 stars, Kitchen*).

Furthermore, some participants mentioned that when they initially accepted their current positions, it was under the declaration that their roles would eventually transition from casual into regular contracts, although no specific timeline was given. However, despite working for over a year and being assigned duties like regular workers, they have not received any communication regarding the status of their contracts and have been excluded from company benefits. This has left them feeling concerned and insecure, especially about their non-entitlement for social security contributions, other benefits typically provided by employers, and the lack of job security that comes with casual positions. Participants expressed their worry, stating:

“I agreed to take this job because the contract mentioned that they would soon convert it to a permanent position, although no specific date was provided. However, I have been working here for over a year now [...] what's even frustrating is I don't have access to contributions towards my social security or any other benefits like other workers.” (*P 3, Male, 24 yrs., 4 stars, Food and beverage*).

“So, for my contract, they did not state anything about rent allowance or any other benefits. They only told me later that I could go and see the company nurse anytime I was not feeling well.” (P 17, *Female, 21 yrs., 2 stars, Housekeeping*).

As contracts contained some important entitlements, participants mentioned the need to state their social security contributions in the contract, since they did not have proof of reference regarding their employers’ obligations towards them when the need arose. A participant mentioned:

“I thought I would see the Social Security contribution stated in the contract because what can I show as evidence when there is a problem [...] it is not in the contract, but we were briefed about it at the orientation by the HR department on our first day at work.” (P 24, *Female, 21 yrs., housekeeping, budget*).

Theme 2: Pay and benefits – being paid wages and other monetary and non-monetary incentives that are fair for the duties performed at work. Participants indicated they are paid salaries at the end of every month. Accordingly, they believe all deductions, including taxes that are made from their salaries at the end of every month, are fair and acceptable to them. However, some believe that although their salaries might be in line with the minimum wage of the country, the salaries do not correspond to the kind of duties they perform in the company, especially considering their qualification or when compared to the employees or friends working in other companies. As a result, participants disclosed they plan to move to other companies if they are offered better opportunities elsewhere:

“No, it's not, it's not [...] I think the salary I am paid is not fair because for me I think of my duty at work, and my level of education and everything don't tally [...]” (P 5, *Female*, 33 yrs., *Food and beverage*).

“It's not fair at all because when you look at it and the work you do at the end of the day, I mean it just minimum wage is just not the best. Yes, it's not.” (P 15, *Female*, 32 yrs., 3 stars, *Front office*).

“Everyone is aware of the deductions [...] it is reasonable [...] so let me say, Social Security, tourism levy, and then we also have a credit union at our place, kind of welfare for all staff and once you are a staff you automatically belong to that group so you are deducted at the end of every month.” (P 1, *Female*, 30 yrs., 2 stars, *Food and beverage*).

“I said it's just salary I have a problem with - I think the salary is not good for me if I look at the work I do here; that is not good for me.” (P 2, *Male*, 43 yrs., 4 stars, *Transport*).

Additionally, some participants mentioned they receive certain benefits, including rent allowance, free healthcare, and lunch at work, aside from their monthly salaries. Some others believe their employers are unfair to them because they are not provided with any benefits for working with them aside from their salaries. Besides, most participants complained of not being paid for overtime duties since their companies mostly consider such commitment as voluntary support. They indicated that they only obtained something little from the gratitude or tips from guests. Some participants specified:

“They give us lunch - free lunch and then when we go to the hospital, we have some designated hospitals in town, so we can go to the hospital and bring back the receipt and the money spent will be refunded.” (P 10, *Male*, 30 yrs., 4 stars, *Sales and marketing*).

“Sometimes it is only small tips - when we have the groups come and go, the group would leave something at the end to be shared among us [...] just last week we had a group that stayed for four days, so at the end, they left some money and it was shared among all staff. I even got Ghs 50.” (P 21, Male, 30 yrs., *Food and beverage*).

“Aside from the healthcare and the lunch at work, I don’t get a rent allowance, social security, or any other benefits than what they pay me.” (P 19, Female, 25 yrs., 2 stars, *Housekeeping*).

Some long-term employees expressed concerns about the lack of significant salary increases since joining the company, despite their years of service:

“[...] so, I started at the laundry and I did not see any increase in my salary, and I worked there for four years, and my salary was very low. When there was a vacancy in my current department, they called me and then increased my salary too.” (P 4: Male, 30 yrs., 4 stars, *Accounting and Finance*).

“The only time that my pay has changed was when the 20% cost-of-living allowance was increased across all government sectors by the Government of Ghana. We also had some increment that was paid across. So that's the major change we have seen over the years since I started working here.” (P 25, Female, 29 yrs., *Small-scale enterprise, Administration*).

Theme 3: Working conditions and hours – being provided with settings, provisions or hours that may guarantee wellbeing. Some participants who are employed full-time mentioned that despite their commitment to working 8 hours a day for five days a week, they often find themselves arriving 2 to 3 hours early, staying late for an extra hour or more, and giving up their off days due

to work pressure. Unfortunately, most of these extra hours do not result in any additional compensation, and they are often informed about the need for overtime at the last minute without the option to decline. They suggested that it would be beneficial if managers could communicate in advance when the workload is expected to increase, and perhaps offer a day off and compensation to balance out the extra hours worked and missed or denied off days. As some respondents commented:

“I am expected to work 8 hours a day because I am a regular worker, but sometimes when there is pressure, I report 2 to 3 hours earlier than my reporting time, and my closing time is also extended to maybe 1 hour or more [...] sometimes I end up working more hours but don't get compensation for my extra hours.” (*P 24, Female, 21 yrs., Budget, Housekeeping*).

“[...] I have to skip my off days [...] if the place is busy, maybe my manager can call me from home to say that there is a group coming and the place is busy, so this week he wants to give me only one day off without even asking for my consent.” (*P 11, 25 yrs., Male, 4 stars, Front Office*).

[...] They will always send text messages to our phones to come to work even if we are off [...] you don't have a say, you only have to report to work regardless of your schedule but I have to for the fear of the unknown that if I don't report, what if I have been replaced [...] it is difficult to get a new job.” (*P 5, Female, 33 yrs., Food and beverage*).

Participants expressed that their work schedule doesn't allow for the traditional one-hour break. Instead, they must be flexible and fit in short breaks whenever possible. This can be challenging since they often work longer hours without breaks. Although they are not entirely sure

about the labour laws regarding working hours, they indicated it might be worth looking into to ensure they are treated fairly. As some participants commented:

“[...] we don't really have a break, but also when there is less to be done, you can quickly do something if you have to [...] maybe go and eat for 5 or 10 minutes, but there is no break.” (P 13, Female, 22 yrs., 3 stars, Kitchen).

“Mostly because guests walk in anytime, even at a time that you have to go for a break, we hardly go for breaks but have to strategise our timings so maybe some of us will go and eat for 15 minutes, then when we come back, the next batch will go and eat that who have time to attend to the guests.” (P 8, Male, 30 yrs., 4 stars, Food and beverage).

Theme 4: Flexibility and autonomy – being given freedom at work or adjustable and adaptable work schedules to ensure balancing work and responsibilities outside work (work-life balance).

In interviews, participants highlighted the importance of flexibility in certain situations. They emphasised that when they encounter special circumstances on specific days, they proactively communicate with their department head to discuss potential schedule changes. They explained that their management's decision on such requests may depend on the workload for that day, and if necessary, they are willing to adjust their plans to accommodate busier days. For example, one participant mentioned that in their department, employees are encouraged to communicate in advance if they anticipate scheduling conflicts with important events. They can then discuss these concerns with their supervisor or team leader, who may help them reschedule their commitments for the following week. Overall, the participants mentioned that their superiors are generally supportive and willing to accommodate such requests:

“Sometimes when I have a special case on a day like that, I would have to negotiate that with my department head ahead of time [...] it also depends on the workload for that particular day, otherwise I need to reschedule whatever I am going to do.” (P 9, *Female*, 24 yrs., 2 stars, *Food and beverage*).

“For my department like this, at least, if sometimes you have someplace to go or something to take care of but you think the roster can affect you, you can call your supervisor, your team leader or whoever is in charge and tell them you want to go to someplace maybe next week and whether they can change for you [...] they will do something about it.” (P 12, *Male*, 4 stars, 27 yrs., *Kitchen*).

Theme 5: Satisfaction/fulfilment – being offered duties or roles that fit capabilities or qualifications and guarantee success and improved wellbeing. The participants expressed satisfaction with how their current employers are utilising their skills, but they also voiced discomfort due to the high level of work pressure they are under. Some mentioned their experiences were not good, but they would be better equipped to handle the stress if they were fairly compensated. Additionally, they expressed openness to exploring opportunities at companies that offer more competitive remuneration packages. Some participants shared:

“For me, this work makes me stressed all the time, but I do not care about the stress so much. The stress level is good for me, but my salary doesn't make me too happy, so as it stands now, I will just move if I get another job.” (P 25, *Female*, 29 yrs., *Small-scale enterprise, Administration*).

“I am not happy with some of the conditions here, like the issues with pay [...] and a lot of favouritism here, which I am particularly worried about.” (P 8, *Male, 30 yrs., 4 stars, Food and beverage*)

Participants conveyed feelings of exhaustion and displeasure following a long day at work, attributing it to the pressures of their jobs taking a toll on their wellbeing. They reported experiencing various physical and mental discomforts, particularly due to insufficient breaks during work hours. The participants acknowledged the overwhelming nature of their jobs, citing the emotional challenges of managing high expectations and performance pressure. Moreover, they expressed a sense of reduced fulfilment and satisfaction resulting from the difficulty in balancing work and personal life, often leading to prioritising work over their social activities, spending time with their loved ones, and overall wellbeing. Regardless, they expressed their determination to explore coping strategies while prioritising their happiness and wellbeing. As expressed by some participants:

“This work affects me a lot [...] sometimes I get stressed and sad, it is very stressful as I continuously get back aches and sometimes pain under my feet. This worries me, knowing I would have to go back to work every day, where I hardly take a 30-minute break.” (P 23, *Male, 23 yrs., 2 stars, housekeeping*).

“In my opinion, I do not think I feel normal [...] some of us don't really have friends or any social life because work takes almost all of our time. For me, I would even prefer to sleep or get my laundry and other things done with the little time I get.” (P 20, *Male, 35 yrs., 2 stars, Housekeeping*).

“How can I feel confident [...] sometimes, when maybe service does not go well, it affects me because what they are expecting could not go the way it should have; that affects me emotionally and puts me in a terrible mental shape.” (P 9, Female, 24 yrs., 2 stars, Food and beverage).

Theme 6: Opportunity for career advancement – being offered equal chances, such as training, financial and other non-financial support for career advancement and enhanced skills.

According to the participants, their organisation does not currently provide any training opportunities. However, some indicated that the Ghana Hoteliers Association occasionally organises training sessions for all hoteliers. While this is beneficial, they believe it would be valuable for the organisation itself to take the lead in providing training to ensure that they stay updated with the latest industry trends and operations. Also, they feel they do not see the need to explore outside opportunities for professional growth, as they do not see a clear path for advancement within their organisation. They believe that more comprehensive training from the organisation, including clear paths of career advancement, would help them progress or have the desire to upgrade themselves to excel in their roles. Some participants expressed:

“The organisation itself doesn't provide any form of training. It is the Ghana Hoteliers Association that sometimes organises some training for all hoteliers. Sometimes I think there should be more training by this organisation itself, not the Hoteliers Association of Ghana.” (P 5, Female, 33 yrs., 1 star, Food and beverage).

“I am not really motivated, not even to force myself to go to school. I am here but looking for better opportunities because there is no way I can see myself going to the next level in this organisation.” (P 7, Female, 32 yrs., Small-scale enterprise, Administration).

Moreover, some indicated they are excited about the new cross-training opportunity that has been introduced. It allows employees to gain skills across different departments, which they believe is a great initiative. However, some indicated they are constantly thinking about opportunities to continue their education as their priority, even though it's challenging to balance with their workload. They expressed that they would like to pursue further education, but they struggle to find the time and support needed to pursue further education while working full-time in their organisation. Though they could have left work to pursue their desire, they mentioned that if they were to leave their jobs to focus on school, they would face financial difficulties since they have no opportunities to pursue further education provided to them by their organisation. Some participants disclosed:

“The only development opportunity I know of here is that they have brought something called cross-training. With that, you can go to different departments to learn all kinds of skills for yourself [...] I think that is good.” (*P 8, Male, 30 yrs., 4 stars, Food and Beverage*).

“I do not see those chances to go to school - it is something I think about always since I have to continue my education, but it is not possible when I am still working here [...] not much free time or any other form of support from here to do that. But how can I go to school if I stop working? I cannot support myself financially if I have no job.” (*P 14, Female, 21 yrs., small-scale enterprise, Administration*).

Some participants disclosed they have worked in the organisation for many years without noticing or obtaining any significant career advancement or promotion. They find this frustrating because, despite their ambitions, they do not see a clear path for professional growth in their organisation. Some indicated that although they have been working in their department for more than four years,

and have been instrumental in training new employees. However, when it comes to promotions, those they trained seem to be preferred due to their qualifications. They believe this situation is unfair, as some voiced:

“I don’t see any such opportunities to be a manager here. I have not, since I cannot do anything. What I want now is my money, after all, if my money is cool, and I don't get a manager, I am fine. I'm not going to force myself.” (P 18, Male, 41 yrs., *Medium-scale enterprise, Accounting and Finance*).

“I do not think I can have a promotion because of my educational qualification even though I do the same and sometimes even more than my co-workers. I have been working in my department for over four years and have been teaching new employees the job. But whenever there is going to be any position, they look at those I taught for reasons of qualification. I think this is not fair.” (P 22, Female, 22 yrs., *Budget, Housekeeping*).

Theme 7: Relationship and Trust – being surrounded by friendly, kind, and encouraging co-workers and supervisors who promote mutual understanding and meaningful interactions that build confidence in the workplace. Study participants explained that their superiors in their organisation are generally approachable and supportive. They are understanding and willing to help when needed. Likewise, they can rely on their colleagues to cover their shifts when necessary. They believe their organisation is a collaborative and supportive environment where they look out for each other. In addition, they disclosed that superiors reach out to all employees to correct them when they make mistakes. As a result, they are open to corrections and are confident in feedback from their superiors, as they expressed:

“My superiors are nice - they are people I can easily reach out to without any stress [...] sometimes they can contact you maybe when you make a mistake to help you correct it [...] you just have to work on your mistakes after [...]” (*P 1, Female, 30 yrs., 2 stars, Food and beverage*).

“There are times I can talk to other colleagues in my shift in certain situations to take over my shift as I go out to attend to some emergencies [...] they cover up for me [...] we try to help each other when we are in need.” (*P 12, Male, 27 yrs., 4 stars, Kitchen*).

However, some expressed they are cautious about interacting and trusting colleagues, as they have ever experienced situations where their words were misconstrued and used against them. Also, some feel that favouritism is prevalent in the workplace. They believe that the management pays more attention to those they favour, making it challenging for others to voice their opinions or concerns. As a result, some employees are hesitant to share their thoughts or challenges with their colleagues, fearing potential repercussions. They think it is essential to maintain a sense of discretion and evaluate the potential risks before confiding in others in the workplace. Some participants pointed out:

“I don't trust anyone - I don't share my opinions or difficulties with other workers; maybe I may share my secret with someone now, but the person can turn against me later and say something different [...] they will put me into trouble [...]” (*P 6, Female, 26 yrs., Budget, Front Office*).

“My problem now is that favouritism is high from the management here. You can only share your opinion or problems when they pay attention to you – and that depends on how

much they like you [...] they only hear you out if you are their favourite.” (P 21, Male, 30 yrs., 4 stars, Food and beverage).

Theme 8: Voice and representation – being allowed to freely discuss issues, voice ideas, and seek out outside assistance or representation to improve working conditions. The participants expressed that in their current organisations, the decisions made by the board of directors often take precedence over those of the employees. While they are sometimes asked to share their concerns and ideas, there is uncertainty about whether they will be considered or implemented. It can be challenging to voice their concerns as they fear negative repercussions. Additionally, the organisation lacks effective platforms to encourage open communication, opinion sharing, and complaining about unfair experiences, especially during departmental meetings, without fear of backlash. The participants suggested that introducing a more inclusive and transparent approach to decision-making by management would lead to a more positive and productive work environment for everyone. Some mentioned:

“In some cases, if it is about work, yes, they would listen to what opinion you have but it does not really come into play. Yeah, they do not do anything about it [...] at the end of the day, they have their stand of what they want to do, the board of directors’ decisions always supersede those of the employees.” (P 10, Male, 30 yrs., 4 stars, Sales and marketing).

“I am not comfortable sharing my concerns - I don't share them because I know that even if they know, at the end of the day it will not matter and would be at my own risk [...] no, I would want to keep it to myself and not share.” (P 7, Female, 32 yrs., Small-scale enterprise, Administration).

“Sometimes you wish to say no when you are tired, but because you may end up being the bad one, you just have to stay even [...] I have seen some before, even the expression they will give you alone, you cannot complain, even if you are not happy.” (*P 13, Female, 22 yrs., 3 stars, Kitchen*).

Consequently, while some participants were familiar with the Ghana Association of Hoteliers, an organisation for which they automatically qualify as members due to their roles in the hotel industry, they noted a lack of tangible results in advocating for their rights. On the other hand, some participants were unaware of this association. Moreover, all participants mentioned their lack of knowledge about any existing employee association or trade union that they could join. They expressed their belief that the presence of such unions would have been beneficial in collectively advocating and negotiating for their rights without fear of reprisal from employers. They emphasised the potential impact of a unified collective voice compared to individual efforts:

“We belong to a general one - Ghana Hoteliers Association, of which we are members of the region’s branch. It is automatic, so once you are a worker in the hotel, you qualify as a member automatically, and nothing is required from you to join.” (*P 1, Female, 30 yrs., 2 stars, Food and beverage*).

“Generally, when it has to do with salary issues, they try to fight, but there is no result at the end of the day [...] for the lamentation, they do, but as to the result, there has still been no increment.” (*P 21, Male, 30 yrs., 4 stars, Food and beverage*).

Some participants mentioned that their employers are not supportive of employees' participation in associations, making it challenging to join or attend meetings. Despite the lack of tangible benefits so far, they recognise the importance of standing up for their rights. They are open to

joining associations that align with their values and can provide support in advocating for their rights. Although there are currently no trade unions or employee associations available, they believe that joining such organisations could provide a platform for employees to address common workplace challenges. This could be especially beneficial for employees who lack a clear channel for expressing their concerns. Additionally, these organisations could help address employee concerns, provide support for fair disciplinary actions and advocate for fair compensation and promotions. As some participants commented:

“The truth is that your employer is even angrier that you are part of that group. They are not happy with you at all, and even with the time you would have to attend meetings with the trade union, you are at work [...] it will mean you are going to use your employer's time for your meetings [...] that is where some of the challenges come from.” (P 18, Male, 41 yrs., Medium-scale enterprise, Accounting and Finance).

“[...] you would have to cover your face with a mask to say you are part of a trade union - you cannot say you are part even if you know it is your right [...] you will rather hide since you have no other job opportunity and are not ready to stay home without working.” (P 22, Female, 21 yrs., Budget, Housekeeping).

Theme 9: Respect and Treatment – being valued and treated with care, decency, and kind words while prohibiting harassment and bullying. Participants conveyed they have experienced situations in the workplace where they have felt undervalued on multiple occasions by their superiors, particularly when a customer complaint has been raised. According to them, it can be disheartening when their efforts are undermined, and they believe it is important for all perspectives to be considered before making judgments. Additionally, they have encountered challenges when dealing with disrespectful guests and have sometimes felt insulted and

unsupported by their superiors. It can be distressing to receive harsh treatment without acknowledgement or support from management, especially in situations where they are not at fault. As much as they understand that qualifications and experience are taken into account when determining salaries, there have been instances where they have felt that they were not treated fairly because their contributions were not fully recognised. These experiences have been difficult, but they declared to remain committed to maintaining a positive outlook:

“Sometimes you realise your boss makes you feel like you are useless even when you have done the best you could, just because a customer is displeased and reported [...] it is then your word against that of your boss [...] we think our bosses should at least hear our side of the story before treating us in that way.” (*P 8, Male, 30 yrs., 4 stars, Food and beverage*).

“It is heartbreaking how some guests will look down on you, but you will not have even consolation from your supervisor. Sometimes, they insult you bitterly using all kinds of words for doing nothing wrong, but our bosses will not say anything [...] even in the absence of the guest, you will not get sorry from them to let you know they care [...] these happen all the time.” (*P 11, Male, 25 yrs., 4 stars, Front Office*).

It was mentioned that employees often feel disheartened when they report disrespectful interactions with customers to management, as they are sometimes unfairly held accountable even when they are not at fault. They expressed a desire for acknowledgement and support, even if it is behind the scenes and away from customers. Additionally, they find it challenging when minor back-of-house mistakes unrelated to guests or service could lead to public reprimands from their superiors, disgracing them and making it difficult for them to speak up. They expressed that their superiors need to consider the impact of addressing staff in front of others:

“You might get sad that you complained to them; they will rather blame you even in the presence and absence of guests [...] but that is your work and that’s why you were hired, so you need to tolerate everything. After all, the customer is always right.” (*P 3, Male, 30 yrs., 4 stars, Food and beverage*).

“Sometimes, with a little mistake that does not even concern a guest, they can approach you and talk to you anyhow, while a guest is around. This sometimes gets so bad, but because they are your bosses, you do not talk.” (*P 23, Male, 23 yrs., 2 stars, Housekeeping*).

Theme 10: Labour Rights and Regulations – having knowledge of or access to rights, obligations, and privileges at work. During the interviews, participants mentioned that while the written contract did not specify the rules and regulations, these were readily accessible for reference. The human resource department also provided photocopies for those who wanted their personal copies. They emphasised their awareness of potential penalties for rule violations and were familiar with specific consequences for breaking certain rules. Regarding working hours, they assumed the standard to be 8 hours with a designated 1-hour break, even though this information was not communicated to them by the company directly. Some participants expressed:

“They did not mention them in my contract but from what I know they have rules and regulations so I know that if I disobey this, this is what is coming [...] you can go to the human resources department if you want to know [...] they can give it to you to go through and after that, you return it to them or they can do a photocopy for you to keep.” (*P 15, Female, 32 yrs., 3 stars, Front Office*).

“I don't know much about how many hours I am assigned to work in terms of Labour law, but what I know is 8 hours - 7 hours for work and 1 hour for break [...] I don't know

whether it is true or not because the company didn't make it known to me.” (P 24, *Female*, 22 yrs., *Budget*, *Housekeeping*).

Description of a fair workplace

Considering the perspectives and experiences shared by the participants within their respective professional environments, it is evident that the concept of fair work comprises several fundamental components. They described a fair workplace as encompassing an organisational culture that values individual viewpoints and concerns of its workforce, provides just compensation and favourable working conditions to ensure employee wellbeing, and places a premium on fostering employee satisfaction and welfare. Furthermore, a fair workplace should be distinguished by the presence of mutual respect between employers and employees, devoid of bias towards any party, and committed to empowering and inclusively engaging all individuals. The emphasis should not be exclusively on the employer or a specific subset of individuals but should extend to encompass all employees and the employer, recognising the collective contribution to cultivating a conducive environment that benefits all in the long run.

“It should be an environment that offers respect for everybody, including the employers and employees. It should not be one-sided. It should be an environment that includes and empowers everyone regardless. It shouldn't just be about the employer or a specific group of people. It should incorporate all employees and the employer because these two groups create a conducive environment that favours everyone in the long run.” (P 1, *Female*, 30 yrs., 3 stars, *Food and beverage*).

“It should be an organisation that considers employees individualised opinions and concerns, provides the necessary wages and conditions to make employees comfortable

and watches out for all things that make employees happy to improve their wellbeing.” (*P 8, Male, 30 yrs., 4 stars, Food and Beverage*).

Moreover, some individuals have expressed that their current work environment does not align with these principles. They feel that their opinions are not considered as employees and that the balance of power heavily favours the employer, with minimal regard for the employees. Despite their expectations that Human Resources (HR) practices would be in their favour, the employment contract seems to be largely from the employers' standpoint. They suggested that both parties should be considered and fulfil their respective obligations to ensure a fair and just working environment:

“As I said, it is more or less one-sided in this workplace because, in most instances, whatever you, as an employee, say does not work. It is just a small percentage - if we are rating it from 100%, you see that 80% is for the employer and then just 20% or even less for employees. In that way, I don't think they are treating us fairly, even though we think the HR practices should favour us as employees [...]” (*P 18, Male, 41 yrs., Medium-scale enterprise, Accounting and Finance*).

In light of these concerns, they were tasked with prioritising essential factors that they feel represent equitable employment, in terms of what they would prefer their organisations to prioritise. Most of the participants, based on their gender, prioritised the elements in the following sequence of importance (Table 5.2).

Table 5. 2. Participants' fair work factors ranking

Females interview participants	Male interview participants
1. Building better working conditions.	Giving us better salaries

2.	Helping in our training and our progression in the job.	Working on our Working conditions and hours
3.	Improving our salaries and other benefits we get.	Improving our health and wellbeing.
4.	Giving and considering our voices	Ensuring our Voices are heard
5.	Respecting and including everyone's view in the workplace	Respecting our individualities and opinions of us all
6.	Helping improve our wellbeing	Giving us training and opportunities
7.	Our relationship with superiors and colleagues in the workplace	Ensuring our fulfilment with the job they provide to us

5.3. Chapter Summary

This chapter analysed the findings of the interview study conducted within the hospitality and tourism industry in Ghana. It begins by outlining the profiles of the interview participants, followed by an analysis of the insights gained from their experiences related to fair work. The study highlights several negative experiences that contradict the principles of fair work, as recounted by a total of twenty participants, comprising thirteen males and twelve females. These findings highlight the need for valuable resources for employers and industry experts to promote equitable collaboration and encourage constructive dialogue among stakeholders in the industry regarding the importance of fair working conditions.

CHAPTER 6: QUANTITATIVE STUDY RESULTS

6.0. Chapter Introduction

This chapter outlines the results of the quantitative section of the study. It discusses the data screening process, the respondents' profiles, and the cross-validation of the data. Issues regarding validity and reliability are also examined. Additionally, the results of the structural equation modeling, as well as the exploratory and confirmatory factor analyses, are presented. The hypotheses that were developed are subsequently tested.

6.1. Data Screening

To ensure the reliability of the sample and the data, three screening criteria were employed: (1) respondents must be currently employed by a hospitality or tourism organisation, (2) they must be 21 years of age or older, and (3) they should have been with their current employer for a minimum of one year. This was implemented to ensure that participants had a relevant and substantial experience within the industry. Specifically, employment within a hotel or tourism-related business was a prerequisite during the data collection phase. Additionally, individuals younger than 21 were excluded from the study as this age threshold was established as a criterion for suitability. Furthermore, requiring that respondents have a minimum of one year of tenure with their current employer allowed for collecting insights informed by diverse workplace experiences. Consequently, cases that did not fit these requirements were disqualified

6.2. Missing Data and Outliers

In line with Kline (2016), missing or incomplete data in a multivariate analysis may impact the results of the survey and the sample size needed for the study. Problems regarding missing data were less of a concern in this study due to how the survey was constructed. The "force response"

feature of Qualtrics was utilised to ensure that respondents provided answers to all questions for the computer-assisted survey. Additionally, the paper surveys were carefully reviewed before they were taken from respondents for data entry to ensure all responses were complete. Outliers were identified through box plots and descriptive analysis, resulting in the elimination of 35 cases due to erroneous responses that indicated a lack of engagement, such as providing straight-line answers throughout the survey. Consequently, the data analysis was conducted with a finalised sample of 804 completed cases.

6.3. Normality Test

The data underwent a normality assessment before analysis. As highlighted by Hair et al. (2010), skewness and kurtosis tests are essential for verifying the normality of the data in the context of structural equation modelling (SEM). A negative skew in the data suggests that the modal scores exceed the mean score, while a positive skew indicates that the modal scores fall short of the mean. High skewness is characterised by absolute values greater than 3, as noted by Kline (2011). According to George and Mallery (2016), skewness readings within the range of ± 2 may be considered acceptable bounds for normality. Conversely, Brown (2006) proposes that suitable kurtosis values for SEM range from -10 to +10, while skewness values between -3 and +3 are deemed acceptable.

In this research, kurtosis was found to be acceptable with a defined absolute cut-off value of 8.0 (Kline, 2011, p. 63). As presented in Table 6.1, the absolute skewness values ranged from 0.88 to 1.83, and the kurtosis index was observed between 0.01 and 3.77. Although few items exhibited kurtosis ratings above 3.0, they were retained due to their relevance to the research objectives. It is important to acknowledge that these items may introduce some degree of bias in the results.

Table 6. 1. Descriptive statistics and univariate normality test for measurement items ($N=804$)

Items		Mean	Standard deviation	Skewness		Kurtosis	
		Statistics	Statistics	Statistics	SE	Statistics	SE
(Fce_1)	This H&T company permits collective bargaining or industrial actions of its employees	5.18	1.66	-1.67	0.08	1.27	0.16
(Fce_2)	This H&T company pays its employees at least the current legal minimum wage in the country	5.55	1.18	-2.31	0.08	4.54	0.16
(Fce_3)	This H&T company pays its employees wages that are commensurate with their positions or responsibilities	5.48	1.18	-2.19	0.08	4.38	0.16
(Fce_4)	This H&T company consistently pays employees the appropriate overtime rate for working on statutory/public holidays.	5.32	1.43	-1.66	0.08	1.374	0.16
(Fce_5)	This H&T company ensures that all deductions made to its employees' pay are fair	5.41	1.30	-1.75	0.08	2.03	0.16
(Fce_6)	This H&T company pays its employees equal wages for work of equal or comparable value regardless of gender, age, or ethnicity	5.53	1.13	-2.17	0.08	4.19	0.16
(Fce_7)	This H&T company pays employees other benefits/incentives besides their basic pay	5.57	1.06	-2.28	0.08	5.17	0.16
(Fce_8)	This H&T company guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements	5.31	1.55	-1.88	0.08	2.23	0.16
(Fce_9)	This H&T company allows its employees the freedom to negotiate for the work hours offered to them	5.34	1.31	-1.67	0.08	1.61	0.16

(Fce_10)	This H&T company fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties	5.38	1.29	-1.78	0.08	2.12	0.16
(Fce_11)	This H&T company responds promptly to all forms of employee concerns to show empathy	5.40	1.26	-1.80	0.08	2.17	0.16
(Fce_12)	This H&T company fosters a culture of mutual respect among its employees at work	5.62	1.12	-2.63	0.08	6.46	0.16
(Fce_13)	This H&T company discourages all rude or disrespectful behaviours against employees	5.43	1.36	-1.83	0.08	2.12	0.16
(Fce_14)	This H&T company guarantees resources for its employees' training/professional development	5.31	1.55	-1.89	0.08	2.28	0.16
(Fce_15)	This H&T company implements transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities	5.55	1.14	-2.33	0.08	5.21	0.16
(Fce_16)	This H&T company provides mentorship opportunities to support new employees or employees with special needs in the workplace	5.28	1.55	-1.84	0.08	2.06	0.16
(Fce_17)	This H&T company gives its employees fair access to all types of professional development training	5.46	1.25	-1.75	0.08	2.08	0.16
(Fce_18)	This H&T company punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions	5.35	1.24	-1.71	0.08	2.36	0.16
(Dir_1)	This H&T company makes an effort to prevent all forms of rude treatment against employees in the workplace	5.47	1.23	-1.75	0.08	2.04	0.16
(Dir_2)	This H&T company ensures its employees agree to clear terms of employment before they start working	5.58	1.11	-2.44	0.08	5.80	0.16

(Dir_3)	This H&T company ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin	5.29	1.56	-1.84	0.08	2.08	0.16
(Dir_4)	This H&T company prevents any discrimination against employees in the workplace	5.40	1.37	-1.85	0.08	2.14	0.16
(Dir_5)	This H&T company ensures equitable representation of gender among its workforce	5.41	1.35	-1.80	0.08	1.93	0.16
(Dir_6)	This H&T company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age	5.46	1.25	-1.75	0.08	2.05	0.16
(Dir_7)	This H&T company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing	5.29	1.59	-1.79	0.08	1.87	0.16
(Dir_8)	This H&T company respects employees' entitlements to paid leaves and breaks	5.33	1.53	-1.97	0.08	2.57	0.16
(Dir_9)	This H&T company respects employees' freedom to refuse overtime work they do not want to do	5.43	1.28	-1.79	0.08	2.26	0.16
(Dir_10)	This H&T company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly	5.41	1.29	-1.77	0.08	2.06	0.16
(Dir_11)	This H&T company ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing	5.36	1.41	-1.75	0.08	1.69	0.16
(Dir_12)	This H&T company supports open communication that stimulates employees' creativity and a sense of belonging	5.34	1.43	-1.76	0.08	1.74	0.16

(Dir_13)	This H&T company provides adequate health and safety protection measures for its employees in the workplace	5.43	1.27	-1.75	0.08	2.08	0.16
(Dir_14)	This H&T company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work	5.45	1.25	-1.81	0.08	2.35	0.16
(Fps_1)	I feel I am fit for this job because this H&T company allows employees to make effective use of their skills	5.44	1.26	-1.70	0.08	1.81	0.16
(Fps_2)	I am comfortable with this job because this H&T company assigns responsibilities that align with its employees' professional expertise or abilities	5.49	1.13	-2.10	0.08	3.83	0.16
(Fps_3)	I feel confident in this job because my assigned tasks in this H&T company are challenging enough	5.31	1.42	-1.73	0.08	1.63	0.16
(Fps_4)	I am pleased to work in this H&T company due to the favourable working conditions provided to employees	5.53	1.12	-2.23	0.08	4.68	0.16
(Fps_5)	Investments made by this H&T company in employee training or skills development are pleasing to me	5.42	1.29	-1.71	0.08	1.84	0.16
(Fps_6)	I have the desire to work in this H&T company because there are clear opportunities for employees' career advancement	5.37	1.40	-1.75	0.08	1.74	0.16
(Fps_7)	I am happy to work in this H&T company because the employment conditions support employees' aspirations	5.41	1.31	-1.76	0.08	2.00	0.16
(Pvd_1)	This H&T company ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions	5.19	1.63	-1.67	0.08	1.33	0.16

(Pvd_2)	This H&T company provides safe and reliable ways for employees to express their ideas or concerns.	5.37	1.33	-1.70	0.08	1.73	0.16
(Pvd_3)	This H&T company provides a safe environment for constructive discussions without fear of victimisation	5.51	1.18	-2.34	0.08	4.96	0.16
(Pvd_4)	This H&T company considers the opinions of its employees in making decisions	5.41	1.25	-1.67	0.08	1.62	0.16
(Pvd_5)	This H&T company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences	5.47	1.19	-2.15	0.08	4.02	0.16
(Anx_1)	I feel nervous and restless	3.04	1.69	1.10	0.08	-0.48	0.16
(Anx_2)	I feel like a failure	2.84	1.59	1.30	0.08	0.16	0.16
(Anx_3)	I feel that difficulties are piling up so that I cannot overcome them	3.01	1.64	1.12	0.08	-0.39	0.16
(Anx_4)	I worry too much over something that doesn't really matter	2.97	1.62	1.18	0.08	-0.26	0.16
(Anx_5)	I have disturbing thoughts	3.18	1.81	1.06	0.08	-0.51	0.16
(Anx_6)	I lack self-confidence	2.83	1.68	1.20	0.08	-0.07	0.16
(Anx_7)	I feel inadequate	3.00	1.68	1.16	0.08	-0.28	0.16
(Anx_8)	Some unimportant thoughts run through my mind and bother me	3.06	1.76	1.23	0.08	-0.08	0.16
(Anx_9)	I take disappointments keenly that I can't put them out of my mind	3.04	1.73	1.27	0.08	0.03	0.16
(Gmh_1)	I have lost much sleep due to over worrying	3.20	1.77	0.91	0.08	-0.90	0.16
(Gmh_2)	I have felt constantly under strain	3.05	1.65	1.10	0.08	-0.46	0.16
(Gmh_3)	I have felt I couldn't overcome my difficulties	3.02	1.73	1.23	0.08	-0.02	0.16
(Gmh_4)	I have felt unhappy and depressed	3.13	1.82	1.11	0.08	-0.37	0.16
(Gmh_5)	I have lost confidence in myself	2.97	1.81	1.20	0.08	-0.05	0.16
(Gmh_6)	I have thought of myself as a worthless person	2.88	1.56	1.23	0.08	0.17	0.16

(Bnt_1)	I feel emotionally drained from my work	3.09	1.74	1.04	0.08	-0.62	0.16
(Bnt_2)	Working with people directly puts too much stress on me	2.74	1.38	1.60	0.08	1.25	0.16
(Bnt_3)	I feel like I'm at the end of my rope due to work	2.65	1.38	1.74	0.08	1.73	0.16
(Bnt_4)	I feel frustrated by my job	2.97	1.65	1.09	0.08	-0.46	0.16
(Bnt_5)	I feel I'm working too hard on my job	3.23	1.83	0.94	0.08	-0.73	0.16
(Bnt_6)	Working with people all day is really a strain for me	2.75	1.41	1.61	0.08	1.30	0.16
(Bnt_7)	I feel burned out from my work	3.07	1.66	1.07	0.08	-0.50	0.16
(Bnt_8)	I feel fatigued when I get up in the morning and have to face another day on the job	3.14	1.82	1.13	0.08	-0.36	0.16
(Bnt_9)	I feel used up at the end of the workday	3.06	1.75	0.98	0.08	-0.64	0.16
(Bnt_10)	I feel very energetic in this job	5.21	1.61	-1.67	0.08	1.33	0.16
(Bnt_11)	I can easily understand how my customers feel about things in this job	5.52	1.11	-2.31	0.08	5.06	0.16
(Bnt_12)	I deal very effectively with the problems of my customers in this work	5.35	1.37	-1.75	0.08	1.70	0.16
(Bnt_13)	I deal with emotional problems very calmly	5.44	1.34	-1.96	0.08	2.63	0.16
(Bnt_14)	I feel I'm positively influencing other people's lives through my work	5.58	1.18	-2.35	0.08	4.80	0.16
(Bnt_15)	I can easily create a relaxed atmosphere with people I encounter in the workplace	5.41	1.36	-1.88	0.08	2.28	0.16
(Bnt_16)	I feel I treat people I encounter in the workplace as if they were impersonal "object"	2.71	1.53	1.51	0.08	0.82	0.16
(Bnt_17)	I feel people I encounter in the workplace blame me for some of their problems	3.32	1.53	0.42	0.08	-1.37	0.16
(Bnt_18)	I don't really care what happens to other people in the workplace	2.47	1.30	1.77	0.08	2.37	0.16

(Bnt_19)	I have become more callous toward people since I took this job	2.77	1.40	1.41	0.08	0.63	0.16
(Bnt_20)	I worry that this job is hardening me emotionally	3.07	1.69	1.02	0.08	-0.65	0.16
(PsW_1)	I like most parts of my personality	5.49	1.26	-1.94	0.08	2.97	0.16
(PsW_2)	Some people wander aimlessly through life, but I am not one of them	5.56	1.07	-2.30	0.08	5.36	0.16
(PsW_3)	I am good at managing the responsibilities of daily life	5.43	1.32	-1.90	0.08	2.46	0.16
(PsW_4)	For me, life has been a continuous process of learning, changing, and growth	5.79	1.09	-2.17	0.08	5.39	0.16
(PsW_5)	I think it is important to have new experiences that challenge how I think about myself and the world	5.66	1.00	-2.32	0.08	6.09	0.16
(PsW_6)	People would describe me as a giving person, willing to share my time with others	5.74	0.95	-2.61	0.08	7.68	0.16
(PsW_7)	I have confidence in my own opinions, even if they are different from the way most other people think	5.69	0.98	-2.47	0.08	6.16	0.16
(PsW_8)	I judge myself by what I think is important, not by the values of what others think is important	5.66	1.02	-2.55	0.08	6.68	0.16
(SW_1)	I feel close to other people in my community	5.33	1.36	-1.77	0.08	1.73	0.16
(SW_2)	My community is a source of comfort	4.80	1.41	-0.76	0.08	-0.51	0.16
(SW_3)	People who do me favour expect nothing in return	4.63	1.57	-0.65	0.08	-0.73	0.16
(SW_4)	I believe that people are kind	4.79	1.53	-1.04	0.08	0.28	0.16
(SW_5)	My daily activities do not produce anything worthwhile for my community	2.88	1.49	1.16	0.08	-0.11	0.16
(SW_6)	I have nothing important to contribute to society	2.75	1.45	1.32	0.08	0.48	0.16
(SW_7)	Society has stopped making progress	3.20	1.47	0.50	0.08	-0.70	0.16
(SW_8)	Society isn't improving for people like me	3.53	1.63	0.66	0.08	-0.62	0.16
(SW_9)	I cannot make sense of what's going on in the world	3.40	1.52	0.56	0.08	-0.85	0.16

(SW_10)	I find it easy to predict what will happen next in society	3.63	1.94	0.23	0.08	-1.65	0.16
<i>How satisfied/dissatisfied are you with...</i>							
(QoL_1)	Your physical health (the health of your body)?	5.23	1.83	-1.28	0.08	0.21	0.16
(QoL_2)	How well you care for yourself, for example, preparing meals, bathing, or shopping?	5.39	1.30	-1.82	0.08	2.33	0.16
(QoL_3)	The amount of walking you do?	5.40	1.24	-1.94	0.08	3.09	0.16
(QoL_4)	How often you get outside the house, for example, going into town, using public transportation, or driving?	5.12	1.44	-1.24	0.08	0.21	0.16
(QoL_5)	The amount and kind of sleep you get?	4.82	1.82	-1.04	0.08	-0.55	0.16
(QoL_6)	How often you see or talk to your family and Friends?	5.14	1.50	-1.32	0.08	0.42	0.16
(QoL_7)	The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands	4.76	1.68	-0.83	0.08	-0.93	0.16
(QoL_8)	The help you give to your family and friends?	5.36	1.34	-1.52	0.08	1.41	0.16
(QoL_9)	Your contribution to your community, for example, a neighbourhood, religious, political or other group?	5.17	1.60	-1.61	0.08	1.25	0.16
(QoL_10)	Your work situation, for example, your current job, retirement for any reason, or never having worked?	4.91	1.72	-1.18	0.08	-0.11	0.16
(QoL_11)	The kind and amount of recreation/leisure you have?	5.08	1.59	-1.28	0.08	0.05	0.16
(QoL_12)	The amount of variety in your life?	5.35	1.40	-1.72	0.08	1.66	0.16
(QoL_13)	How well you think and remember?	5.39	1.60	-1.72	0.08	1.90	0.16
(QoL_14)	How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood	5.49	1.17	-1.80	0.08	2.38	0.16
(QoL_15)	The kind and amount of food you eat?	5.47	1.17	-2.03	0.08	3.43	0.16
(SS_1)	My supervisor really cares about my wellbeing	5.23	1.47	-1.45	0.08	0.67	0.16

(SS_2)	My supervisor cares about my general satisfaction at work	5.22	1.44	-1.44	0.08	0.65	0.16
(SS_3)	My supervisor cares about my opinions	5.18	1.54	-1.39	0.08	0.37	0.16
(SS_4)	My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability	5.24	1.44	-1.45	0.08	0.78	0.16
(SS_5)	Even if I did the best job possible, my supervisor would fail to notice	3.21	1.83	1.00	0.08	-0.66	0.16
(SS_6)	My supervisor takes pride in my accomplishments at work	5.50	1.21	-2.15	0.08	3.77	0.16
(SS_7)	My supervisor strongly considers my goals and values	5.17	1.62	-1.60	0.08	1.09	0.16
(SS_8)	Help is available from my supervisor when I have a problem	5.24	1.50	-1.47	0.08	0.61	0.16
(SS_9)	If given the opportunity, my supervisor would take advantage of me	3.09	1.71	1.02	0.08	-0.65	0.16
(SS_10)	My supervisor fails to appreciate any extra effort from me	3.14	1.73	0.96	0.08	-0.82	0.16
(SS_11)	My supervisor is willing to help me when I need a special favour	5.22	1.50	-1.43	0.08	0.54	0.16
(SS_12)	My supervisor tries to make my job as interesting as possible	5.29	1.39	-1.56	0.08	1.10	0.16
(SS_13)	My supervisor would ignore any complaint from me	3.17	1.82	1.06	0.08	-0.54	0.16

6.4. Descriptive Results of the Respondents

6.4.1. Sociodemographic characteristics of the respondents

The sociodemographic characteristics of participants in the main study are thoroughly outlined in Table 6.2. The analysis encompasses various attributes, including gender, age, marital status, educational qualifications, job position, income, company size, years of work experience, type of hospitality and tourism company, departmental affiliation, religion, and nationality. The results indicate an unequalised gender distribution among respondents, with males constituting 49.7% and females 50.3% of the sample. The most significant age group, comprising 64.4% of respondents, is between 21 and 30 years old, followed closely by those aged 31 to 40, who represent 29.9%. A considerable majority of 75.6%, identified as unmarried, and the highest educational qualification reported is a college diploma, held by 39% of participants, while 32.4% possess high school certificates. Notably, 65.4% of the respondents are in non-managerial positions within their respective hospitality and tourism organisations.

Furthermore, 39.1% of respondents reported a monthly income within the range of GHC 1,000 to GHC 1,999, while 25.2% earned between GHC 2,000 and GHC 2,999, and 24.5% received less than GHC 1,000. The employment landscape reveals that 20.6% of participants work in budget hotels, followed by 18.3% in small-scale hospitality and tourism enterprises. A significant majority, 89.5%, had between 1 to 5 years of experience in their current roles. Regarding industry affiliation, 71.4% are employed in hotel and lodging facilities, with 28.4% primarily associated with the front office department. Additionally, the demographic profile shows that 86.6% of respondents identify as Christians, and an overwhelming 98.3% are Ghanaian nationals

Table 6. 2. The profile of respondents in the main study

Variable	Category	Percentage (%)	Variable	Category	Percentage (%)
Gender	Male	49.7	Size of company	Small Scale	12.8
	Female	50.3		Medium scale	11.2
				Large scale	5.3
				Budget	20.6
				One star	18.3
				Two stars	11.9
				Three stars	9.5
				Four stars	5.2
				Five stars	5.2
				Other	0.2
Age	21 - 30	64.4	Work experience	1 – 5 years	89.5
	31 - 40	29.9		6 – 10 years	8.2
	41 - 50	4.6		11 – 15 years	1.8
	51 or older	1.1		16 – 20 years	0.3
				More than 20 years	0.2
Marital status	Single (Never married)	75.6	Type of company	Hotel/Lodging	71.4
	Married	14.6		Food and beverage service operation	11.3
	Widowed	1.5		Travel and tour operation/agency	12.3
	Divorced	1.5		Attractions/Theme Park	3.1
	Separated	6.9		Other	1.8
	Other				
Educational qualification	Less than high school	7.7	Department	Front Office	28.4
	High school graduate	39.0		Housekeeping	24.2
	Some college/Diploma	32.4		Accounts/Administration	17.7
	First degree	14.1		Food and beverage	28.1
	Master degree	3.8			1.6
	Professional degree	3.0			
Job position	Top-level management	0.4	Religion	Christianity	86.6
	Middle-level management	9.7		Islam	12.9
	Lower-level management (supervisory)	24.4		Hinduism	0.2
	Non-managerial position	65.4		African Tradition Religion	0.3

Income (Monthly)	Less than ₦1,000	24.5	Nationality	Ghanaian	98.3
	₦1,000 – ₦1,999	39.1		Nigerian	1.5
	₦2,000 – ₦2,999	25.2		Ivorian	0.1
	₦3,000 – ₦3,999	7.3		Liberian	0.1
	₦4,000 – ₦4,999	2.7			
	₦5,000 – ₦5,999	0.7			
	₦6,000 or more	0.6			

6.5. Cross-validation of Data

In alignment with the guidelines by Hair et al. (2010) and Kline (2016) regarding the importance of addressing cross-validation issues, the data for this study were first consolidated into a single dataset and subsequently divided into two distinct subsets. This methodology is crucial, as confirmatory factor analysis models should not be applied to the same sample utilised for exploratory factor analysis. De Vellis (2017) emphasises that this approach enhances the reliability of results and contributes to better generalisation. Consequently, the dataset was randomly partitioned into two halves, each containing 402 samples, utilising the "random sample of cases" feature in SPSS. While the first subset underwent exploratory factor analysis to identify underlying dimensions, the second subset was subjected to confirmatory factor analysis.

6.6. Exploratory Factor Analysis of the Measurement Model on the First Half of the Dataset (n=402)

6.6.1. EFA of FWCHT

Exploratory Factor Analysis (EFA) was conducted on the dataset using principal axis factoring with Promax rotation. Previous research generally indicates that factor loadings above the 0.40 threshold are acceptable (Stevens, 2002; Blunch, 2008), although loadings exceeding 0.32 may also be considered valid (Comrey & Lee, 1992; Tabachnick & Fidell, 2001). In line with standard practices, only factors with eigenvalues of 1.0 or greater and factor loadings of 0.4 or greater were retained for this study, with scree plots enhancing proper visualisation of the

factors to be retained (Tabachnick & Fidell, 2001). A total of 5 items were excluded from the analysis as they did not align with the specified criteria. The five items specifically exhibited comparatively low communalities. Ultimately, 39 items under four domains were selected for further examination. The outcomes of the EFA conducted on the FWCHT dataset are detailed in Table 6.3.

It was determined that the items' communalities accounted for between 58% and 82%, with values ranging from 0.58 to 0.82 for distinctive domains. Additionally, the factor model explained 75.97% of the variance in the FWCHT. The Kaiser-Meyer-Olkin (KMO) score for sample adequacy was 0.95, significantly above the 0.70 benchmark (Tabachnick & Fidell, 2001), depicting the sample's adequacy and applicability. The Bartlett's test of sphericity was ($\chi^2 = 20677.85$, $df = 741$, $p < 0.001$), also depicting strong factorability of the model. Likewise, the Cronbach's alpha values for all domains exceeded the 0.70 tolerance level, indicating that each domain demonstrates acceptable internal consistency (Hair et al., 2010).

Consequently, the four domains of FWCHT were identified as: "fair voice and compensation", "fair and respectful workplace", "fair job fit and fulfilment", and "fair and inclusive opportunities". The reliability of internal consistency shown by each of the four domains is reflected in the following Cronbach's alpha values: "fair voice and compensation" ($\alpha = 0.96$, mean = 5.60), "fair and respectful workplace" ($\alpha = 0.95$, mean = 5.69), "fair job fit and fulfilment" ($\alpha = 0.95$, grand mean = 5.63), "fair and inclusive opportunities" ($\alpha = 0.96$, grand mean = 5.69), "These findings confirm the robustness of the measurements across the evaluated dimensions.

Table 6. 3. EFA results of FWCHT (n=402)

	Domains and Items	Communalities	Factor loadings	Mean
	Domain 1: <i>Fair voice and compensation</i> (Eigenvalue=25.30, Variance explained= 64.87%, Cronbach's α =0.96, Grand mean= 5.60)			
Voice_1	This H&T company permits collective bargaining or industrial actions of its employees	0.66	0.75	5.52
Voice_2	This H&T company ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions	0.75	0.87	5.53
Voice_3	This H&T company provides safe and reliable ways for employees to express their ideas or concerns.	0.76	0.77	5.58
Voice_4	This H&T company provides a safe environment for constructive discussions without fear of victimisation	0.81	0.84	5.60
Voice_5	This H&T company considers the opinions of its employees in making decisions	0.82	0.75	5.64
Voice_6	This H&T company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences	0.73	0.70	5.55
Voice_7	This H&T company pays its employees at least the current legal minimum wage in the country	0.70	0.64	5.59
Voice_8	This H&T company pays its employees wages that are commensurate with their positions or responsibilities	0.74	0.71	5.61
Voice_9	This H&T company consistently pays employees the appropriate overtime rate for working on statutory/public holidays.	0.67	0.62	5.63
Voice_10	This H&T company ensures that all deductions made to its employees' pay are fair	0.73	0.65	5.68
Voice_11	This H&T company pays its employees equal wages for work of equal or comparable value regardless of gender, age, or ethnicity	0.74	0.62	5.64

Voice_12	This H&T company guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements	0.74	0.50	5.64
Voice_13	This H&T company discourages all rude or disrespectful behaviours against employees	0.63	0.40	5.73
Voice_14	This H&T company punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions	0.58	0.43	5.38
Domain 2: <i>fair and respectful workplace</i> (Eigenvalue=1.89, Variance explained= 4.85%, Cronbach's α =0.95, Grand mean= 5.69)				
(Rwork_1)	This H&T company makes an effort to prevent all forms of rude treatment against employees in the workplace	0.72	0.45	5.72
(Rwork_2)	This H&T company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing	0.66	0.63	5.66
(Rwork_3)	This H&T company respects employees' entitlements to paid leaves and breaks	0.70	0.67	5.71
(Rwork_4)	This H&T company respects employees' freedom to refuse overtime work they do not want to do	0.78	0.76	5.68
(Rwork_5)	This H&T company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly	0.75	0.76	5.66
(Rwork_6)	This H&T company ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing	0.65	0.48	5.70
(Rwork_7)	This H&T company supports open communication that stimulates employees' creativity and a sense of belonging	0.79	0.72	5.66
(Rwork_8)	This H&T company provides adequate health and safety protection measures for its employees in the workplace	0.76	0.67	5.69
(Rwork_9)	This H&T company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work	0.75	0.56	5.72
Domain 3: <i>Fair job fit and fulfilment</i>				

	(Eigenvalue=1.36, Variance explained= 3.51%, Cronbach's α =0.95, Grand mean= 5.63)			
(Fulfil_1)	I feel I am fit for this job because this H&T company allows employees to make effective use of their skills	0.68	0.42	5.66
(Fulfil_2)	I am comfortable with this job because this H&T company assigns responsibilities that align with its employees' professional expertise or abilities	0.80	0.59	5.61
(Fulfil_3)	I feel confident in this job because my assigned tasks in this H&T company are challenging enough	0.67	0.60	5.58
(Fulfil_4)	I am pleased to work in this H&T company due to the favourable working conditions provided to employees	0.80	0.85	5.66
(Fulfil_5)	Investments made by this H&T company in employee training or skills development are pleasing to me	0.75	0.73	5.64
(Fulfil_6)	I have the desire to work in this H&T company because there are clear opportunities for employees' career advancement	0.83	0.75	5.61
(Fulfil_7)	I am happy to work in this H&T company because the employment conditions support employees' aspirations	0.81	0.78	5.62
Domain 4: Fair and inclusive opportunities (Eigenvalue=1.06, Variance explained= 2.73%, Cronbach's α =0.96, Grand mean= 5.69)				
(Opport _1)	This H&T company ensures its employees agree to clear terms of employment before they start working	0.76	0.43	5.68
(Opport _2)	This H&T company guarantees resources for its employees' training/professional development	0.73	0.56	5.68
(Opport _3)	This H&T company implements a transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities	0.67	0.68	5.66
(Opport _4)	This H&T company provides mentorship opportunities to support new employees or employees with special needs in the workplace	0.72	0.67	5.62
(Opport _5)	This H&T company ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin	0.80	0.40	5.68

(Opport _6)	This H&T company prevents any discrimination against employees in the workplace	0.69	0.62	5.72
(Opport _7)	This H&T company ensures equitable representation of gender among its workforce	0.77	0.54	5.73
(Opport _8)	This H&T company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age	0.74	0.79	5.75
(Opport _9)	This H&T company gives its employees fair access to all types of professional development training	0.76	0.73	5.71

6.6.2. EFA of anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life and supervisor support

The dependent variables, anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life, and supervisor support were then subjected to exploratory factor analysis (EFA). In this case, items with communalities below 0.40 and factor loadings below 0.45 were considered for deletion (Field, 2013; Stevens, 2002). Two burnout-related items, two general mental health problems items, six quality of life items and one supervisor support item were eliminated. Table 6.4 shows the outcome of each factor solution.

Anxiety had 9 items with a KMO of 0.94, and Bartlett's test of sphericity was 3047.75 ($df = 36$, $p < 0.001$), indicating the appropriateness of the factor. The domains were responsible for 52% to 72% of the total, as depicted by the communalities, which ranged from 0.52 to 0.72. Also, 70.77% of the variance was explained by this dimension. Regarding the data reliability and suitability for this factor, the dimension recorded a Cronbach's alpha value of 0.94 and a mean value of 2.75, respectively.

A single-factor solution with an eigenvalue higher than 1.0 was produced by six items, measuring the general mental health problem construct. A KMO value of 0.92 and Bartlett's test of sphericity of 1914.04 ($df = 15$, $p < 0.001$) indicated that the dimension was appropriate. The reliability was achieved by producing a Cronbach's alpha of 0.93. Communalities extracted varied from 0.58 to 0.83, making items responsible for 54% to 77%. Also, 75.35% of the variations were explained by this dimension.

Furthermore, a multiple-factor solution involving eighteen items with eigenvalues higher than 1.0 was produced for the burnout construct. A KMO value of 0.93 and Bartlett's test of sphericity of 7115.97 ($df = 153$, $p < 0.001$) indicated that the dimension was appropriate. For the reliability, the Cronbach's alpha was also 0.94. Communalities extracted varied from

0.69 to 0.82, thus being responsible for 54% to 77%. These dimensions explained 78.62% of the variance explained by burnout.

Also, the factor analysis that was performed measured psychological wellbeing with eight items with eigenvalues greater than 1.0. The Bartlett's test of sphericity was 1993.76, and the KMO measure was 0.90. A grand mean value of 5.75 was associated with a reliability Cronbach's alpha of 0.90. Communalities were between 44 and 75, accounting for 44% and 75%. The dimension explained 62.27, accounting for 62.27% of the variance explained by psychological wellbeing.

The social wellbeing construct consisted of eight items and a multiple-factor. Bartlett's test of sphericity was 1567.50 ($df=28$, $p<0.001$), and the Kaiser-Meyer-Olkin (KMO) was 0.80 in terms of its appropriateness. With item communalities ranging from 0.41 to 0.76, the factors were thought to be responsible for between 41% and 76% of the variables. Thus, 69.31% of the variance was explained by the dimension. The Cronbach's alpha and mean values showed an internal consistency of 0.72 and 4.54, respectively.

Similarly, the quality of life construct is comprised of a multiple-factor solution based on the results generated by performing EFA. They had eigenvalues of 1.0 or greater. This dimension's KMO of 0.86 demonstrated its acceptability and sufficiency for analysis. The factorability and feasibility of the assessment items were revealed by a Bartlett's test of sphericity of 1527.06 ($df= 36$, $p<0.001$). Values for communality varied from 0.58 to 0.83, responsible for 58% to 83%. The variance in quality of life was 70.57% explained by this measure. The measuring items were generally reliable and well-received, as seen by Cronbach's alpha and grand mean scores of 0.91 and 5.46, respectively.

Table 6. 4. EFA results of anxiety, general mental health problems, burnout, psychological wellbeing, social wellbeing, quality of life and supervisor support (n=402)

	Domains and Items	Communalities	Factor loadings	Mean
Anxiety: (Eigenvalue=6.37, Variance explained= 70.77%, Cronbach's α =0.94, Grand mean= 2.75)				
(Anx_1)	I feel nervous and restless	0.72	0.84	2.81
(Anx_2)	I feel like a failure	0.52	0.72	2.51
(Anx_3)	I feel that difficulties are piling up so that I cannot overcome them	0.62	0.78	2.80
(Anx_4)	I worry too much over something that doesn't really matter	0.68	0.82	2.78
(Anx_5)	I have disturbing thoughts	0.68	0.82	2.94
(Anx_6)	I lack self-confidence	0.69	0.83	2.58
(Anx_7)	I feel inadequate	0.78	0.88	2.77
(Anx_8)	Some unimportant thoughts run through my mind and bother me	0.69	0.83	2.74
(Anx_9)	I take disappointments keenly that I can't put them out of my mind	0.63	0.80	2.77
General mental health problems: (Eigenvalue=4.52, Variance explained= 75.35%, Cronbach's α =0.93, Grand mean= 2.82)				
(Gmh_1)	I have lost much sleep due to over worrying	0.65	0.81	2.99
(Gmh_2)	I have felt constantly under strain	0.75	0.86	2.91
(Gmh_3)	I have felt I couldn't overcome my difficulties	0.72	0.85	2.82
(Gmh_4)	I have felt unhappy and depressed	0.83	0.91	2.84
(Gmh_5)	I have lost confidence in myself	0.58	0.76	2.67
(Gmh_6)	I have thought of myself as a worthless person	0.68	0.82	2.67
Burnout: (Variance explained= 78.62%, Cronbach's α =0.94, Grand mean= 3.66)				
<i>EE - (Eigenvalue=9.57, Variance explained= 53.17%, Cronbach's α=0.94)</i>				
(Bnt_1)	I feel emotionally drained from my work	0.80	0.92	2.82
(Bnt_2)	Working with people directly puts too much stress on me	0.75	0.62	2.67
(Bnt_3)	I feel like I'm at the end of my rope due to work	0.75	0.80	2.58
(Bnt_4)	I feel frustrated by my job	0.79	0.88	2.66
(Bnt_5)	I feel I'm working too hard on my job	0.65	0.82	2.90

(Bnt_6)	Working with people all day is really a strain for me	0.72	0.72	2.68
(Bnt_7)	I feel burned out from my work	0.78	0.89	2.74
(Bnt_8)	I feel fatigued when I get up in the morning and have to face another day on the job	0.82	0.93	2.80
(Bnt_9)	I feel used up at the end of the workday	0.82	0.92	2.77
<i>Acc - (Eigenvalue=3.13, Variance explained= 17.44%, Cronbach's α=0.94)</i>				
(Bnt_10)	I feel very energetic in this job	0.67	0.70	5.55
(Bnt_11)	I can easily understand how my customers feel about things in this job	0.68	0.80	5.67
(Bnt_12)	I deal very effectively with the problems of my customers in this work	0.69	0.82	5.63
(Bnt_13)	I deal with emotional problems very calmly	0.79	0.91	5.72
(Bnt_14)	I feel I'm positively influencing other people's lives through my work	0.62	0.78	5.66
(Bnt_15)	I can easily create a relaxed atmosphere with people I encounter in the workplace	0.71	0.86	5.73
<i>Dep - (Eigenvalue=1.44, Variance explained= 8.00%, Cronbach's α=0.94)</i>				
(Bnt_16)	I feel I treat people I encounter in the workplace as if they were impersonal "object"	0.70	0.83	2.48
(Bnt_17)	I don't really care what happens to other people in the workplace	0.80	0.87	2.55
(Bnt_18)	I have become more callous toward people since I took this job	0.76	0.70	2.60
Psychological wellbeing: (Eigenvalue=4.98, Variance explained= 62.27%, Cronbach's α =0.90, Grand mean= 5.75)				
(PsW_1)	I like most parts of my personality	0.47	0.66	5.76
(PsW_2)	Some people wander aimlessly through life, but I am not one of them	0.44	0.62	5.67
(PsW_3)	I am good at managing the responsibilities of daily life	0.47	0.69	5.74
(PsW_4)	For me, life has been a continuous process of learning, changing, and growth	0.66	0.81	5.80
(PsW_5)	I think it is important to have new experiences that challenge how I think about myself and the world	0.66	0.81	5.77
(PsW_6)	People would describe me as a giving person, willing to share my time with others	0.70	0.84	5.82
(PsW_7)	I have confidence in my own opinions, even if they are different from the way most other people think	0.75	0.86	5.74

(PsW_8)	I judge myself by what I think is important, not by the values of what others think is important	0.48	0.69	5.69
Social wellbeing: (Variance explained= 69.31%, Cronbach's α =0.72, Grand mean= 4.05)				
<i>SIA - (Eigenvalue=3.75, Variance explained= 46.97%, Cronbach's α=0.70)</i>				
(SW_1)	My community is a source of comfort	0.53	0.72	5.06
(SW_2)	People who do me favour expect nothing in return	0.41	0.67	4.89
(SW_3)	I believe that people are kind	0.66	0.86	5.11
<i>SCAC - (Eigenvalue=1.78, Variance explained= 22.33%, Cronbach's α=0.74)</i>				
(SW_4)	My daily activities do not produce anything worthwhile for my community	0.60	0.84	2.75
(SW_5)	I have nothing important to contribute to society	0.64	0.88	2.58
(SW_6)	Society has stopped making progress	0.55	0.58	3.39
(SW_7)	Society isn't improving for people like me	0.76	0.69	3.38
(SW_8)	I cannot make sense of what's going on in the world	0.57	0.53	3.16
Quality of life: (Variance explained= 70.57%, Cronbach's α =0.91, Grand mean= 5.46)				
<i>PHS - (Eigenvalue=4.43, Variance explained= 49.27%, Cronbach's α=0.91)</i>				
(QoL_1)	Your physical health (the health of your body)?	0.58	0.70	5.62
(QoL_2)	How well you care for yourself, for example, preparing meals, bathing, or shopping?	0.71	0.79	5.58
(QoL_3)	How often you get outside the house, for example, going into town, using public transportation, or driving?	0.51	0.65	5.32
(QoL_4)	The amount and kind of sleep you get?	0.66	0.57	5.17
<i>SHS - (Eigenvalue=1.13, Variance explained= 12.59%, Cronbach's α=0.91)</i>				
(QoL_5)	How often you see or talk to your family and Friends?	0.80	0.83	5.20
(QoL_6)	The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands	0.83	0.87	4.98
(QoL_7)	Your work situation, for example, your current job, retirement for any reason, or never having worked?	0.66	0.62	5.23
<i>CHS - (Eigenvalue=1.08, Variance explained= 8.70%, Cronbach's α=0.91)</i>				
(QoL_8)	How well you think and remember?	0.74	0.80	5.81

(QoL_9)	How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood	0.81	0.86	5.76
Supervisor support: (Eigenvalue=8.76, Variance explained= 80.51%, Cronbach's α =0.95, Grand mean= 5.33)				
(SS_1)	My supervisor really cares about my wellbeing	0.74	0.86	5.42
(SS_2)	My supervisor cares about my general satisfaction at work	0.81	0.90	5.45
(SS_3)	My supervisor cares about my opinions	0.78	0.88	5.45
(SS_4)	My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability	0.75	0.87	5.45
(SS_5)	Even if I did the best job possible, my supervisor would fail to notice	0.46	0.68	4.96
(SS_6)	My supervisor takes pride in my accomplishments at work	0.42	0.65	5.50
(SS_7)	My supervisor strongly considers my goals and values	0.80	0.89	5.48
(SS_8)	Help is available from my supervisor when I have a problem	0.78	0.88	5.47
(SS_9)	My supervisor fails to appreciate any extra effort from me	0.47	0.68	5.05
(SS_10)	My supervisor is willing to help me when I need a special favour	0.73	0.85	5.43
(SS_11)	My supervisor tries to make my job as interesting as possible	0.74	0.86	5.48
(SS_12)	My supervisor would ignore any complaint from me	0.47	0.68	5.08

Ultimately, a one-factor solution was generated by EFA on supervisor support. The eigenvalue was greater than or equal to 1.0. With a KMO value of 0.92 and Bartlett's test of sphericity of 6034.717(df = 78, $p < 0.001$), the data were deemed appropriate for factor analysis. The communalities varied between 0.42 and 0.81, responsible for 42% and 81%. 67.44% of the variance in supervisor support was explained by the dimension with a grand mean score of 5.33 and Cronbach's alpha reliability of 0.95.

6.7. Confirmatory Factor Analysis of the Measurement Model (n=402)

The measurement model in this study was examined using the second dataset through confirmatory factor analysis, verifying the dimensions identified in the exploratory factor analysis conducted with the first dataset. Hence, a combination of factor analysis and regression modeling forms the foundation of structural equation modeling (SEM), comprising two key components: the structural or path model and the measurement model.

Different model fit indices, including Tucker-Lewis index (TLI), goodness of fit index (GFI), comparative fit index (CFI), normed Chi-square (χ^2/df), and root mean square error of approximation (RMSEA), were employed to verify that the model fitted the data. Normed Chi-square between 1 and 5, $CFI \geq 0.8$, $RMSEA \leq 0.8$, $TLI \geq 0.8$, and $GFI > 0.8$ are the thresholds that have been suggested by previous studies (Baumgartner & Homburg, 1996; Hair et al., 2010; Marsh et al., 2004; Wheaton et al., 1977).

As argued by Hair et al. (2010), the chi-square statistic, as pivotal in confirmatory factor analysis (CFA), reflects the extent to which the measurement and structural models align with the observed covariance matrix. Significant variation in the matrices indicates poor model fit. Essentially, the chi-square statistic is sensitive to sample size and the number of indicators, leading

to decreased significance values with larger sample sizes. In an assertion by Hair et al. (2010), a sample size of 200 is necessary for more reliable results. Likewise, Hu & Bentler (1999) believe that χ^2/df statistic between 1 and 3 is acceptable.

With the utmost significance of construct validity and reliability by observed variables in SEM analysis, Hair et al. (2010) articulated construct validity as the extent to which assessed variables accurately reflect the theoretical latent construct intended for them to assess. Examining construct validity necessitates an examination of both convergent and discriminant validity. Convergent validity is established when the intercorrelations among scale items account for a substantial fraction or reasonable percentage of variance (Kline, 2011). In contrast, Hair et al. (2010) define discriminant validity as a measure of distinct constructs that are theoretically unrelated. Alternatively, three typical ways to assess convergent validity are to obtain construct reliability values ≥ 0.7 , average variance extracted (AVE) ≥ 0.5 , and standardised factor loadings ≥ 0.5 (Hair et al., 2010; Stevens, 2002). Additionally, discriminant validity is confirmed when the estimated AVE of a construct exceeds the square of the multiple correlation coefficients (Fornell & Larcker, 1981).

Table 6.5 provides an overview of the CFA outcomes. The findings indicate that the indices employed in this dataset have overall statistical support, except for the Chi-square value ($\chi^2=7993.139$, $p=0.000$). However, it was discovered that the normed Chi-square was within the permitted range ($\chi^2/df = 1.02$). Additionally, the other fit indices of CFI = 0.92, TLI = 0.91, RMSEA = 0.05, and GFI = 0.90 demonstrated a generally satisfactory model fit. It was discovered that the standardised factor loadings were greater than 0.05 (Stevens, 2002). After the calculation, the AVE values were over 0.50, indicating a satisfactory degree of convergence. Also, the composite reliability scores were above 0.7. In line with Hair et al. (2010), the measurement model

demonstrated discriminant validity because the square root of AVE values was greater than the inter-construct correlations, as shown in Table 6.6.

Table 6. 5. CFA results of the measurement model (n=402)

Construct	Items	Estimate	Standard Error	<i>t-value</i>	<i>p-value</i>	Standardised factor loading	AVE	C.R.
Fair voice and compensation	Voice1	1.00				0.72		
	Voice2	1.13	0.04	24.47	***	0.83		
	Voice3	1.05	0.05	20.66	***	0.85		
	Voice4	1.03	0.05	20.73	***	0.82		
	Voice5	1.01	0.04	22.06	***	0.87		
	Voice6	1.09	0.05	21.10	***	0.84	0.67	0.96
	Voice7	1.05	0.05	20.47	***	0.81		
	Voice8	1.11	0.05	22.41	***	0.88		
	Voice9	1.05	0.04	21.72	***	0.86		
	Voice10	1.11	0.05	22.32	***	0.88		
	Voice11	1.02	0.04	21.69	***	0.86		
	Voice12	1.05	0.04	21.40	***	0.85		
	Voice13	0.97	0.04	19.88	***	0.84		
	Voice14	0.74	0.05	13.54	***	0.55		
Fair and respectful workplace	Rwork1	1.00				0.80		
	Rwork2	1.14	0.04	24.89	***	0.84		
	Rwork3	1.10	0.04	25.23	***	0.85	0.72	0.96
	Rwork4	1.17	0.04	26.22	***	0.87		
	Rwork5	1.15	0.04	23.78	***	0.82		
	Rwork6	1.12	0.04	22.95	***	0.85		
	Rwork7	1.25	0.04	27.01	***	0.89		
	Rwork8	1.17	0.04	27.20	***	0.89		
	Rwork9	1.09	0.04	26.14	***	0.87		
Fair job fit and fulfilment	Fulfil1	1.00				0.83		
	Fulfil2	1.13	0.03	29.46	***	0.90		
	Fulfil3	1.01	0.04	24.22	***	0.80	0.72	0.94
	Fulfil4	1.07	0.03	27.68	***	0.87		
	Fulfil5	1.03	0.03	26.92	***	0.85		
	Fulfil6	1.08	0.04	27.20	***	0.86		
	Fulfil7	1.09	0.04	27.07	***	0.86		

Fair and inclusive opportunities	Opport1	1.00				0.87		
	Opport2	0.96	0.03	28.06	***	0.83		
	Opport3	0.93	0.03	30.84	***	0.80		
	Opport4	0.99	0.03	29.43	***	0.85	0.73	0.96
	Opport5	0.98	0.03	30.24	***	0.88		
	Opport6	0.90	0.03	29.92	***	0.86		
	Opport7	0.92	0.02	34.99	***	0.88		
	Opport8	0.93	0.03	31.40	***	0.88		
	Opport9	0.95	0.03	30.12	***	0.86		
Anxiety	Anx1	1.00				0.83		
	Anx2	0.82	0.03	24.74	***	0.76		
	Anx3	0.87	0.03	23.00	***	0.78		
	Anx4	0.96	0.04	23.00	***	0.82		
	Anx5	0.98	0.03	25.62	***	0.83	0.66	0.94
	Anx6	0.96	0.04	23.37	***	0.83		
	Anx7	0.98	0.03	26.93	***	0.86		
	Anx8	0.92	0.03	24.92	***	0.82		
	Anx9	0.88	0.03	23.38	***	0.79		
General mental health Problems	Gmh1	1.00				0.81		
	Gmh2	0.97	0.03	25.17	***	0.84		
	Gmh3	0.96	0.03	24.78	***	0.83	0.69	0.93
	Gmh4	1.08	0.03	28.67	***	0.91		
	Gmh5	0.95	0.04	23.24	***	0.80		
	Gmh6	0.92	0.03	23.83	***	0.81		
Burnout	Bnt1	1.00				0.90		
	Bnt2	0.81	0.02	28.15	***	0.81		
	Bnt3	0.85	0.02	31.41	***	0.85		
	Bnt4	0.94	0.02	34.24	***	0.89		
	Bnt5	0.87	0.03	24.28	***	0.75		
	Bnt6	0.88	0.02	32.20	***	0.86		
	Bnt7	0.93	0.02	33.83	***	0.88		
	Bnt8	0.99	0.02	34.49	***	0.89		
	Bnt9	1.02	0.02	35.55	***	0.90	0.77	0.98
	Bnt10	1.00				0.90		
	Bnt11	1.03	0.02	43.22	***	0.95		
	Bnt12	1.01	0.02	40.17	***	0.93		
	Bnt13	1.06	0.02	38.91	***	0.95		
	Bnt14	1.05	0.02	45.66	***	0.93		
	Bnt15	1.04	0.02	41.30	***	0.94		
	Bnt16	1.00				0.79		
	Bnt17	1.01	0.04	22.30	***	0.83		
	Bnt18	1.09	0.04	23.89	***	0.89		
Psychological wellbeing	PsW1	1.00				0.71	0.61	0.92

	PsW2	1.07	0.06	16.89	***	0.70		
	PsW3	0.99	0.05	19.79	***	0.76		
	PsW4	1.22	0.06	19.50	***	0.81		
	PsW5	1.21	0.06	18.94	***	0.88		
	PsW6	1.07	0.05	20.24	***	0.85		
	PsW7	1.09	0.05	20.31	***	0.85		
	PsW8	0.96	0.05	16.31	***	0.68		
Social wellbeing	SW1	1.00				0.74		
	SW2	0.98	0.07	12.67	***	0.60		
	SW3	0.99	0.06	14.73	***	0.77		
	SW4	1.00				0.72	0.59	0.91
	SW5	1.07	0.04	24.18	***	0.74		
	SW6	0.96	0.05	17.15	***	0.80		
	SW7	1.04	0.05	18.95	***	0.86		
	SW8	1.07	0.05	18.28	***	0.88		
Quality of life	QoL1	1.00				0.79		
	QoL2	0.74	0.03	20.36	***	0.74		
	QoL3	0.81	0.04	17.98	***	0.74		
	QoL4	0.82	0.04	18.42	***	0.69		
	QoL5	1.00				0.82	0.56	0.92
	QoL6	0.99	0.05	18.58	***	0.80		
	QoL7	0.77	0.04	15.90	***	0.66		
	QoL8	1.00				0.77		
	QoL9	0.85	0.04	17.61	***	0.76		
Supervisor support	SS1	1.00				0.85		
	SS2	1.03	0.02	39.37	***	0.90		
	SS3	1.00	0.03	30.61	***	0.89		
	SS4	1.04	0.03	33.00	***	0.92		
	SS5	0.67	0.05	12.49	***	0.48		
	SS6	0.71	0.04	18.06	***	0.64	0.61	0.93
	SS7	0.93	0.03	28.09	***	0.85		
	SS8	0.91	0.03	27.65	***	0.84		
	SS9	0.72	0.05	13.68	***	0.51		
	SS10	0.90	0.03	27.14	***	0.84		
	SS11	0.96	0.03	29.62	***	0.88		
	SS12	0.71	0.05	13.44	***	0.51		

Note: 1. AVE=(Σ standardised factor loading²) / [(Σ standardised factor loading²)+ Σ measurement error].

2. Composite Construct Reliability= (Σ standardised loadings)² / [(Σ standardized loadings)² + (Σ measurement error)].

3. ***p<0.001.

Table 6. 6. Correlation, square root of AVE, mean and standard deviations (n=402)

	Voice	Rwork	Fulfil	Opport	Anx	Gmh	Bnt	PsW	SW	QoL	SS
Voice	0.818										
Rwork	0.683**	0.848									
Fulfil	0.670**	0.621**	0.848								
Opport	0.685**	0.623**	0.601**	0.854							
Anx	-0.511**	-0.434**	-0.453**	-0.395**	0.812						
Gmh	-0.486**	-0.414**	-0.419**	-0.396**	0.694**	0.830					
Bnt	-0.467**	-0.430**	-0.413**	-0.404**	0.763**	0.686**	0.877				
PsW	0.628**	0.616**	0.618**	0.649**	-0.343**	-0.327**	-0.328**	0.781	.		
SW	0.277**	0.248**	0.263**	0.244**	-0.261**	-0.270**	-0.467**	0.284**	0.768		
QoL	0.476**	0.467**	0.465**	0.472**	-0.315**	-0.345**	-0.256**	0.476**	0.130**	0.748	
SS	0.602**	0.602**	0.663**	0.577**	-0.624**	-0.670**	-0.590**	0.500**	0.301**	0.605**	0.781
Mean	5.458	5.575	5.548	5.583	2.905	2.982	3.039	5.663	4.689	5.362	5.299
SD	1.082	1.054	1.042	1.057	1.325	1.426	1.097	0.858	1.029	0.941	1.095

Note: (Voice) Fair voice and compensation, (Rwork) Fair and respectful workplace, (Fulfil) Fair job fit and fulfilment, (Opport) Fair and inclusive opportunities, (Anx) Anxiety, (Gmh) General mental health problems, (Bnt) Burnout, (PsW) Psychological wellbeing, (SW) Social wellbeing, (QoL) Quality of life, and (SS) Supervisor support.

**. Correlation is significant at the 0.01 level (two-tailed).

6.8. Confirmatory Factor Analysis of the Measurement Model (Whole Dataset, N=804)

The measurement model was tested on the complete sample (i.e., N=804) following the cross-validation of the data. Except for the Chi-square value, which displayed ($\chi^2=8364.548$, $p=0.000$), the results demonstrated an overall supporting level of fit to the data (Table 6.7). However, chi-square has been critiqued for being sample-size sensitive. Therefore, the Chi-square value is expected given the study's sample size. Other model fit indices, however, were adequate for assessing the model. According to the fit indices of CFI = 0.92, TLI = 0.93, RMSEA = 0.04 and GFI = 0.87, every prerequisite for a successful model fit was satisfied. $\chi^2/df = 1.07$ was the normed Chi-square value. The items exceeded the 0.5 criteria, as indicated by their standardised factor loadings, which ranged from 0.56 to 0.96.

Convergent validity was confirmed by the computed AVE values, which indicated that the values were ≥ 0.5 . Additionally, the composite reliability values were higher than the 0.7 cut-off. Furthermore, since the inter-construct correlations were less than the square root of the AVE values (Table 6.8), there was no need to be concerned about discriminant validity problems (Hair et al., 2010). Thus, the dataset satisfies the model's requirements, and as a result, the model appears to be deemed adequately valid and reliable to investigate the structural model.

Table 6. 7. CFA results of the measurement model (N=804)

Construct	Items	Estimate	Standard Error	t-value	p-value	Standardised factor loading	AVE	C.R.
Fair voice and compensation	Voice1	1.00				0.72		
	Voice2	1.11	0.03	28.31	***	0.81		
	Voice3	1.05	0.04	24.02	***	0.84	0.66	0.96
	Voice4	1.03	0.04	23.74	***	0.83		
	Voice5	1.01	0.04	24.92	***	0.87		
	Voice6	1.08	0.04	23.95	***	0.83		
	Voice7	1.06	0.04	23.79	***	0.83		

	Voice8	1.08	0.04	24.29	***	0.85		
	Voice9	1.07	0.04	24.32	***	0.85		
	Voice10	1.05	0.04	24.51	***	0.86		
	Voice11	1.00	0.04	24.01	***	0.84		
	Voice12	1.00	0.04	23.68	***	0.83		
	Voice13	0.91	0.04	21.18	***	0.80		
	Voice14	0.81	0.05	16.43	***	0.58		
Fair and respectful workplace	Rwork1	1.00				0.82		
	Rwork2	1.12	0.03	29.09	***	0.83		
	Rwork3	1.08	0.03	30.43	***	0.85		
	Rwork4	1.18	0.03	32.89	***	0.89	0.73	0.96
	Rwork5	1.11	0.03	29.23	***	0.83		
	Rwork6	1.08	0.03	30.03	***	0.84		
	Rwork7	1.19	0.03	32.84	***	0.89		
	Rwork8	1.13	0.03	32.62	***	0.89		
	Rwork9	1.07	0.03	31.77	***	0.87		
Fair job fit and fulfilment	Fulfil1	1.00				0.84		
	Fulfil2	1.13	0.03	37.93	***	0.91		
	Fulfil3	1.06	0.03	29.02	***	0.82		
	Fulfil4	1.05	0.03	31.60	***	0.86	0.74	0.95
	Fulfil5	1.06	0.03	31.32	***	0.85		
	Fulfil6	1.08	0.03	32.89	***	0.88		
	Fulfil7	1.12	0.03	32.59	***	0.88		
Fair and inclusive opportunities	Opport1	1.00				0.88		
	Opport2	0.96	0.02	33.08	***	0.84		
	Opport3	0.95	0.02	33.49	***	0.80		
	Opport4	1.04	0.03	31.66	***	0.85		
	Opport5	1.03	0.02	35.74	***	0.87	0.72	0.95
	Opport6	0.92	0.02	32.28	***	0.85		
	Opport7	0.88	0.02	36.72	***	0.85		
	Opport8	0.92	0.02	35.04	***	0.86		
	Opport9	0.95	0.02	34.74	***	0.86		
Anxiety	Anx1	1.00				0.83		
	Anx2	0.83	0.02	29.73	***	0.77		
	Anx3	0.91	0.03	27.66	***	0.79		
	Anx4	0.92	0.03	29.11	***	0.82		
	Anx5	1.02	0.03	31.09	***	0.85	0.65	0.94
	Anx6	0.91	0.03	27.18	***	0.81		
	Anx7	0.97	0.03	32.16	***	0.87		
	Anx8	0.88	0.03	27.30	***	0.79		
	Anx9	0.87	0.03	26.28	***	0.77		
General mental health problems	Gmh1	1.00				0.82		
	Gmh2	0.96	0.03	30.32	***	0.86	0.69	0.93
	Gmh3	0.91	0.03	28.93	***	0.83		

	Gmh4	1.05	0.03	33.96	***	0.92		
	Gmh5	0.83	0.03	24.37	***	0.74		
	Gmh6	0.91	0.03	28.79	***	0.83		
Burnout								
	Bnt1	1.00				0.91		
	Bnt2	0.79	0.02	33.40	***	0.82		
	Bnt3	0.82	0.02	35.99	***	0.84		
	Bnt4	0.92	0.02	42.53	***	0.90		
	Bnt5	0.91	0.02	33.38	***	0.81		
	Bnt6	0.83	0.02	36.57	***	0.85		
	Bnt7	0.95	0.02	43.40	***	0.91		
	Bnt8	0.98	0.02	42.17	***	0.90		
	Bnt9	1.00	0.02	42.60	***	0.90	0.72	0.97
	Bnt10	1.00				0.79		
	Bnt11	0.92	0.03	26.76	***	0.87		
	Bnt12	0.83	0.03	21.60	***	0.76		
	Bnt13	0.84	0.03	23.50	***	0.82		
	Bnt14	0.85	0.03	24.94	***	0.78		
	Bnt15	0.77	0.03	24.72	***	0.80		
	Bnt16	1.00				0.86		
	Bnt17	0.92	0.03	24.28	***	0.83		
	Bnt18	1.03	0.03	30.22	***	0.93		
Psychological wellbeing								
	PsW1	1.00				0.76		
	PsW2	1.00	0.05	19.82	***	0.67		
	PsW3	0.97	0.04	23.14	***	0.77		
	PsW4	1.14	0.04	24.71	***	0.82	0.61	0.92
	PsW5	1.10	0.04	23.89	***	0.85		
	PsW6	0.96	0.04	24.29	***	0.81		
	PsW7	1.08	0.04	26.00	***	0.85		
	PsW8	0.99	0.04	21.12	***	0.72		
Social wellbeing								
	SW1	1.00				0.74		
	SW2	1.02	0.06	16.45	***	0.64		
	SW3	1.09	0.05	18.66	***	0.85		
	SW4	1.00				0.85	0.61	0.92
	SW5	0.88	0.03	23.40	***	0.78		
	SW6	0.92	0.04	19.73	***	0.78		
	SW7	1.06	0.04	22.12	***	0.89		
	SW8	0.80	0.04	19.03	***	0.69		
Quality of life								
	QoL1	1.00				0.66		
	QoL2	0.96	0.05	18.68	***	0.75		
	QoL3	0.94	0.06	15.17	***	0.68		
	QoL4	1.13	0.07	16.17	***	0.68	0.52	0.90
	QoL5	1.00				0.72		
	QoL6	0.98	0.04	24.28	***	0.69		
	QoL7	1.04	0.05	20.15	***	0.81		
	QoL8	1.00				0.80		
	QoL9	0.77	0.04	15.96	***	0.74		

Supervisor								
support	SS1	1.00				0.88		
	SS2	1.02	0.01	52.74	***	0.92		
	SS3	1.00	0.02	40.48	***	0.91		
	SS4	1.00	0.02	40.96	***	0.91		
	SS5	0.79	0.04	17.98	***	0.56		
	SS6	0.74	0.03	23.89	***	0.69	0.64	0.95
	SS7	0.96	0.02	39.17	***	0.90		
	SS8	0.94	0.02	37.48	***	0.88		
	SS9	0.79	0.04	17.85	***	0.56		
	SS10	0.91	0.02	33.64	***	0.84		
	SS11	0.95	0.02	37.15	***	0.88		
	SS12	0.79	0.04	18.52	***	0.57		

Note: 1. AVE=(Σ standardised factor loading²) / [(Σ standardised factor loading²)+ Σ measurement error].

2. Composite Construct Reliability= (Σ standardised loadings)² / [(Σ standardized loadings)²+ (Σ measurement error)].

3. ***p<0.001.

Table 6. 8. Correlation, square root of AVE, mean and standard deviations (N=804)

	Voice	Rwork	Fulfil	Opport	Anx	Gmh	Bnt	PsW	SW	QoL	SS
Voice	0.812										
Rwork	0.685**	0.854									
Fulfil	0.682**	0.619**	0.860								
Opport	0.692**	0.625**	0.633**	0.848							
Anx	-0.521**	-0.461**	-0.471**	-0.438**	0.806						
Gmh	-0.484**	-0.438**	-0.444**	-0.413**	0.688**	0.830					
Bnt	-0.270**	-0.242**	-0.247**	-0.205**	0.607**	0.718**	0.848				
PsW	0.655**	0.670**	0.650**	0.676**	-0.396**	-0.376**	-0.149**	0.781			
SW	-0.253**	-0.196**	-0.197**	-0.179**	0.600**	0.691**	0.745**	-0.093**	0.781		
QoL	0.390**	0.399**	0.407**	0.402**	-0.321**	-0.377**	-0.217**	0.435**	-0.109**	0.721	
SS	0.514**	0.522**	0.567**	0.506**	-0.591**	-0.656**	-0.517**	0.455**	-0.362**	0.667**	0.800
Mean	5.646	5.714	5.693	5.721	2.696	2.763	3.692	5.774	3.774	5.424	5.410
SD	0.879	0.864	0.878	0.850	1.208	1.304	0.722	0.720	0.660	0.939	1.078

Note: (Voice) Fair voice and compensation, (Rwork) Fair and respectful workplace, (Fulfil) Fair job fit and fulfilment, (Opport) Fair and inclusive opportunities, (Anx) Anxiety, (Gmh) General mental health problems, (Bnt) Burnout, (PsW) Psychological wellbeing, (SW) Social wellbeing, (QoL) Quality of life, and (SS) Supervisor support.

**. Correlation is significant at the 0.01 level (two-tailed).

6.9. Structural Equation Modeling (SEM)

This section presents the evaluation of the two conceptual models using structural equation modelling, conducted with AMOS via the maximum likelihood estimation method. Before evaluating the models' hypotheses, several fit indices were examined. The tolerance and variance inflation factor (VIF) were assessed to address potential multicollinearity problems between endogenous and exogenous variables. Dattalo (2013) expresses multicollinearity as a concern when tolerance falls below 2.0 and VIF values exceed 4.0. Furthermore, previous research suggests that VIF values over 10 may indicate multicollinearity (Kleinbaum et al., 1988).

For the first model, although the significant chi-square value ($\chi^2 = 5486.937$, $p = 0.000$) indicated that the data did not fit well, the normed chi-square value, suggesting acceptability, was $\chi^2/df = 2.22$. Additional fit indices supporting the validity of the conceptual model included TLI = 0.91, RMSEA = 0.05, GFI = 0.85, and CFI = 0.92. By employing the four independent factors alongside general mental health problems, anxiety, and burnout as dependent variables, the VIF and tolerance values were computed through linear regression using SPSS. The analysis indicated that FWCHT3 exhibited the highest VIF at 4.22 and the lowest tolerance at 0.37%, demonstrating that multicollinearity does not pose a significant concern here.

In the second model, while the significant chi-square value ($\chi^2 = 2873.374$, $p = 0.000$) suggested a poor fit of the data, the normed chi-square ratio indicated a level of acceptability at $\chi^2/df = 1.49$. Additional fit indices supporting the validity of the conceptual model included TLI = 0.91, RMSEA = 0.04, GFI = 0.82, and CFI = 0.91. Using the four independent factors and social wellbeing, psychological wellbeing, and quality of life as dependent variables, linear regression analysis was performed using SPSS to compute the VIF and tolerance values. The analysis

revealed that “fair job fit and fulfilment” had the highest VIF at 4.22 and the lowest tolerance at 0.37%, indicating that multicollinearity does not significantly affect the findings in this aspect.

6.10. Testing of Hypotheses

For the two models, a total of six hypotheses were initially proposed, with each model containing three hypotheses. In model one, hypotheses 1, 2, and 3 were further divided into twelve sub-hypotheses, each examining the direct effects of FWCHT on general mental health problems, anxiety, and burnout, based on various components gathered during the exploratory phase. Similarly, for model 2, twelve sub-hypotheses were formulated for proposed hypotheses 4, 5, and 6, which investigated the direct impacts of FWCHT on social wellbeing, psychological wellbeing, and quality of life, aligned with the number of components collected during the exploratory stage. In total, twenty-four direct impacts were analysed, as illustrated in Table 6.9 and Figure 6.1, as well as Table 6.10 and Figure 6.2. Additionally, one moderating effect among the proposed paths were examined.

6.10.1. Direct effects for model 1

Table 6.9 presents the findings of the analysis of the direct regression paths between the twelve domains in model 1. Eight of the twelve suggested path coefficients appeared significant at the 0.01, 0.05, or 0.001 levels.

Hypothesis 1-1 proposes that “fair voice and compensation” negatively influence the general mental health problems of hospitality and tourism employees. The association between “fair voice and compensation” and "general mental health problems" was examined to evaluate this. The path coefficient was statistically significant, as shown by the results ($\beta=-0.15$, $t=-3.74$, $p<0.001$). This indicates that higher levels of “fair voice and compensation” in the hospitality and

tourism workplace are associated with lower levels of employees' general mental health problems. Consequently, there is statistical support for Hypothesis 1-1.

Hypothesis 1-2 states that "fair and respectful workplace" negatively influences the general mental health problems of employees in the hospitality and tourism industry. The path coefficient from "fair and respectful workplace" to "general mental health problems" showed no statistically significant association ($\beta=-0.01$, $t=-0.30$, $p>0.05$). This indicates that higher levels of a "fair and respectful workplace" in the hospitality and tourism industry may not reduce the levels of general mental health problems of employees. Thus, there is no statistical evidence for hypothesis 1-2.

Hypothesis 1-3 positions that "fair job fit and fulfilment" will negatively influence hospitality and tourism employees' general mental health problems. The findings showed no statistical significance in the path coefficient between the two constructs ($\beta=0.04$, $t=1.10$, $p>0.05$). Therefore, this indicates a greater likelihood that higher levels of "fair job fit and fulfilment" for employees in the hospitality and tourism industry may not reduce the levels of their general mental health problems. As a result, hypothesis 1-3 has no statistical support.

Hypothesis 1-4 states that "fair and inclusive opportunities" negatively influence the general mental health problems of hospitality and tourism employees. The correlation between "fair and inclusive opportunities" and "general mental health problems" was examined to achieve this. The findings showed that the path coefficient ($\beta=-0.15$, $t=-2.17$, $p<0.05$) was statistically significant. Thus, indicating that access to higher levels of "fair and inclusive opportunities" in the hospitality and tourism industry is associated with lower levels of employees' general mental health problems. Hence, hypothesis 1-4 was supported.

Hypothesis 2-1 proposes that “fair voice and compensation” negatively influence the anxiety levels of employees in the hospitality and tourism industry. The findings showed that the two constructs had a statistically significant association ($\beta=-0.64$, $t=-7.76$, $p<0.001$). This implies that higher levels of “fair voice and compensation” are associated with lower levels of anxiety. Thus, there is statistical support for hypothesis 2-1.

Hypothesis 2-2 states that “a fair and respectful workplace” negatively influences the anxiety levels of employees in the hospitality and tourism industry. By looking at the path coefficient between “fair and respectful workplace” and “anxiety,” the hypothesis was not confirmed. The results showed that the two constructs had no statistically significant relationship ($\beta=-0.16$, $t=-1.49$, $p>0.05$). This suggests that higher levels of “fair and respectful workplace” may not reduce the anxiety levels of employees. Thus, there is no statistical support for hypothesis 2-2.

Hypothesis 2-3 suggests that “fair job fit and fulfilment” negatively influences the anxiety levels of employees in the hospitality and tourism industry. To evaluate this, the path coefficient between “fair job fit and fulfilment” and “anxiety” was examined. Based on the results, a statistically significant relationship between the two constructs ($\beta=-0.36$, $t=-4.38$, $p<0.001$) was recorded. Consequently, this indicates that higher levels of “fair job fit and fulfilment” are associated with lower levels of anxiety. Thus, there is statistical support for this hypothesis.

Hypothesis 2-4 proposes that “fair and inclusive opportunities” negatively influence the anxiety levels of employees in the hospitality and tourism industry. The path coefficient between “fair and inclusive opportunities” and “anxiety” was used to examine the hypothesis. The findings showed a substantial relationship between the two constructs ($\beta=-0.60$, $t=-4.50$, $p<0.001$). This suggests that higher levels of “fair and inclusive opportunities” for employees in the hospitality

and tourism workplace are associated with lower levels of anxiety. Thus, there is statistical evidence for hypothesis 2-4

Hypothesis 3-1 proposes that “fair voice and compensation” negatively influence the burnout of employees in the hospitality and tourism industry. The path coefficient between “fair voice and compensation” and "burnout" was examined to confirm this. Between the two constructs, there was a statistically significant outcome ($\beta=-0.21$, $t=-4.68$, $p<0.001$). In line with this, hospitality and tourism employees' access to higher levels of “fair voice and compensation” at work is associated with lower levels of burnout. As a result, hypothesis 3-1 has statistical support.

Hypothesis 3-2 states that “fair and respectful workplace” negatively influences the burnout of employees in the hospitality and tourism industry. An analysis of the path coefficient between “fair and respectful workplace” and "burnout" confirmed this notion. Between the two constructs, the path coefficient was statistically significant ($\beta=-0.15$, $t=-2.56$, $p<0.05$). This indicates that higher levels of “fair and respectful workplace” experiences are associated with lower levels of burnout among employees. Thus, this hypothesis is supported.

Hypothesis 3-3 positions that “fair job fit and fulfilment” negatively influence the burnout of employees in the hospitality and tourism industry. The path coefficient between “fair job fit and fulfilment” and "burnout" was then examined. The path coefficient was not statistically significant as shown by the results ($\beta=0.07$, $t=1.73$, $p>0.05$). This specifies that high levels of “fair job fit and fulfilment” do not always translate into lower levels of burnout among employees. There was no statistical support for this hypothesis.

Hypothesis 3-4 posits that “fair and inclusive opportunities” negatively impact the burnout of employees in the hospitality and tourism industry. Significance was confirmed by testing the

path coefficient between “fair and inclusive opportunities” and "burnout". The two constructs revealed a statistically significant relationship ($\beta=-0.22$, $t=-3.07$, $p<0.01$). As a result, hospitality and tourism employees’ access to higher levels of “fair and inclusive opportunities” at work is associated with lower levels of burnout. Consequently, there is statistical evidence for hypothesis 3-4.

Table 6. 9. Results of the direct path for the structural model (N=804)

Hypot hesis		Paths		Standard coefficient (β)	<i>t-value</i>	<i>p-value</i>	Decision
H1-1	Fair voice and compensation	--->	General mental health problems	-0.15	-3.74***	0.000	Supported
H1-2	Fair and respectful workplace	--->	General mental health problems	-0.01	-0.30	0.75	Not supported
H1-3	Fair job fit and fulfilment	--->	General mental health problems	0.04	1.10	0.27	Not supported
H1-4	Fair and inclusive opportunities	--->	General mental health problems	-0.15	-2.17*	0.03	Supported
H2-1	Fair voice and compensation	--->	Anxiety	-0.64	-7.76***	0.000	Supported
H2-2	Fair and respectful workplace	--->	Anxiety	-0.16	-1.49	0.13	Not supported
H2-3	Fair job fit and fulfilment	--->	Anxiety	-0.36	-4.38***	0.000	Supported
H2-4	Fair and inclusive opportunities	--->	Anxiety	-0.60	-4.50***	0.000	Supported
H3-1	Fair voice and compensation	--->	Burnout	-0.21	-4.68***	0.000	Supported
H3-2	Fair and respectful workplace	--->	Burnout	-0.15	-2.56*	0.01	Supported
H3-3	Fair job fit and fulfilment	--->	Burnout	0.07	1.73	0.08	Not supported
H3-4	Fair and inclusive opportunities	--->	Burnout	-0.22	-3.07**	0.002	Supported

$\chi^2=5486.937$, ($p=0.000$); CFI = 0.92; TLI = 0.91; RMSEA = 0.04; GFI = 0.85.

* $p<0.05$, $p<0.01$, *** $p<0.001$.

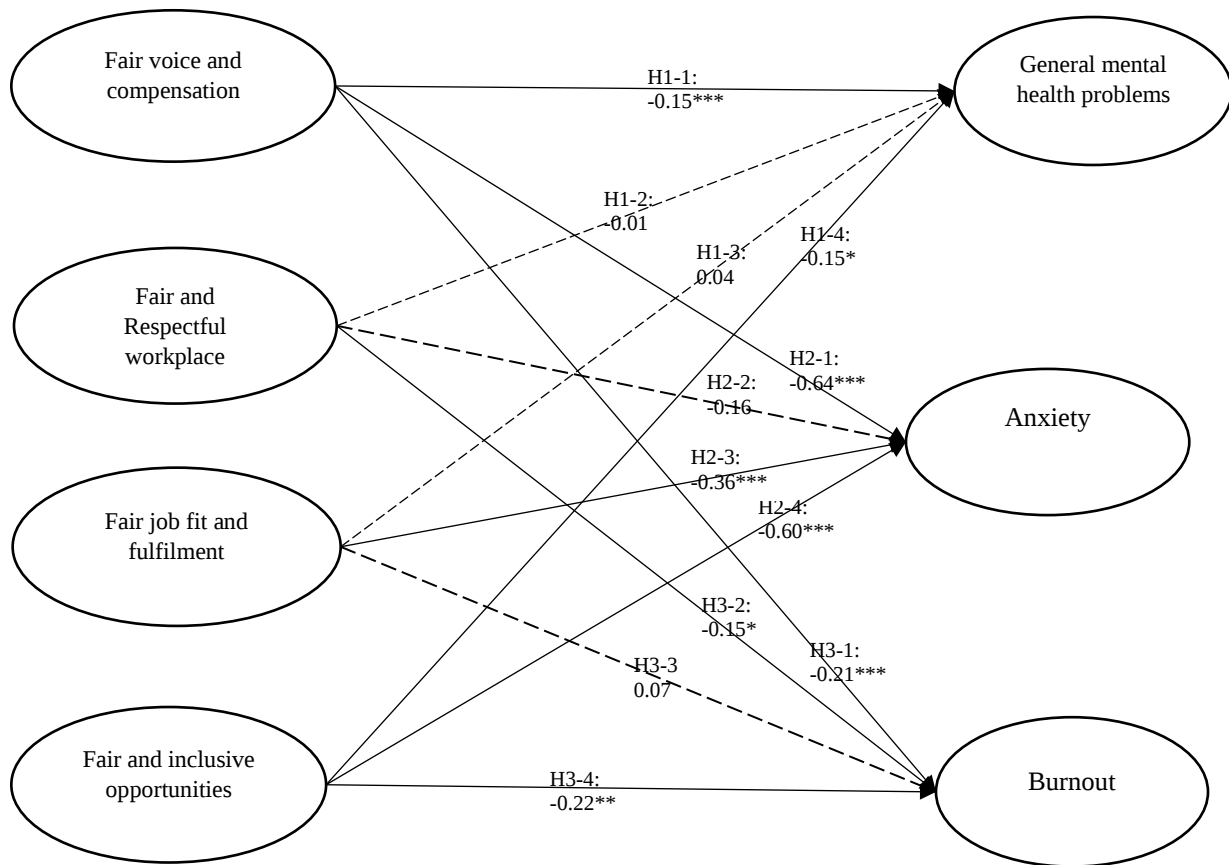


Figure 6. 1. Results of the direct path for the structural model (N=804)

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

6.10.2. Direct effects for model 2

Table 6.10 presents the findings of the analysis of the twelve direct regression paths between the domains in model 2. Seven of the twelve suggested path coefficients also appeared significant at the 0.01, 0.05, or 0.001 levels.

Hypothesis 4-1 proposes that “fair voice and compensation” positively influence the social wellbeing of hospitality and tourism employees. The association between “fair voice and compensation” and "social wellbeing " was examined to evaluate this. The path coefficient failed

to be statistically significant, as shown by the results ($\beta=0.01$, $t=0.13$, $p>0.05$). This implies that higher levels of “fair voice and compensation” do not improve employees’ social wellbeing. Consequently, there is no statistical support for Hypothesis 4-1.

Hypothesis 4-2 states that a “fair and respectful workplace” positively influences the social wellbeing of employees in the hospitality and tourism industry. The path coefficient from “fair and respectful workplace” to "social wellbeing " showed a statistically significant association ($\beta=0.32$, $t=2.32$, $p<0.05$). This indicates that higher levels of “fair and respectful workplace” encounters in the hospitality and tourism industry are associated with improved social wellbeing among employees. Thus, there is statistical evidence for hypothesis 4-2.

Hypothesis 4-3 positions that “fair job fit and fulfilment” positively influence hospitality and tourism employees’ social wellbeing. The findings showed no statistical significance in the path coefficient between the two constructs ($\beta=-0.04$, $t=-0.50$, $p>0.05$). Therefore, suggesting that higher levels of “fair job fit and fulfilment” in the hospitality and tourism industry may not improve the social wellbeing of employees. As a result, hypothesis 4-3 has no statistical support.

Hypothesis 4-4 states that “fair and inclusive opportunities” positively influence the social wellbeing of hospitality and tourism employees. The correlation between “fair and inclusive opportunities” and "social wellbeing" was examined to achieve this. The findings showed that the path coefficient ($\beta=0.54$, $t=3.49$, $p<0.001$) was statistically significant. This implies that employees’ access to higher levels of “fair and inclusive opportunities” is associated with their improved social wellbeing. Hypothesis 4-4 is therefore supported.

Hypothesis 5-1 proposes that “fair voice and compensation” positively influences the psychological wellbeing of employees in the hospitality and tourism industry. The findings showed that the two constructs had a statistically significant association ($\beta=0.55$, $t=7.45$, $p<0.001$). As a

result, higher levels of “fair voice and compensation” are associated with improved psychological wellbeing among hospitality and tourism employees. Thus, there is statistical support for hypothesis 5-1.

Hypothesis 5-2 states that a “fair and respectful workplace” positively influences the psychological wellbeing of employees in the hospitality and tourism industry. Analysing the path coefficient between “fair and respectful workplace” and "psychological wellbeing," the hypothesis was not confirmed. The results showed that the two constructs had no statistically significant relationship ($\beta=0.05$, $t=0.44$, $p>0.05$). This suggests that higher levels of “fair and respectful workplace” experience may not improve the psychological wellbeing of the employee. Thus, there is no statistical support for hypothesis 5-2.

Hypothesis 5-3 states that “fair job fit and fulfilment” positively influences the psychological wellbeing of employees in the hospitality and tourism industry. To evaluate this, the path coefficient between “fair job fit and fulfilment” and "psychological wellbeing" was examined. Based on the results, a statistically significant relationship between these two constructs ($\beta=0.39$, $t=5.18$, $p<0.001$) was recorded. Consequently, higher levels of “fair job fit and fulfilment” in hospitality and tourism organisations are associated with enhanced psychological wellbeing among employees. Thus, there is statistical support for this hypothesis.

Hypothesis 5-4 proposes that “fair and inclusive opportunities” positively influence the psychological wellbeing of employees in the hospitality and tourism industry. The path coefficient between “fair and inclusive opportunities” and "psychological wellbeing" was used to examine the hypothesis. The findings showed a substantial relationship between the constructs ($\beta=0.29$, $t=2.25$, $p<0.05$). This suggests that higher levels of “fair and inclusive opportunities” enhance the

psychological wellbeing of hospitality and tourism employees. Thus, there is statistical evidence for hypothesis 5-4.

Hypothesis 6-1 proposes that “fair voice and compensation” positively influences the quality of life of employees in the hospitality and tourism industry. The path coefficient between “fair voice and compensation” and "quality of life" was examined to confirm this. Between the two constructs, there was no statistically significant outcome ($\beta=-0.09$, $t=-1.45$, $p>0.05$). As suggested by this, higher levels of “fair voice and compensation” may not directly improve the quality of life of the employees. As a result, hypothesis 6-1 has no statistical support.

Hypothesis 6-2 states that a “fair and respectful workplace” positively influences the quality of life of employees in the hospitality and tourism industry. An analysis of the path coefficient between “fair and respectful workplace” and "quality of life" confirmed this notion. Between the two constructs, the path coefficient was statistically significant ($\beta=0.35$, $t=3.52$, $p<0.001$). Therefore, higher levels of “fair and respectful workplace” experiences are associated with improved quality of life among employees. Hypothesis 6-2 is supported.

Hypothesis 6-3 positions that “fair job fit and fulfilment” positively influences the quality of life of employees in the hospitality and tourism industry. The path coefficient between “fair job fit and fulfilment” and "quality of life" was then examined. The path coefficient was not statistically significant as shown by the results ($\beta=-0.07$, $t=-1.20$, $p>0.05$). This specifies that higher levels of “fair job fit and fulfilment” may not improve the quality of life of employees.

Hypothesis 6-4 posits that “fair and inclusive opportunities” positively influence the quality of life of employees in the hospitality and tourism industry. Significance was confirmed by testing the path coefficient between “fair and inclusive opportunities” and "quality of life ". The two constructs revealed a statistically significant relationship ($\beta=0.56$, $t=5.04$, $p<0.001$). As a result,

higher levels of “fair and inclusive opportunities” are linked to improved quality of life of hospitality and tourism employees. Consequently, there is statistical evidence for hypothesis 6-4.

Table 6. 10. Results of the direct path for the structural model (N=804)

Hypot thesis	Paths			Standard coefficient (β)	<i>t-value</i>	<i>p-value</i>	Decision
H4-1	Fair voice and compensation	--->	Social wellbeing	0.01	0.13	0.89	Not supported
H4-2	Fair and respectful workplace	--->	Social wellbeing	0.32	2.32*	0.02	Supported
H4-3	Fair job fit and fulfilment	--->	Social wellbeing	-0.04	-0.50	0.61	Not supported
H4-4	Fair and inclusive opportunities	--->	Social wellbeing	0.54	3.49***	0.000	Supported
H5-1	Fair voice and compensation	--->	Psychological wellbeing	0.55	7.45***	0.000	Supported
H5-2	Fair and respectful workplace	--->	Psychological wellbeing	0.05	0.44	0.65	Not supported
H5-3	Fair job fit and fulfilment	--->	Psychological wellbeing	0.39	5.18***	0.000	Supported
H5-4	Fair and inclusive opportunities	--->	Psychological wellbeing	0.29	2.25*	0.02	Supported
H6-1	Fair voice and compensation	--->	Quality of life	-0.09	-1.45	0.14	Not supported
H6-2	Fair and respectful workplace	--->	Quality of life	0.35	3.52***	0.000	Supported
H6-3	Fair job fit and fulfilment	--->	Quality of life	-0.07	-1.20	0.23	Not supported
H6-4	Fair and inclusive opportunities	--->	Quality of life	0.56	5.04***	0.000	Supported

$\chi^2=2873.374$, ($p=0.000$); CFI = 0.91; TLI = 0.91; RMSEA = 0.05; GFI = 0.82.

* $p<0.05$, *** $p<0.001$.

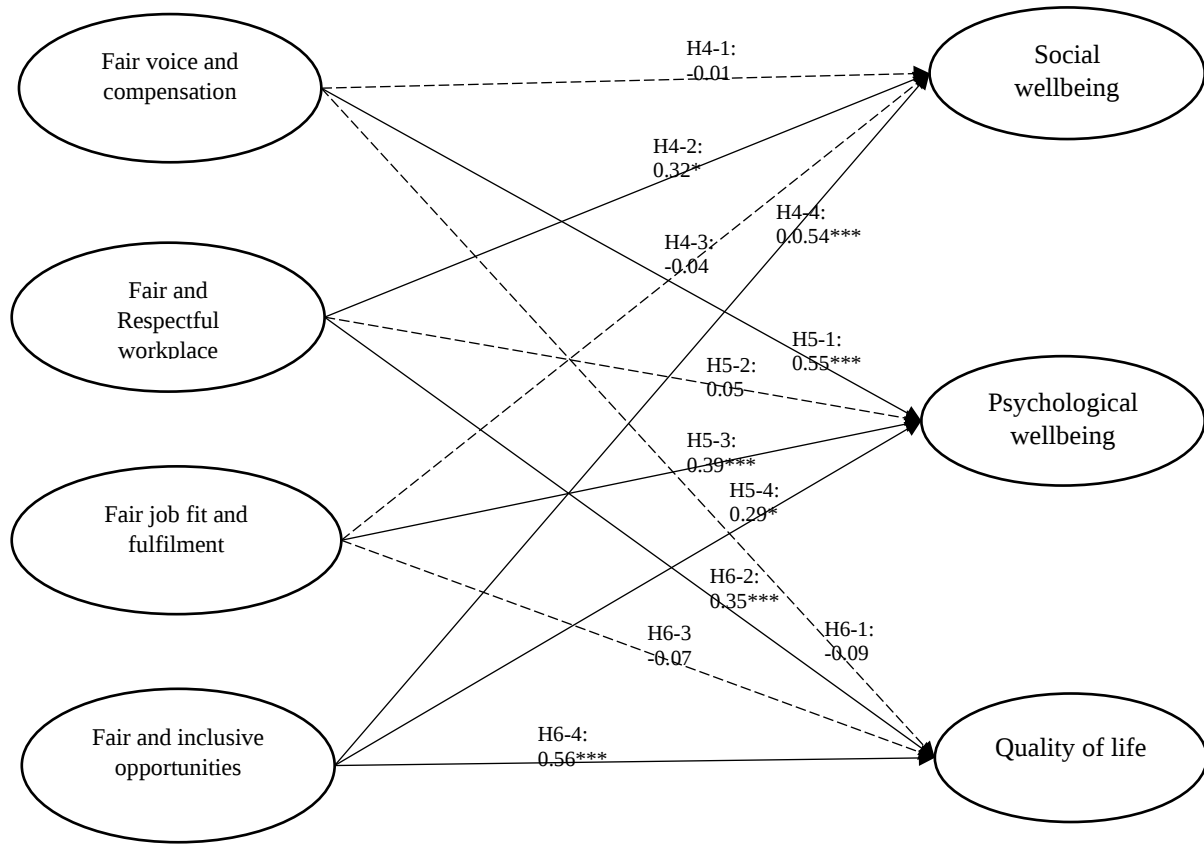


Figure 6. 2. Results of the direct path for the structural model (N=804)

* $p < 0.05$, *** $p < 0.001$.

6.10.3. Moderating effect

Supervisor support was examined as the moderator for the two models. Two groups were created for the analysis. Respondents with higher supervisor support scores were categorised as one set of employees, while those with lower supervisor support scores were categorised as another set.

6.10.4. Measurement invariance for low supervisor support and high supervisor support (model 1 - short-term/work-related psychological consequences)

The measurement invariance between the two groups (low and high supervisor support recipients) was assessed before examining the moderating influence of supervisor support in the proposed

model (Steenkamp & Baumgartner, 1998). This was done using the chi-squared (χ^2) difference test to evaluate measurement invariance. As Yoo (2002) noted, if the χ^2 results do not show a significant difference, the measurement models can be considered invariant. Initially, a non-restricted model utilising CFA was employed, and a confirmatory factor analysis (CFA) was then conducted to evaluate the full metric invariance model as recommended by earlier research (Han, Back & Barrett, 2009; Steenkamp & Baumgartner, 1998). Details of this study, which involved both groups with high and low supervisor support, are summarised in Table 6.11.

For all groups, the goodness of fit indices indicated a satisfactory fit for the data. A comparison of the χ^2 difference between the fully constrained invariance model and the unconstrained model further confirmed full metric invariance ($\Delta\chi^2$ (df) = 70.304 > $\chi^2_{.01}$ (28) = 48.278). This result suggests that the two groups were invariant; therefore, the structural invariance between the high and low supervisor support groups was examined using the full metric invariance model as the baseline (Yoo, 2002).

Table 6. 11. Measurement invariance for low supervisor support (n=301) and high supervisor support (n=494)

Models	low supervisor support vs high supervisor support		
	χ^2 /df	$\Delta\chi^2$ /df	CFI(RMSEA)
Non restricted	13187.106/4920		0.91(0.04)
Full metric invariance of CFA model (L(X)Y=IN*)	13249.453/4985	62.347 /65 ^a	0.91(0.04)

Note: *IN=invariance.

- a. Chi-square difference test: $\Delta\chi^2$ (df) < $\chi^2_{.01}$ (65) = 94.422; therefore, the full metric invariance model was supported.

6.10.5. SEM results of low and high supervisor support recipient groups

Using structural equation modeling, the relationships between the model (model 1) constructs and the groups —recipients of lower and higher degrees of supervisor support—were analysed. The two groups had certain similarities and differences. From the lower supervisor support dataset, the model fit indices revealed that, except for the Chi-square value ($\chi^2(2461) = 7000.208, p = 0.000$), albeit normed Chi-square = 2.8, all the parameters were good. The CFI was 0.90, the GFI was 0.81, the TLI was 0.89, and the RMSEA was 0.04.

Seven of the twelve path coefficients studied were found to be statistically significant. Thus, “fair voice and compensation” was associated with significant pathways to general mental health problems ($\beta=0.24, t=3.81, p<0.01$), anxiety ($\beta=-0.58, t=-3.90, p<0.001$), and burnout ($\beta=0.35, t=3.37, p<0.001$); “fair job fit and fulfilment” to anxiety ($\beta=-0.31, t=-2.23, p<0.05$), and burnout ($\beta=0.19, t=1.97, p<0.05$); “fair and inclusive opportunities” to anxiety ($\beta=0.83, t=13.52, p<0.001$) and burnout ($\beta=-0.40, t=-2.20, p<0.05$); including anxiety to general mental health problems ($\beta=0.99, t=13.37, p<0.001$) and burnout ($\beta=0.83, t=3.13, p<0.01$). Table 6.12 and Figure 6.3 display the outcomes of the direct paths for the structural model among the group that received low supervisor support.

Table 6. 12. Results of the SEM analysis of low supervisor support on short-term/work-related psychological consequences (n=301)

Hypothesis				Standard coefficient (β)	<i>t-value</i>	<i>p-value</i>
Hypot thesis	Paths					
H1-1	Fair voice and compensation	--->	General mental health problems	0.24	2.81	0.005
H1-2	Fair and respectful workplace	--->	General mental health problems	-0.02	-0.21	0.83
H1-3	Fair job fit and fulfilment	--->	General mental health problems	0.11	1.45	0.14

H1-4	Fair and inclusive opportunities	--->	General mental health problems	-0.27	-1.80	0.07
H2-1	Fair voice and compensation	--->	Anxiety	-0.58	-3.90	0.000
H2-2	Fair and respectful workplace	--->	Anxiety	-0.27	-1.44	0.15
H2-3	Fair job fit and fulfilment	--->	Anxiety	-0.31	-2.23	0.02
H2-4	Fair and inclusive opportunities	--->	Anxiety	0.83	3.13	0.002
H3-1	Fair voice and compensation	--->	Burnout	0.35	3.37	0.000
H3-2	Fair and respectful workplace	--->	Burnout	-0.18	-1.38	0.16
H3-3	Fair job fit and fulfilment	--->	Burnout	0.19	1.97	0.04
H3-4	Fair and inclusive opportunities	--->	Burnout	-0.40	-2.20	0.02

$\chi^2=7000.208$, ($p = 0.000$); CFI = 0.90; TLI = 0.89; RMSEA = 0.04; GFI = 0.81.

*** $p<0.001$, ** $p<0.01$, * $p<0.05$.

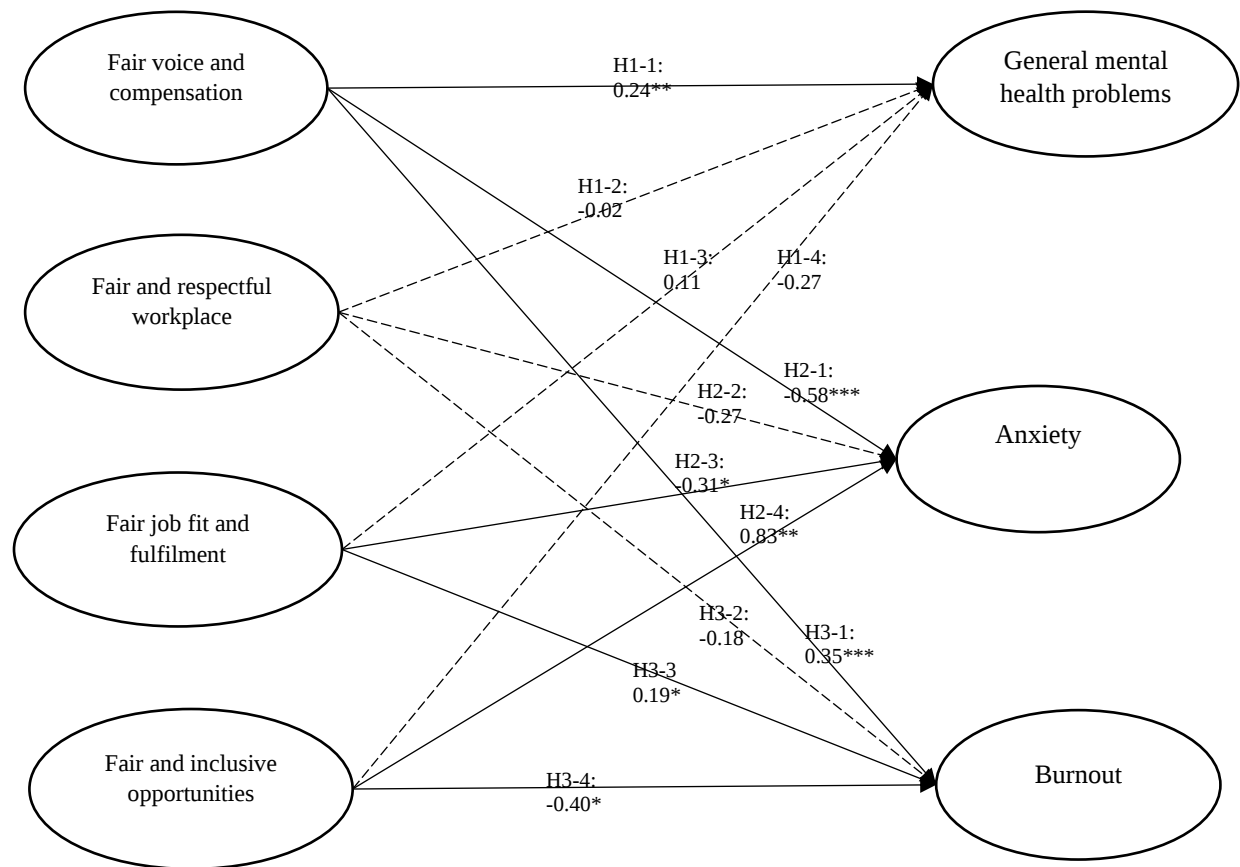


Figure 6. 3. Results of the direct path for the structural model (low supervisor recipient group)
 *** p < 0.001, ** p < 0.01, *p < 0.05.

A sufficient degree of fit to the data was demonstrated by the model fit indices for the beneficiaries of the higher supervisor support group: normed Chi-square = 2.5 (χ^2 (2461) = 6285.219, $p=0.000$), CFI = 0.89, TLI = 0.88, RMSEA = 0.05, and GFI = 0.80. Eleven of the twelve path coefficients studied were found to be statistically significant. The associations between “fair voice and compensation” and general mental health problems ($\beta=-0.33$, $t=-2.63$, $p<0.01$), anxiety ($\beta=0.39$, $t=2.42$, $p<0.05$), and burnout ($\beta=1.11$, $t=5.42$, $p<0.001$); “fair and respectful workplace” and general mental health problems ($\beta=0.46$, $t=-3.45$, $p<0.001$), anxiety ($\beta=-0.54$, $t=3.39$, $p<0.01$), and burnout ($\beta=-1.61$, $t=-9.73$, $p<0.001$); “fair job fit and fulfilment” and general mental health problems ($\beta=0.15$, $t=2.33$, $p<0.05$), anxiety ($\beta=0.43$, $t=-2.89$, $p<0.001$), and burnout ($\beta=0.79$,

$t=9.96$, $p<0.001$); and “fair and inclusive opportunities” and anxiety ($\beta=-0.50$, $t=-2.47$, $p<0.05$), and burnout ($\beta=-0.40$, $t=-3.19$, $p<0.01$) were among the eleven statistically significant path coefficients out of the twelve. The direct path and SEM analysis results for the recipients of the higher supervisor group's structural model are shown in Table 6.13 and Figure 6.4. The direct path results for the structural model for the two datasets are displayed in Figure 6.5.

Table 6. 13. Results of the SEM analysis of high supervisor support on short-term/work-related psychological consequences (n=494)

Hypot thesis	Paths			Standard coefficient (β)	<i>t-value</i>	<i>p-value</i>
H1-1	Fair voice and compensation	---	General mental health problems	-0.33	-2.63	0.008
H1-2	Fair and respectful workplace	---	General mental health problems	0.46	3.45	0.000
H1-3	Fair job fit and fulfilment	---	General mental health problems	0.15	2.33	0.02
H1-4	Fair and inclusive opportunities	---	General mental health problems	-0.11	-1.68	0.09
H2-1	Fair voice and compensation	---	Anxiety	0.39	2.42	0.01
H2-2	Fair and respectful workplace	---	Anxiety	-0.54	-2.89	0.004
H2-3	Fair job fit and fulfilment	---	Anxiety	0.43	3.39	0.000
H2-4	Fair and inclusive opportunities	---	Anxiety	-0.50	-2.47	0.01
H3-1	Fair voice and compensation	---	Burnout	1.11	5.42	0.000
H3-2	Fair and respectful workplace	---	Burnout	-1.61	-9.73	0.000
H3-3	Fair job fit and fulfilment	---	Burnout	0.79	9.96	0.000
H3-4	Fair and inclusive opportunities	---	Burnout	-0.40	-3.19	0.001

$\chi^2=6285.219$, ($p=0.000$); CFI = 0.89; TLI = 0.88; RMSEA = 0.05; GFI = 0.80.

*** $p<0.001$, ** $p<0.01$, * $p<0.05$.

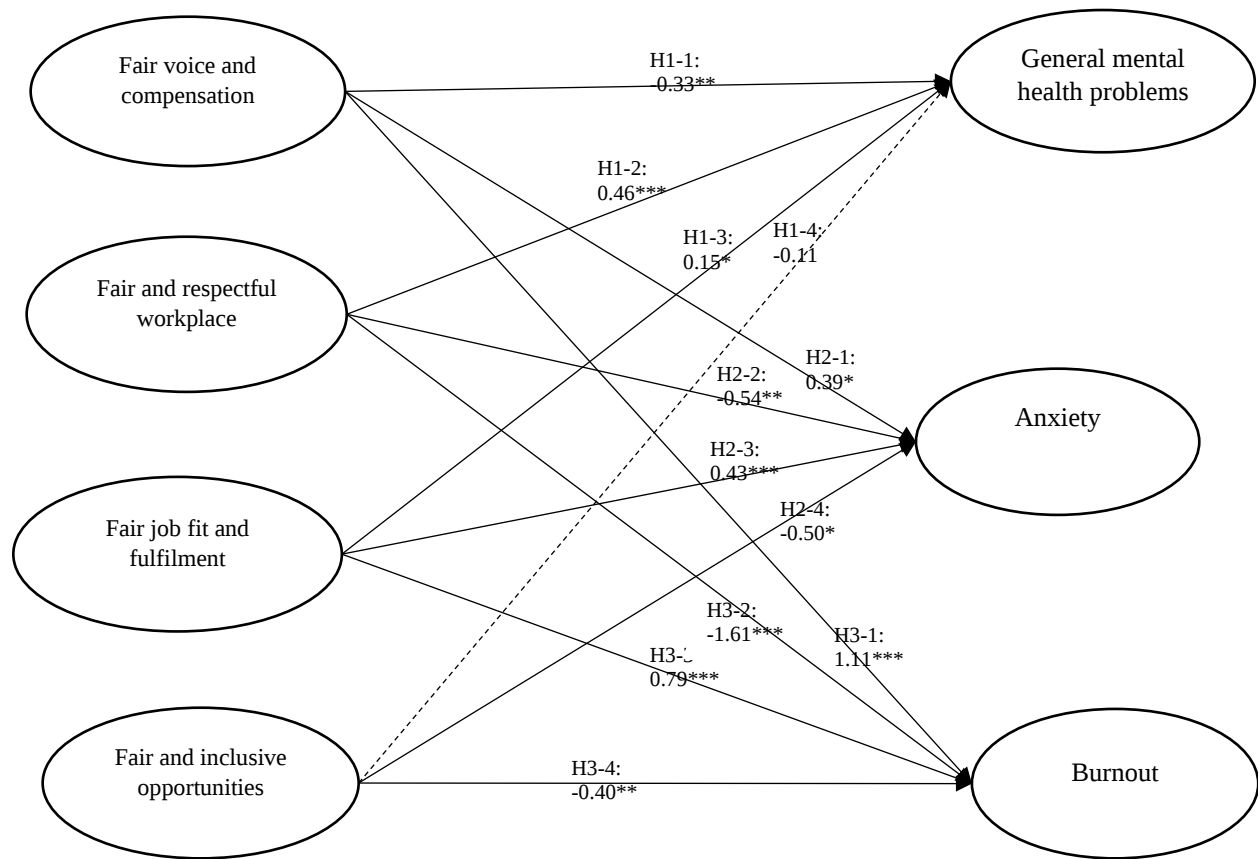


Figure 6. 4. Results of the direct path for the structural model (high supervisor recipient group)

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

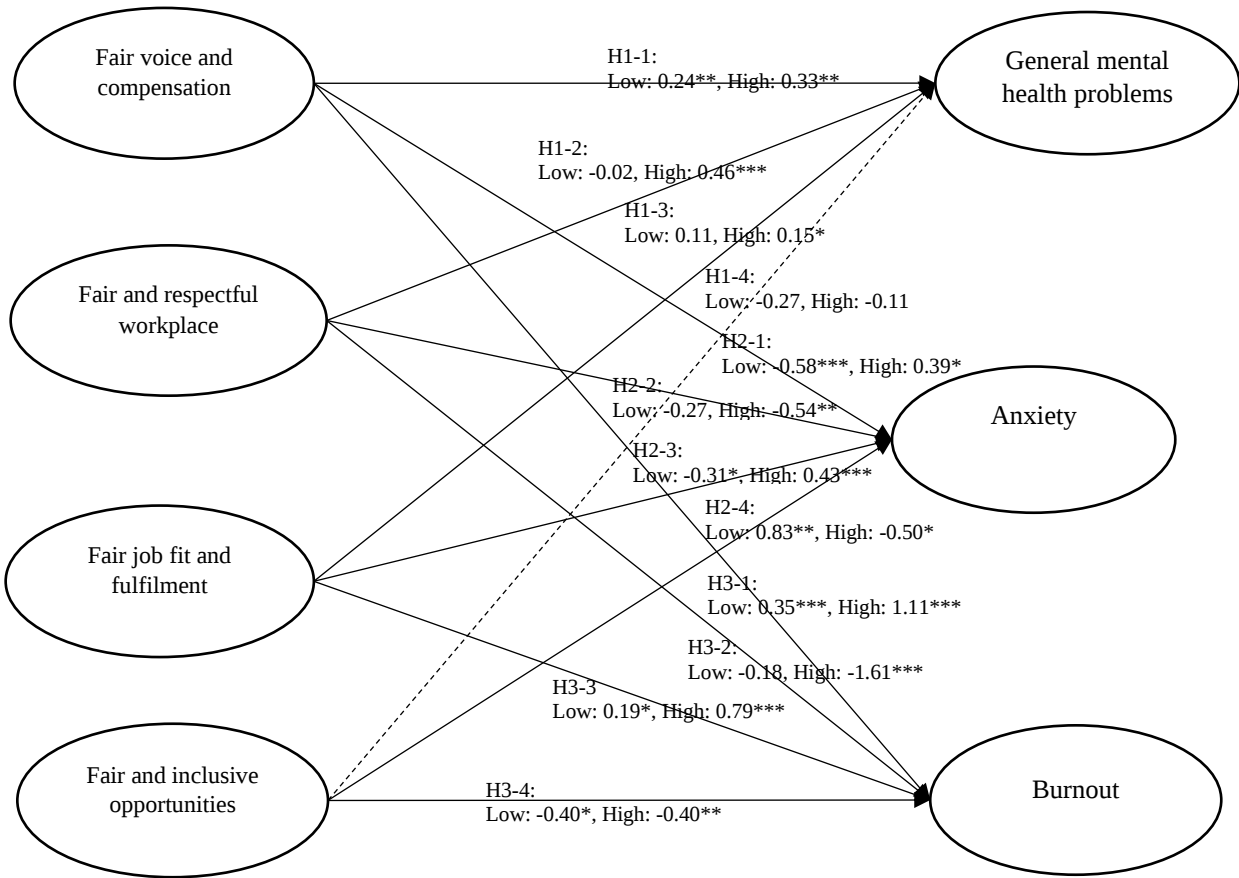


Figure 6. 5. Results of the direct path for the structural model (low and high supervisor recipient groups)

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

6.10.6. Structural invariance

The structural invariance was examined in this instance. This was carried out to determine if the suggested structural model is comparable for the two categories. The Chi-square difference test between the baseline model (i.e., the full metric invariance of the structural model) and the full path invariance of the structural model (i.e., the invariance of paths between the two groups) was conducted as a prerequisite (Yoo, 2002). The outcome showed a substantial chi-square variation between the full path invariance model and the baseline model (full metric invariance model).

This suggests that there was no support for full structural invariances between the groups that received low supervisor support and high supervisor support ($\Delta\chi^2$ (df) =70.304 $>\chi^2_{.01}$ (28) =48.278). According to the results, the groups that had low supervisor support and those who obtained high supervisor support were either completely different or not comparable. The structural invariances between the low supervisor support and high supervisor support groups are shown in Table 6.14.

Table 6. 14. Structural invariance for low supervisor support and high supervisor support

	Models	χ^2	Df	$\Delta\chi^2/\text{df}$	CFI	TLI	RMSEA
low supervisor support vs high supervisor support	Full metric invariance model (L(X)Y=IN)	13077.779	4987		0.90	0.89	0.04
	Full path invariance model (L(X)Y=IN, GA=IN, BE=IN) ^a	13148.083	5015	70.304/28	0.90	0.89	0.04

Note: ^aSince the Chi-square difference test: $\Delta\chi^2$ (df) =70.304 $>\chi^2_{.01}$ (28) =48.278; therefore, the full structural invariance was not supported, and the paths across the two groups were different.

6.10.7. Invariance test for the paths

Table 6.15 presents the results of the invariance test examining the different pathways between recipients of low and high supervisor support. This test assessed the invariance of specific paths between the two groups by initially comparing the baseline model to a constrained model based on a particular path coefficient linking variables such as “fair and respectful workplace” and anxiety. Following this, each path in the baseline model was analysed sequentially for both the low and high supervisor support recipient groups.

The results from the cross-group invariance test indicated some notable variations between the low and high supervisor support groups. Specifically, there were significant differences in eleven out of twelve paths. The high supervisor support group exhibited considerably higher coefficient values regarding general mental health problems along the pathways from “fair voice

and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and “fair and inclusive opportunities” compared to the low supervisor support group. Furthermore, when analysing the path coefficients from “fair voice and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and “fair and inclusive opportunities” to anxiety, the high supervisor group displayed significantly higher values than their low supervisor support counterparts. Additionally, the high supervisor support group had a notably higher coefficient value for the influence of “fair voice and compensation,” “fair and respectful workplace,” and “fair and inclusive opportunities” on burnout. In contrast, the low supervisor support group showed a higher level of significance in the path coefficient values connecting anxiety to general mental health problems compared to the high supervisor support group. Therefore, Hypothesis 7-1 is somewhat supported, confirming a partial moderating effect of supervisor support.

Table 6. 15. Structural invariances for the low supervisor support and high supervisor support groups for each hypothesis

Hypotheses	Paths	low supervisor support and high supervisor support groups	
		χ^2/df	$\Delta\chi^2/\text{df}$
	Free model	13077.779/4987	
H1-1	Fair voice and compensation → General mental health problems	13106.999/4988	29.22/1***
H1-2	Fair and respectful workplace → General mental health problems	13098.471/4988	20.692/1***
H1-3	Fair job fit and fulfilment → General mental health problems	13083.527/4988	5.748/1**
H1-4	Fair and inclusive opportunities → General mental health problems	13114.312/4988	36.533/1***
H2-1	Fair voice and compensation → Anxiety	13090.346/4988	12.567/1***
H2-2	Fair and respectful workplace → Anxiety	13086.413/4988	8.634/1***
H2-3	Fair job fit and fulfilment → Anxiety	13091.445/4988	13.666/1***

H2-4	Fair and inclusive opportunities	→	Anxiety	13089.604/4988	11.825/1***
H3-1	Fair voice and compensation	→	Burnout	13083.056/4988	5.277/1**
H3-2	Fair and respectful workplace	→	Burnout	13118.647/4988	40.868/1***
H3-3	Fair job fit and fulfilment	→	Burnout	13079.480/4988	1.701/1
H3-4	Fair and inclusive opportunities	→	Burnout	13116.163/4988	38.384/1***

Note: *The source of significant differences ($\Delta\chi^2/\text{df} > \Delta\chi^2_{.1} (1) = 2.706$).

**The source of significant differences ($\Delta\chi^2/\text{df} > \Delta\chi^2_{.05} (1) = 3.841$).

***The source of significant differences ($\Delta\chi^2/\text{df} > \Delta\chi^2_{.01} (1) = 6.635$).

6.10.8. Measurement invariance for low supervisor support and high supervisor support (Model 2 - long-term/life-related psychological consequences)

The assessment of measurement invariance between the groups receiving low supervisor support and those receiving high supervisor support was conducted, exploring the moderating role of supervisor support within the second proposed model (Steenkamp & Baumgartner, 1998). The examination of measurement invariance was carried out utilising the χ^2 difference test. According to Yoo (2002), a lack of significant difference in the χ^2 results indicates that the measurement models are invariant.

Initially, a thorough evaluation of the full metric invariance confirmatory factor analysis model was performed, adhering to the recommendations of prior research (Han, Back, & Barrett, 2009; Steenkamp & Baumgartner, 1998). This evaluation employed a non-restricted model through confirmatory factor analysis (CFA). Table 6.16 provides a detailed overview of the study. For each group, the goodness-of-fit indices demonstrated satisfactory alignment with the data. A subsequent comparison of the χ^2 difference between the fully constrained invariance model and the unconstrained model confirmed the existence of full metric invariance ($\Delta\chi^2 (\text{df}) < \chi^2_{.01} (57)$

=84.733), indicating that the two groups were indeed invariant (Yoo, 2002). Thus, the assessment of structural invariance between the two groups (low supervisor support and high supervisor support recipients) utilised the full metric invariance model as a baseline.

Table 6. 16. Measurement invariance for low supervisor support (n=301) and high supervisor support (n=494)

Models	low supervisor support vs high supervisor support		
	χ^2/df	$\Delta\chi^2/df$	CFI(RMSEA)
Non restricted	12719.070/3852		0.91(0.04)
Full metric invariance of CFA model	12750.788/3909	31.718 /57 ^a	0.91(0.04)
(L(X)Y=IN*)			

Note: *IN=invariance.

- a. Chi-square difference test: $\Delta\chi^2 (df) < \chi^2_{.01} (57) = 84.733$; therefore, the full metric invariance model was supported.

6.10.9. SEM results of low and high supervisor support recipient groups

The analysis of relationships within structural equation modeling focused on two distinct groups: those experiencing low levels of supervisor support and those with high levels of supervisor support. Both groups displayed notable similarities and differences in their findings.

For the group with low supervisor support, the model fit indices indicated strong results, except for the Chi-square value ($\chi^2 (1927) = 5092.543$, $p = 0.000$), which led to a normed Chi-square of 2.6. Specifically, the Comparative Fit Index (CFI) was recorded at 0.92, the Goodness of Fit Index (GFI) at 0.84, the Tucker-Lewis Index (TLI) at 0.91, and the Root Mean Square Error of Approximation (RMSEA) at 0.04. Among the twelve path coefficients assessed, none was statistically significant. Thus, no significant relationships were found regarding the influence of “fair voice and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and

“fair and inclusive opportunities” on social wellbeing, psychological wellbeing, and quality of life.

The outcomes of these direct paths are illustrated in Table 6.17 and Figure 6.6.

Table 6. 17. Results of the SEM analysis of low supervisor support on long-term/life-related psychological consequences (n=301)

Hypot hesis	Paths			Standard coefficient (β)	<i>t-value</i>	<i>p-value</i>
H4-1	Fair voice and compensation	---	Social wellbeing	0.07	0.19	0.85
H4-2	Fair and respectful workplace	---	Social wellbeing	0.12	0.24	0.80
H4-3	Fair job fit and fulfilment	---	Social wellbeing	0.67	1.77	0.07
H4-4	Fair and inclusive opportunities	---	Social wellbeing	-0.15	-0.22	0.82
H5-1	Fair voice and compensation	---	Psychological wellbeing	0.17	1.51	0.13
H5-2	Fair and respectful workplace	---	Psychological wellbeing	0.11	0.74	0.45
H5-3	Fair job fit and fulfilment	---	Psychological wellbeing	0.08	0.76	0.44
H5-4	Fair and inclusive opportunities	---	Psychological wellbeing	0.29	1.38	0.16
H6-1	Fair voice and compensation	---	Quality of life	-0.10	-0.70	0.48
H6-2	Fair and respectful workplace	---	Quality of life	-0.06	-0.30	0.76
H6-3	Fair job fit and fulfilment	---	Quality of life	0.09	0.64	0.51
H6-4	Fair and inclusive opportunities	---	Quality of life	0.17	0.66	0.50

$\chi^2=5092.543$, ($p=0.000$); CFI = 0.92; TLI = 0.91; RMSEA = 0.04; GFI = 0.84.

*** $p<0.001$, ** $p<0.01$, * $p<0.05$.

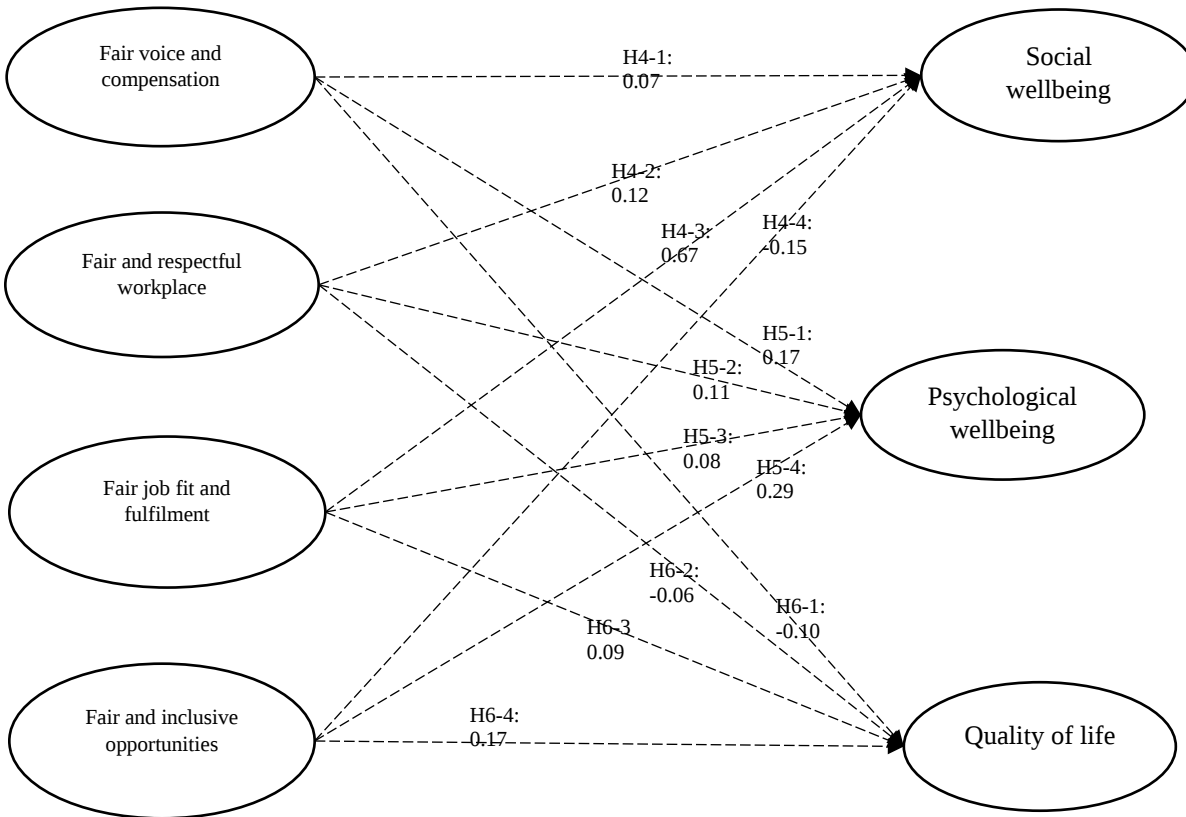


Figure 6. 6. Results of the direct path for the structural model (low supervisor recipient group)
 *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

For the group with high supervisor support, the model fit indices also indicated a satisfactory degree of fit, marked by a normed Chi-square of 1.10 ($\chi^2 (1927) = 2137.881$, $p=0.000$). The CFI was 0.89, the TLI was 0.88, the RMSEA was 0.05, and the GFI was 0.79. In this analysis, the path coefficients that reached statistical significance included those connecting “fair voice and compensation” with social wellbeing ($\beta=-0.43$, $t=-4.95$, $p<0.001$) and quality of life ($\beta=0.16$, $t=3.28$, $p<0.01$); “fair job fit and fulfilment” with social wellbeing ($\beta=0.79$, $t=9.41$, $p<0.001$); and “fair and inclusive opportunities” with quality of life ($\beta=0.05$, $t=2.36$, $p<0.05$), resulting in a total of four significant paths out of twelve. Table 6.18 and Figure 6.7 provide a comprehensive view of the direct path and structural equation modeling results for the high supervisor support group.

Additionally, Figure 6.8 visually compares the direct path results of the structural models across both datasets (low and high supervisor support groups).

Table 6. 18. Results of the SEM analysis of high supervisor support on long-term/life-related psychological consequences (n=494)

Hypot thesis		Paths		Standard coefficient (β)	t -value	p -value
H4-1	Fair voice and compensation	---	Social wellbeing	-0.43	-4.95	0.000
H4-2	Fair and respectful workplace	---	Social wellbeing	0.05	0.64	0.51
H4-3	Fair job fit and fulfilment	---	Social wellbeing	0.79	9.41	0.000
H4-4	Fair and inclusive opportunities	---	Social wellbeing	0.00	0.00	0.99
H5-1	Fair voice and compensation	---	Psychological wellbeing	0.08	0.75	0.44
H5-2	Fair and respectful workplace	---	Psychological wellbeing	-0.08	-0.76	0.44
H5-3	Fair job fit and fulfilment	---	Psychological wellbeing	-0.01	-0.63	0.52
H5-4	Fair and inclusive opportunities	---	Psychological wellbeing	0.00	0.57	0.56
H6-1	Fair voice and compensation	---	Quality of life	0.16	3.28	0.001
H6-2	Fair and respectful workplace	---	Quality of life	-0.01	-0.42	0.67
H6-3	Fair job fit and fulfilment	---	Quality of life	0.01	0.22	0.82
H6-4	Fair and inclusive opportunities	---	Quality of life	0.05	2.36	0.01

$\chi^2=2137.881$, ($p=0.000$); CFI = 0.89; TLI = 0.88; RMSEA = 0.05; GFI = 0.79.

*** $p<0.001$, ** $p<0.01$, * $p<0.05$.

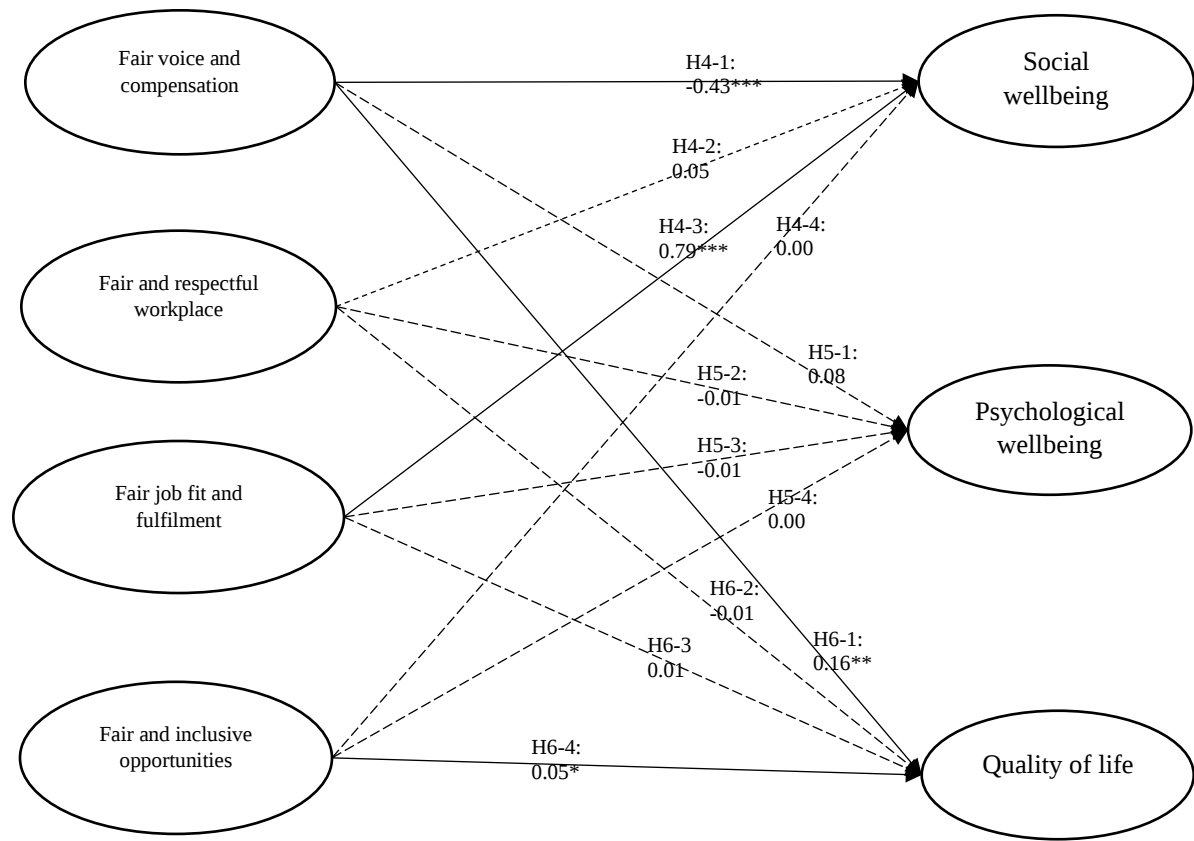


Figure 6. 7. Results of the direct path for the structural model (high supervisor recipient group)
 *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

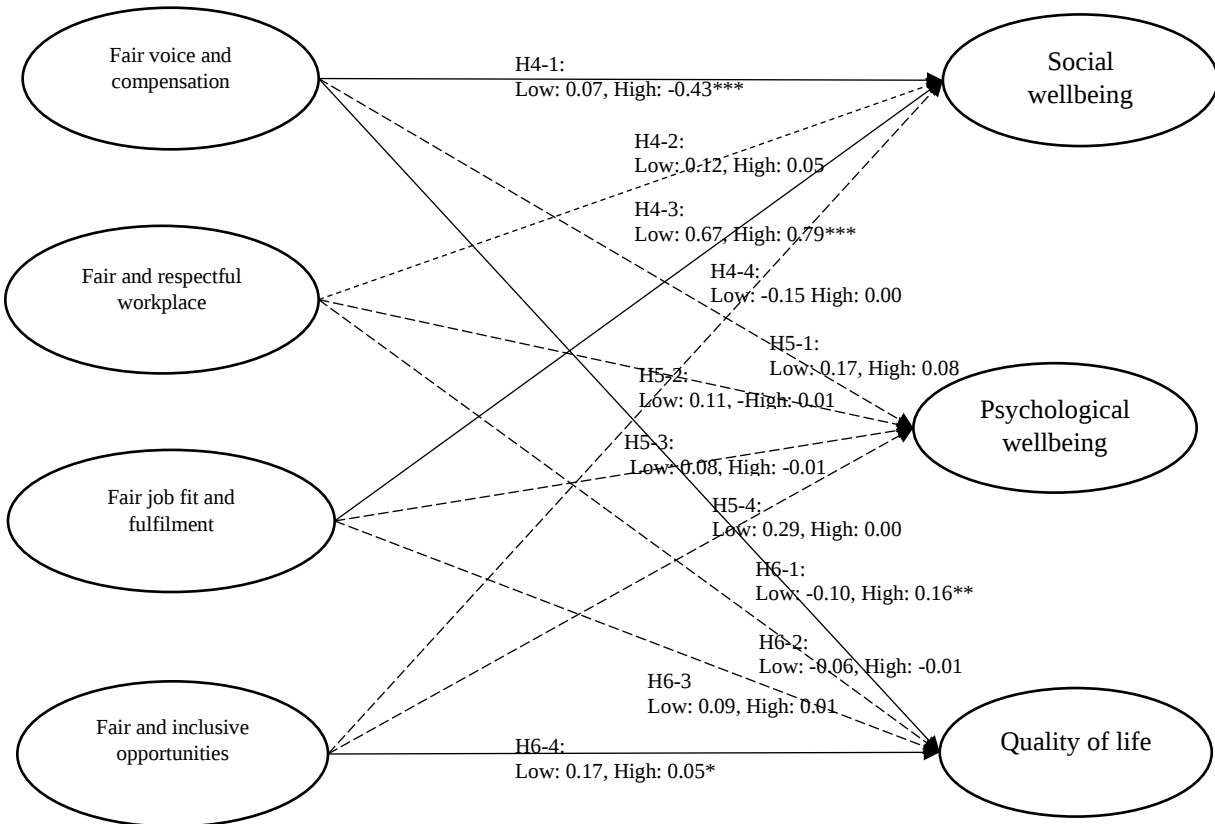


Figure 6. 8. Results of the direct path for the structural model (low and high supervisor recipient group)

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

6.10.10. Structural invariance

The examination of structural invariance aimed to determine whether the proposed structural model is consistent across the groups receiving low and high levels of supervisor support. A Chi-square difference test was conducted to compare the baseline model, which represents full metric invariance of the structural model, with the full path invariance model, which evaluates the stability of pathways between the two groups (low supervisor support and high supervisor support groups) (Yoo, 2002).

The results revealed a significant chi-square difference between the full path invariance model and the baseline model ($\Delta\chi^2$ (df) = 70.304 $>$ $\chi^2_{.01}$ (28) = 48.278). This indicates that full structural invariance between the groups receiving low supervisor support and those receiving high supervisor support was not supported. Therefore, the pathways utilised by these two groups appear to be distinctly different and not directly comparable. An overview of the structural invariances between the two groups can be found in Table 6.19.

Table 6. 19. Structural invariance for low supervisor support and high supervisor support

	Models	χ^2	Df	$\Delta\chi^2/\text{df}$	CFI	TLI	RMSEA
low supervisor support vs high supervisor support	Full metric invariance model (L(X)Y=IN)	13077.779	4987		0.89	0.89	0.04
	Full path invariance model (L(X)Y=IN, GA=IN, BE=IN) ^a	13148.083	5015	70.304/28	0.89	0.88	0.04

Note: ^aSince the Chi-square difference test: $\Delta\chi^2$ (df) = 70.304 $>$ $\chi^2_{.01}$ (28) = 48.278; therefore, the full structural invariance was not supported, and the paths across the two groups were different.

6.10.11. Invariance test for the paths

Table 6.20 presents the findings from the invariance test conducted to examine the distinct pathways between recipients of varying levels of supervisor support. This assessment specifically focused on the invariance of particular pathways among the identified groups. For instance, a comparison was made between the baseline model and the constrained model regarding the path coefficient connecting “fair voice and compensation” to quality of life. Each path in the baseline model was systematically analysed in relation to both low and high supervisor support groups. The results from the cross-group invariance test revealed notable variations between the groups receiving low versus high levels of supervisor support. Significantly, ten out of twelve pathways demonstrated significant differences. The high supervisor support groups exhibited substantially

higher coefficient values for social wellbeing along the paths from “fair voice and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and “fair and inclusive opportunities” in comparison to the low supervisor support group. In addition, the high supervisor support group displayed markedly higher path coefficient values for the relationships between “fair voice and compensation” and psychological wellbeing, as well as between “fair job fit and fulfilment” and psychological wellbeing.

In analysing the path coefficients from “fair voice and compensation” and “fair and respectful workplace” to quality of life, the high supervisor support cohort showcased significantly higher values compared to their low supervisor support counterparts. Regarding the relationship between “fair job fit and fulfilment” and quality of life, the high supervisor support group again demonstrated considerably greater coefficient values. In terms of the path coefficient from “fair and inclusive opportunities” to quality of life, the high supervisor support cohort achieved a higher level of significance. In summary, these findings provide partial support for Hypothesis 7-2, suggesting that the moderating effect of supervisor support is evident to some degree.

Table 6. 20. Structural invariances for the low supervisor support and high supervisor support groups for each hypothesis

Hypotheses	Paths	low supervisor support and high supervisor support groups	
		χ^2/df	$\Delta\chi^2/\text{df}$
	Free model	12746.622/3911	
H4-1	Fair voice and compensation → Social wellbeing	12790.603/3912	43.981/1***
H4-2	Fair and respectful workplace → Social wellbeing	12770.861/3912	24.239/1***
H4-3	Fair job fit and fulfilment → Social wellbeing	12781.564/3912	34.942/1***
H4-4	Fair and inclusive opportunities → Social wellbeing	12751.761/3912	5.139/1**

H5-1	Fair voice and compensation	→	Psychological wellbeing	12749.929/3912	3.307/1*
H5-2	Fair and respectful workplace	→	Psychological wellbeing	12747.377/3912	0.755
H5-3	Fair job fit and fulfilment	→	Psychological wellbeing	12750.714/3912	4.092/1**
H5-4	Fair and inclusive opportunities	→	Psychological wellbeing	12748.000/3912	1.378
H6-1	Fair voice and compensation	→	Quality of life	12752.581/3912	5.959/1**
H6-2	Fair and respectful workplace	→	Quality of life	12751.942/3912	5.32/1**
H6-3	Fair job fit and fulfilment	→	Quality of life	12832.352/3912	85.73/1***
H6-4	Fair and inclusive opportunities	→	Quality of life	12757.186/3912	10.564/1***

Note: *The source of significant differences ($\Delta\chi^2/\text{df}$) $> \Delta\chi^2_{.1} (1) = 2.706$.

**The source of significant differences ($\Delta\chi^2/\text{df}$) $> \Delta\chi^2_{.05} (1) = 3.841$.

***The source of significant differences ($\Delta\chi^2/\text{df}$) $> \Delta\chi^2_{.01} (1) = 6.635$.

6.11. Chapter Summary

This chapter presents the findings of the study, which include a detailed examination of the screening process for the data, the management of missing data, and the assessment of data normality. Additionally, it provides background information on the respondents and describes the cross-validation of the data. The calibration sample underwent Exploratory Factor Analysis (EFA), while the validation sample was analysed using Confirmatory Factor Analysis (CFA). The results revealed four distinct domains related to employees' FWCHT. Discussions surrounding discriminant validity, construct validity, and content validity assumptions were also included. Structural equation modeling indicated that eight out of twelve hypotheses in model 1 and seven out of twelve hypotheses in model 2 were validated. Furthermore, there was some support for the

hypothesis concerning the moderation effect of supervisor support. Findings derived from the study and their implications will be addressed in the subsequent chapter.

CHAPTER 7: DISCUSSION AND IMPLICATIONS

7.0. Chapter Introduction

The results of the study are discussed in this chapter along with their theoretical and practical ramifications. The five research objectives form the basis of the discussion.

7.1. Research Objective 1: Ideas/Definitions of Fair Work Conditions from the Perspectives of Hospitality and Tourism Employees

The findings derived from the interview data were crucial in shaping the dimensions and items of the FWCHT scale for the quantitative aspect of the study. These findings were categorised into ten distinct themes: contracts, pay and benefits, working conditions and hours, flexibility and autonomy, satisfaction and fulfilment, opportunities for career advancement, relationships and trust, voice, respect and treatment, and labour rights and regulations. Collectively, these themes encapsulate the experiences of hospitality and tourism employees concerning fair work conditions within their organisations. The following discussions provide a more in-depth exploration of these themes.

Theme 1: contract – agreeing to the terms and conditions of employment, guaranteeing job security.

The findings clarify the experiences of employees in a specific hospitality and tourism company regarding legally binding or non-binding contracts they signed with their employers before commencing employment. Significant concerns about contract dynamics, job security, and employee treatment at their various companies are brought to light. The effects of these factors on employee engagement, morale, and general wellbeing may be profound.

Employees in the hospitality and tourism industry in Ghana were concerned about a substantial change in their job status from permanent contracts to agreements that are now susceptible to renewal based on performance reviews, according to this research. The employees' sense of job security is significantly impacted by this change in contract, which also raises anxiety and questions about the stability of their future employment. According to earlier research, job insecurity brought on by the switch from permanent to performance-based contracts can significantly increase stress and anxiety levels in employees, which can lower job satisfaction, with increase plans to leave, especially in an industry like the hospitality and tourism where emotional labour is common (Murphy & Turner, 2023; Riordan et al., 2024; Robinson et al., 2022; Wagenaar et al., 2012). According to them, performance-based contracts can be motivating; however, if they are ambiguous or seem unjust, they can also induce anxiety, resulting in employee disengagement and worry about job security. Consistent with previous studies, the hospitality and tourism employees in Ghana expressed dissatisfaction and a lack of trust as a result of unclear communication regarding their move from permanent to renewal contracts and broken promises regarding the change from casual to regular contracts, which is in line with judgments made by earlier research (Myhill et al., 2023; Wagenaar et al., 2012). Also, in line with this, research has indicated that hospitality and tourism businesses in Ghana are increasingly employing casual workers compensated based on productivity, compelling them to work extended hours (Preko & Anyigba, 2024; Seniwoliba et al., 2025). Since employees' commitment and involvement may be lowered when they feel misinformed about their employment terms and contract status, Cushway (2014) highlights the significance of openness and unambiguous communication in building trust within an organisation.

Additionally, the exclusion of the employees in casual positions from company benefits like the social security contributions (SSNIT, in Ghana), with regular employees having no proof

of the terms of payment of their SSNIT on their contracts, as discovered by this study, is an issue causing increased anxiety and uncertainty among these employees about their job status and prospects. Consistent with this, studies have identified that although Ghana's labour laws provide for safe and healthy working conditions and advocate for equal pay for equal work, access to information regarding workers' rights is limited (Owusu-Afriyie, 2025; Siaw et al., 2018). This outcome is also comparable to that of Vujičić et al. (2015), who pointed out that openness about employment responsibilities is a legal requirement that enhances an organisation's moral standing. To the best of his knowledge, employees' awareness of their rights and entitlements is reflected in their need for explicitly specified social security contributions in employment contracts. It also supports the findings of Kalleberg (2018), who found that employees feel vulnerable when they are denied access to workplace benefits, especially social security contributions. Benefits are, therefore, a vital component of work that supports both employee wellbeing and general job satisfaction.

Theme 2: Pay and benefits – being paid wages and other monetary and non-monetary incentives that are fair for the duties performed at work.

Hospitality and tourism employees' contentment with their company is mostly dependent on their perceived equity in the workplace, wages, additional incentives and benefits, which are identified by the findings from employees in Ghana. These findings raise issues covering important topics regarding long-term employee concerns about income progression, benefit plans, overtime compensation, and perceptions of salary equity, indicating some unfairness. Although most hospitality and tourism employees in Ghana accept monthly salaries and believe deductions are reasonable, some voice discontent with the suitability of their pay for their responsibilities and skills, a problem that organisational behaviour research has extensively documented (e.g.,

Robinson et al., 2022; Stockland et al., 2023). Since these employees measure job satisfaction by comparing their input and output ratio, they may feel unfairly treated, less motivated, and dissatisfied with their jobs if they believe their pay is inadequate compared to their colleagues', responsibilities, or credentials, and other non-tourism sectors in Ghana (Christensen et al., 2021). However, perceived fairness by employees regarding their wages considerably impacts their job satisfaction (Castilla, 2015), highlighting the need to match compensation to employee contributions and expectations at work.

The enjoyment of perks like free healthcare, meals, and rent allowances, the frustration with the lack of benefits beyond pay, particularly for overtime, which the hospitality and tourism employers often consider voluntary, and the dissatisfaction from some long-term employees about not receiving substantial pay raises despite their years of dedication highlight the need for fairness in the salaries and benefits for these employees and the success of their organisation in Ghana. Confirming this, Sonnentag & Fritz (2015) also stress the importance of appropriate compensation, pointing out that regular and unpaid overtime can feel exploitative and have a detrimental effect on employees' engagement and morale, which can result in burnout, poor performance, disengagement, and turnover. Stockland et al. (2023) discovered that establishing an alluring employment package that caters to a range of employee needs, including comprehensive benefit packages, improves employee engagement, retention, and satisfaction. Employee fatigue, chronic stress, burnout, and disengagement can result from working excessive hours without receiving fair compensation (Maslach & Leiter, 2016).

Furthermore, these employees' intentions to leave can rise, and their morale can drop as a result of perceived benefit disparities. Hence, fair overtime pay in the hospitality and tourism organisations in Ghana is essential for creating a strong workplace culture since underpaid workers

may get disillusioned and lose interest in their jobs over the long run (Koo et al., 2020). Consequently, the issues of salary increment centre on the concept of distributive justice, emphasising how fair outcomes, such as a salary increase, impact employee satisfaction (Clark et al., 2009). According to Mason et al. (2008), organisations that fail to offer adequate wage increases to their long-term employees often face difficulties in retention, resulting in high turnover in industries like hospitality and tourism.

Theme 3: Working conditions and hours – being provided with settings, provisions or hours that may guarantee wellbeing.

Significant issues with work-life balance and workplace communication methods are brought to light by this study, especially for full-time employees in the hospitality and tourism industry in Ghana. Based on the findings, several important factors are revealed by the industry's employees in Ghana, such as the consequences of working long hours, the necessity of flexibility, and the possibility of improved communication about workload expectations. Thus, it can be unjust and frustrating when these employees often arrive two to three hours early, stay late, and skip days off owing to work-related pressures, often without getting paid more for these extra hours. In harmony with previous research, long hours and excessive workloads in the hospitality and tourism workplace can cause stress in workers, which may result in health problems and decreased output (Ariza-Montes et al., 2019; Giousmpasoglou, 2024; Poulston, 2009).

Moreover, the Ghanaian employees' capacity to manage personal obligations is affected when extra duty hours are frequently announced to them at the last minute by superiors, leaving them with little option but to comply to maintain their positions due to the high rate of unemployment in Ghana. Similarly, workers in the hospitality and tourism industry in Ghana have been found to endure long hours, contend with traffic congestion, and receive inadequate

compensation, often lacking access to social security benefits, which increases their economic vulnerability (Addey, 2022; Hervie et al., 2020). Also, a prior study asserts that, employees may be under pressure if overtime demands are communicated at the last minute (Piso, 2022). Therefore, transparent communication about workload expectations is essential for employees' engagement and job satisfaction, as employees who feel forced to take on more work may lose their autonomy and suffer from higher stress (Rusli et al., 2008). Piso (2022) stresses that cultivating employees' esteem and sense of worth requires open communication regarding changes in workload. Therefore, instead of presuming compliance, managers, especially in Ghana, should proactively notify staff members about changes in workload and offer options.

The literature supports the necessity for flexibility, brief breaks during extended workdays, and the ambiguity surrounding labour rules about working hours. Accordingly, preserving employee welfare and productivity requires the right to regular breaks (Stockland et al., 2023). Employees feel vulnerable and exploited as a result of unclear labour laws. This aligns with the assertion that the value of organisational support for employees' wellbeing and the benefits of flexibility and regular breaks for both physical and mental health in the hospitality industry (Ariza-Montes et al., 2019; Idris & Dollar, 2014). According to Neumark et al. (2014), employees who are unaware of their rights are also less inclined to speak up for fair treatment, which reduces job satisfaction and increases plans to quit. Hence, organisations should educate employees about labour laws, rights, and working hours to enable employees to stand up for themselves and demand fair treatment.

Theme 4: Flexibility and autonomy – being given freedom at work or adjustable and adaptable work schedules to ensure balancing work and responsibilities outside work (work-life balance).

Employee adaptability and proactive communication are highlighted by hospitality and tourism employees in Ghana as important facets of workplace culture and personnel management. Flexibility, communication, and teamwork are the factors that come out of this, and they are crucial for fostering employee happiness, operational performance, and overall organisational success. The result suggests that employees' work schedules must be flexible to manage fluctuating workloads and unforeseen needs. Given the seasonal fluctuations in the hospitality and tourism industry, this aligns with Kelliher and Anderson's (2010) perspective on the value of schedule flexibility for employees. They contend that flexibility helps employees adjust to shifting work environments more easily, which can boost output and job satisfaction. In essence, research by Min et al. (2019) shows that flexible work arrangements can improve employee wellbeing by balancing work and personal obligations, lowering stress, and boosting morale in demanding workplaces.

Also, employees expressing concerns about the level of management support in arranging their work schedules emphasise the importance of flexibility. This indicates how these Ghanaian employees' active engagement with their department heads to explore potential modifications to their shifts significantly benefits them in addressing personal issues outside of work. Consistent with prior research, fostering proactive communication about schedule adjustments that cater to individual needs enhances employee wellbeing, work-life balance, and empowerment, while simultaneously cultivating a strong sense of loyalty to the organisation (Mubeen & Rashidi, 2014). Establishing open lines of communication between management and staff, along with managerial support for flexible scheduling, can reaffirm to employees that their needs are acknowledged. This, in turn, promotes trust, teamwork, loyalty, and employee retention (Ariza-Montes et al., 2018).

Theme 5: Satisfaction/fulfilment – being offered duties or roles that fit capabilities or qualifications and guarantee success and improved wellbeing.

The findings in this theme highlight several important issues related to employee experiences in Ghana, particularly in the hospitality and tourism industry. Similar to results from other studies, this finding indicates that, regardless of the Ghanaian hospitality and tourism employees' general feeling of satisfaction with their employers, experiencing significant discomfort due to work pressure, inadequate pay, unrealistic job expectations, and challenges with work-life may affect their wellbeing (Wang & Cheung, 2023; Zhang et al., 2020). Likewise, their resultant desire for fair compensation and pursuing a coping mechanism to improve their wellbeing may contribute to intensified mental health outcomes (Stockland et al., 2023). Employee health could be impacted by physical, emotional, and mental discomfort, including the decreased fulfilment brought on by high work pressure, a lack of breaks, high performance standards, and trouble juggling work and personal obligations.

Consistent with previous studies, service-oriented professions with high performance standards and work pressure can cause emotional and physical stress, yet regular breaks are essential for preserving wellbeing and productivity (Holman, 2013). Workplace demands can overwhelm employees, resulting in high levels of stress, role ambiguity, and strain, which can eventually impact job satisfaction, wellness, and productivity (Crawford et al., 2010). However, if these employees in Ghana believe they are getting paid fairly for their work, they are more inclined to persevere under pressure; thus, fair remuneration can be used as a coping strategy to balance their effort and stress scales (Adams, 1965; Sarkar, 2025).

Opposing to this finding, although inadequate in some Ghanaian hospitality and tourism workplaces, frequent breaks during work hours are essential for maintaining productivity and

employee wellbeing, as they help restore energy, focus, and efficiency. Thus, without adequate breaks, employees may experience burnout due to continuous work without sufficient rest, resulting in discomfort and a lack of recovery opportunities (Sonnentag & Fritz, 2015). Similarly, Stockland et al. (2023) found that working without enough breaks can lead to long-term stress, physical and mental health issues, and a decline in employee performance. In the hospitality and tourism industry, work-life conflict, along with high performance standards and expectations, can lead to emotional exhaustion, negatively impacting employee wellbeing and job satisfaction (Alrawadie & Dinçer, 2021). Furthermore, as shown by this study, Ghanaian hospitality and tourism employees' active search for coping mechanisms to manage stress while maintaining their wellbeing highlights their resilience. Troy et al. (2023) suggest that psychological resilience may act as a buffer against burnout, as positive emotions can enhance resilience and help individuals cope with stress.

Theme 6: Opportunity for career advancement – being offered equal chances, such as training, financial and other non-financial support for career advancement and enhanced skills.

The results provide insight into important concerns regarding professional growth, career progression, and training as they relate to employees in Ghana's hospitality and tourism industry. These topics speak to more general issues with organisational growth, employee engagement, and retention, which have long been associated with the hospitality and tourism industry based on previous studies (Kyei-Frimpong et al., 2024; Amissah, 2014; Asimah, 2018). While cross-training opportunities that allow for the development of skills of these employees in Ghana across departments are important, their organisation's lack of clear paths for advancement, difficulty finding time and support for further education, and feelings of frustration among long-term

employees about their lack of career advancement compared to new hires whom they train are frustrating.

Confirming earlier findings, employees in the hospitality and tourism industry must engage in continuous learning and development to stay competitive and to enhance service quality (Zhu et al., 2022). Therefore, the focus on these organisations in Ghana not spearheading training programs highlights a weakness that, if addressed, may improve service quality and staff morale. A study by Lorenz (2015) emphasises the value of funding staff development, claiming that successful training initiatives increase employees' capacity and preparedness to adjust to emerging trends and problems in the hospitality and tourism industry, promoting dedication and engagement. Robinson et al.'s (2022) research, which found that unclear career progression prospects can lower engagement and satisfaction, is consistent with participants' frustration with sluggish professional development. Since a perceived lack of development prospects can cause disengagement and employees to look for other employment, clear career progression pathways are essential for employee motivation and retention (Stockland et al., 2023).

As indicated by this study, Ghana's hospitality and tourism businesses need to recognise and appreciate the contributions of long-term employees to prevent the loss of talent and institutional knowledge and maintain performance levels. When employees feel undervalued due to internal competition, their morale can decline, increasing the likelihood that they will leave the company (Giovannini, 2004). According to Owino (2023), cross-training enhances workforce flexibility and skill diversity, which encourages cooperation and adaptability among employees. Additionally, competition for time and resources for ongoing employee education significantly impacts their wellbeing (Boxall et al., 2019). Therefore, companies should offer financial support

and flexible scheduling to help employees balance their current job responsibilities with their professional development.

Theme 7: Relationship and Trust – being surrounded by friendly, kind, and encouraging co-workers and supervisors who promote mutual understanding and meaningful interactions that build confidence in the workplace.

The study's findings point to a complicated interplay, including workplace relationships and company culture in the hospitality and tourism industry in Ghana. Employees in this industry in Ghana voiced gratitude for their managers' encouragement and the teamwork atmosphere, but they also drew attention to issues with partiality and mistrust among co-workers. These factors have a significant impact on employee engagement, workplace communication, and general job satisfaction. Consistent with earlier research, this finding suggests that creating a positive work environment depends heavily on the perception of approachable and helpful leadership (Roberts, 2014). For instance, Wang (2022) contends that supportive leadership dramatically improves employee motivation, fulfilment, and performance by encouraging open communication and enhancing confidence. Edmondson (1999), however, linked supportive superior behaviours to psychological safety in workplaces where employees feel free to express their opinions and take risks without worrying about the repercussions. Thus, cooperative collaboration and teamwork brought about by helpful work settings can improve employees' loyalty, mental wellness, and overall productivity.

However, as reported by Karam (2022), favouritism, an issue expressed by hospitality and tourism employees in Ghana, can seriously impair team dynamics by undermining trust, encouraging animosity, and devaluing workers, all of which have an impact on cooperation and communication. Thus, a culture of silence that impedes employee wellbeing and eventually stifles

creativity and organisational success is created when people avoid open communication out of fear of unfavourable outcomes from favouritism (Arici et al., 2021). Employees navigate a complex social environment and frequently weigh the advantages and disadvantages of sharing personal thoughts or problems in contentious or competitive workplace settings. This result also suggests that discretion in communication is necessary, which is consistent with other studies (Lee et al., 2023; Pervin & Begum, 2022). The cautious attitude taken by employees is a reflection of their knowledge of the social dynamics at work, which might impede collaboration and team cohesion.

Theme 8: Voice and representation – being allowed to freely discuss issues, voice ideas, and seek out outside assistance or representation to improve working conditions.

The findings under this section draw attention to important concerns about organisational support, communication hurdles, employee voice, and the function of associations in promoting employee rights in Ghana's hospitality and tourism industry. The themes discussed highlight the necessity of a more transparent and inclusive management style among the management of the hospitality and tourism industry in Ghana, and examine the possible advantages of formalised collective representation, which is not well established in this industry. The inability to determine whether employee feedback will be taken into consideration or acted upon, along with concerns regarding management's reaction to such input, makes it difficult to enhance hospitality and tourism employees' voices in Ghana. Equally, a study conducted in Ghana revealed that despite the presence of hospitality and tourism associations that advocate for industry interests and educate businesses on regulations, a notable deficit persists in the areas of employee representation and advocacy for workers' rights (Preko & Anyigba, 2024; Owusu-Afriyie, 2025).

According to earlier research, a barrier to open communication may arise from a lack of clarity regarding the consideration of employee input (Croft, 2018; Fair Work Convention, 2016;

Holman, 2013). Miao et al's (2020) study highlights the significance of psychological safety in promoting employee voice because employees are less likely to be innovative and solve problems when they feel ignored. Even though this finding portrays a barrier to effective voice, several other studies have shown that effective employee voice mechanisms are essential to creating a positive company culture (Regier, 2023; Stockland et al., 2023). For example, Morrison (2011) highlights that responsive management builds trust and a collaborative work environment by allowing employees to express their concerns and ideas.

In this finding, the belief by hospitality and tourism employees that a collective voice can help address common workplace challenges, support fair disciplinary actions, and advocate for equitable compensation and promotions is significant for employees' wellbeing in Ghana. This also identified several other concerns in support of previous studies that impact overall employee wellbeing, including the lack of effective platforms for open communication and the sharing of opinions, especially during departmental meetings and the lack of existing employee associations or trade unions. For instance, effective internal communication, as noted by Zhu et al. (2022), encourages active participation in discussions and contributions to organisational goals, which enhances employee engagement and performance. The recommendation by employees for companies to establish both formal and informal channels to facilitate the sharing of ideas and concerns helps integrate diverse perspectives, while introducing departmental meetings for inclusive decision-making processes fosters teamwork and promotes positive organisational results (Holman, 2013; Kwon & Farndale, 2020).

Moreover, labour unions and employee groups, although identified as absent in Ghana according to this finding, are crucial for protecting employee rights and ensuring equitable treatment, as they enhance collective bargaining power and enable employees to secure better

wages and working conditions (Croft, 2018). These employee groups can effectively negotiate fair employment policies, advocate for organisational justice, and reduce instances of inequality and discrimination in the workplace (Dahanayake et al., 2018; Kahn & Morimune, 1979). Therefore, empowering employees to seek assistance and strengthen their advocacy requires educating them about their rights and the benefits of collective representation.

Theme 9: Respect and Treatment – being valued and treated with care, decency, and kind words while prohibiting harassment and bullying.

The results highlight important concerns about how employees are treated, valued, and supported in the hospitality industry in Ghana. employees in this industry in Ghana complained about how they felt underappreciated, how their bosses did not help them, and how dealing with rude visitors affected their mental health. These feelings may significantly affect the employees' happiness with the job, and the general efficacy of the hospitality and tourism company. In particular, the employees feeling underappreciated and verbally assaulted by superiors can result in a decline in motivation and job satisfaction (Gale et al., 2019; Robinson et al., 2022). This aligns with other research, such as Eisenberger et al. (2002), who identified that employees who believe their efforts are not valued are less engaged and are more likely to leave their organisation. Considering viewpoints before rendering decisions is essential because discounting employee contributions can create a culture of fear and disengagement (Edmondson, 1999; Miao et al., 2020).

Employees in the hospitality and tourism industry in Ghana often engage in emotional management to effectively deliver service. However, emotional exhaustion and burnout intensify following difficult interactions with discourteous customers, especially when there is a perceived lack of support from their superiors (Newman et al., 2015; Wang, 2022). Moreover, employees'

commitment to the various hospitality and tourism organisations in Ghana may wane if they have the belief that management mistreats them and is unsupportive during their difficult times (Korsgaard et al., 2002). This finding resonates with the notion that perceived unfairness in accountability or violations of the psychological contract can foster feelings of resentment, demotivation, disenchantment, and ultimately, reduced performance (Ko & Hur, 2014; Robbins et al., 2012; Shao et al., 2013). It also aligns with organisational justice theory, which underscores the critical role of fairness in processes and outcomes for fostering employee satisfaction and engagement (Greenberg, 1990). In line with the finding, research indicates that private constructive criticism and respectful feedback can enhance employee motivation and commitment. Conversely, public reprimands may present themselves as mistreatment and abuse, provoking feelings of embarrassment and anxiety, which potentially damage workplace relationships (Gale et al., 2019; Waugh, 2023).

Theme 10: Labour Rights and Regulations – having knowledge of or access to rights, obligations, and privileges at work.

The results point to significant problems with hospitality and tourism employees' comprehension of contracts or agreements, regulations, and expectations regarding their work in Ghana. Some knowledge about organisational policies, the possible consequences for infractions, and presumptions about working hours were expressed by hospitality and tourism employees in Ghana. However, the company's lack of clear communication about these policies points to areas where businesses may improve employee satisfaction and transparency. Similarly to previous findings, even as existing labour laws within Ghana emphasise the importance of safe and healthy working conditions, there remains a significant limitation in access to information about workers' rights (Owusu-Afriyie, 2025; Siaw et al., 2018). Several studies have underscored the importance

of communicating rules and regulations to new hires, particularly through first contract agreements. This highlights the potential consequences of inadequate communication regarding workplace policies. The literature indicates that fostering a transparent workplace culture necessitates informing employees about their rights and conduct guidelines before their commencement of employment (Roberson & Scott, 2024). As noted by Ashford et al. (2003), a solid understanding of company policies and guidelines enhances compliance and engenders a sense of clarity, fairness, and trust among employees.

Furthermore, these employees' awareness of the possible consequences of their actions in their various hospitality and tourism companies significantly increases their adherence to organisational policies. The misaligned expectations concerning working hours, identified by the hospitality and tourism employees in Ghana, can lead to misunderstandings and dissatisfaction, as employees may interpret information differently in the absence of clear communication. Similar to this finding, research suggests that employees who recognise the repercussions of their conduct are more likely to follow regulations, thereby reducing misconduct and enhancing workplace order (Sullivan & Robinson, 2017). Likewise, insufficient communication between employers and employees can result in misconceptions regarding policies, while effective internal communication establishes clear expectations, mitigating potential conflicts related to work arrangements (Zwolinski (2007) Consequently, implementing effective internal procedures is crucial for helping employees comprehend their roles and responsibilities, as these practices reduce uncertainty and promote a more positive work environment (Noe, 2017).

Description of a fair workplace

The results shed light on the complex nature of fair work in hospitality and tourism, highlighting important elements, including workplace culture, pay, working conditions, respect for one another, and inclusive participation, with the order of importance of these elements changing according to the gender of employees.

First, as an indication of this finding, a fair workplace by hospitality and tourism employees in Ghana is defined as an organisational culture that respects individual opinions, offers fair compensation, maintains positive working conditions, and prioritises employee wellbeing. Similarly, the literature aligns this with employee involvement in decision-making, explaining it as an environment with an inclusive culture that values diverse perspectives, promotes psychological safety, and allows employees to express their thoughts without fear of reprisal (Dahanayake et al., 2018; Edmondson, 1999). Also, consistent with previous research, this is seen as a positive work environment that enables the ability for individuals to contribute creatively (Clements-Croome, 2015). Moreover, it is disturbing for the employees to express their perception that the HR procedures primarily serve the interests of employers, which may violate the principle or go contrary to the description of a fair workplace. Along these lines, Cropanzano & Wright (2001) believe that building a fair workplace relies on mutual respect between supervisors and employees, fostering positive workplace interactions and trust. On the flip side, this can be altered when disenfranchisement in the workplace occurs due to power imbalances, leading to undervaluation, job dissatisfaction, and a toxic workplace culture.

Secondly, from this finding, elements describing a fair workplace are prioritised based on the gender of the hospitality and tourism employees in Ghana. This result aligns with other studies indicating that gender plays a significant role in workplace equity (Calinaud et al., 2021; Kumar

& Baroda, 2021). As a result, organisations should consider gender disparities when developing policies to ensure all employees feel valued and supported. Likewise, Memon & Jena (2017) emphasise the necessity of creating a truly egalitarian working environment, noting that women often face workplace inequalities that impact their career growth and job satisfaction. To enhance employee satisfaction and organisational success, Hanan (2024) underscores the importance of fostering inclusive environments that address a variety of employees' needs and experiences.

7.2. Research Objective 2: Development of a Scale to Measure Employees' Fair Work Conditions (FWCHT).

This study developed and validated a scale to measure FWCHT by following the methods described in previous studies (e.g., Choe & Kim, 2019; Churchill, 1979; DeVellis, 2003). Eight thematic domains were established after in-depth interviews with employees in Ghana and a review of the literature on fair working conditions. Four fair work conditions in the hospitality and tourism industry (FWCHT) domains were recognised after a thorough screening procedure, expert evaluation, pre-testing and pilot testing, as well as the performance of EFA and CFA on the items. These areas included “fair voice and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and “fair and inclusive opportunities”.

"Fair voice and compensation" refer to employees' ability to express their opinions, provide feedback, and raise complaints in the workplace, as well as to receive appropriate rewards for their contributions. These aspects enhance employees' security, empowerment, engagement, and satisfaction. They serve as tools to promote employee participation in discussions about work procedures, ensure the right to voice concerns without fear of retaliation, and guarantee fair rewards, including pay, bonuses, benefits, and recognition (Holman, 2013; Regier, 2023; Robinson

& Brenner, 202; Croft, 2018). Research has shown that the non-unionised status of the hospitality and tourism workers in Ghana results in employees' reluctance to report abuse, substandard working conditions, and express dissatisfaction due to fear of losing their jobs (Afful-Broni & Ahseh, 2014; Agbola & Agbola, 2012; Owusu-Afriyie, 2025). However, giving employees a voice increases their satisfaction and engagement levels, which contribute to delivering quality service, enhancing customer experiences, and achieving overall organisational goals (Zhu et al., 2022). A work environment that fosters open communication, equitable wages, and a safe platform for expressing concerns can improve employee retention, loyalty, and productivity, while also reducing burnout and enhancing customer experience (Colquitt et al., 2001; Miao et al., 2020).

Moreover, Alkadry & Tower (2006) emphasised the importance of competitive and equitable remuneration packages for attracting and retaining talent, thus reducing turnover. Consequently, empowering employees to voice their opinions, particularly regarding operational procedures, encourages creative thinking that leads to customer satisfaction (Biswas et al., 2022; Mikołajczyk, 2021). The literature has indicated that employees who feel empowered to express their concerns experience higher job satisfaction and personal wellbeing, resulting in a positive work atmosphere and better service delivery (Morrison, 2011). Barreto & Mayya (2024) reached a similar conclusion, noting that in the hospitality and tourism industry, financial security is crucial for reducing stress, fostering stability, and enhancing employee focus, all of which contribute to maintaining high-quality service standards. Thus, "fair voice and compensation" are essential components of equitable working conditions in the hospitality and tourism industry (FWCHT).

"Fair and respectful workplace" refers to how employees are treated with dignity and respect, the policies and procedures that ensure their safety and wellbeing, and the equity of the resources, processes, and interpersonal interactions they experience. This involves creating a

welcoming and supportive workplace that acknowledges employees' contributions, guarantees their physical safety and job security, and promotes fairness in procedures, outcomes, and interactions. These principles are especially important in the hospitality and tourism industry, where employees often interact with guests and work in pressured environments. Research has shown that treating employees with dignity and enhancing their sense of security and fairness can reduce workplace conflict and improve job satisfaction, emotional wellbeing, and employee morale (Eisenberger et al., 2002; Ma et al., 2019).

Respecting employees, providing them with a sense of job security, and upholding justice benefits not only the employees themselves but also their companies as a whole. Thus, increasing workplace security and respect for employees can lead to improved employee performance, higher retention rates, and better service quality, all while reducing training and recruitment costs (Irabor & Okolie, 2019; Pandita & Ray, 2018). Heskett et al. (1994) noted that fostering a respectful workplace can also lower turnover rates, which enhances consistency and service quality. In the hospitality and tourism industry, job security can significantly reduce stress levels. Employees who feel secure in their positions are more likely to experience lower stress and a more positive mental state (Min et al., 2019). Mubeen & Rashidi (2014) emphasised the importance of physical safety in the industry, indicating that educating employees about safety measures and providing adequate resources can minimise risks and enhance confidence in the workplace. Consequently, this body of research demonstrates that "fair and respectful workplace" are essential components of fair working conditions in the hospitality and tourism industry (FWCHT).

"Fair job fit and fulfilment" refer to how well employees' skills, interests, values, and personality align with the requirements and culture of their work, including their overall feelings about their job roles and whether those roles meet their expectations. This construct assesses how

well employees' skills and preferences correspond with their positions and organisational environment, taking into account both intrinsic and extrinsic rewards. Job fit and satisfaction are interrelated aspects within the workplace, influencing each other and yielding broader benefits for both employees and the organisation. According to Joo and Lee (2017), job fit is a fundamental element of employee satisfaction and fulfilment, as it enhances individuals' perception that their work is relevant and rewarding. Rajper et al. (2020) contends that emphasising job fit and employee satisfaction creates a healthy company culture by giving employees a feeling of purpose and belonging in their positions.

Moreover, Employees seek jobs that support their personal development, provide meaningful compensation and benefits, and fit their roles, preferences, abilities, and work environment. Along these lines, Stockland et al. (2023) revealed that combining job fit and recruitment tactics can significantly enhance performance, lower attrition, and improve job satisfaction. Therefore, even if the hospitality industry has high turnover rates, employees who perceive a good fit in their position are more likely to remain with their employer in the long term (Felstead et al., 2017). Likewise, Zhu et al. (2022) contend that job satisfaction and fulfilment improve mental and emotional health, especially in high-stress sectors as hospitality and tourism. Having a rewarding profession can reduce stress and improve overall wellbeing.

Similarly, Kristof-Brown et al. (2005) found that a high degree of alignment between an employee's interests and abilities and their work responsibilities leads to employee efficiency and better work performance, especially in the hospitality and tourism industry, where customer satisfaction is directly related to service quality. Consequently, given the high turnover rates in the hospitality and tourism industry, a good job fit can enhance employee retention, lower recruitment and training expenses, and help firms maintain valued employees (Ashton, 2018). The current

study provides empirical evidence of the importance of “fair job fit and fulfilment” in improving fair work conditions in the hospitality and tourism industry (FWCHT).

“Fair and inclusive opportunities” involve providing every employee, regardless of their background, identity, or characteristics, with fair access to resources, training, promotions, and career advancement opportunities, while fostering diversity and implementing policies that create an inclusive workplace where all employees are valued and treated with respect. The goal of this construct is to create an environment where every employee can succeed, free from prejudice or discrimination, through inclusive hiring practices, educational initiatives, and regulations that support diverse cultures. Essentially, employees seek companies that promote an inclusive and diverse culture through effective hiring, training, and workplace policies that encourage everyone to thrive based on their skills and contributions (Clark, 2005; Javed, 2024).

Employees who perceive that they have equal opportunities and work in an inclusive environment are more likely to pursue personal development initiatives, which ultimately benefit both themselves and their companies (Roberson, 2019). Hence, companies that prioritise inclusive practices and equal opportunities often experience lower turnover rates and reduced costs, as workplace diversity enhances employee retention and satisfaction. In the hospitality and tourism industry, where turnover rates are typically high, creating fair and equal opportunities is crucial for attracting and retaining talent, fostering diverse perspectives, and increasing employee engagement and satisfaction.

According to Cropanzano & Wright (2001), fairness in the workplace significantly affects employee commitment and job satisfaction. Workers who feel appreciated and included are more likely to remain with their companies. Similarly, Stockland et al. (2023) argue that organisations providing fair career advancement opportunities are more attractive to potential employees,

particularly in the hospitality industry, which relies heavily on skilled labour. Besides, a study by Arnao-Nieto et al. (2018) found that businesses with a high level of gender diversity on their executive teams had a 25% greater chance of achieving above-average profitability in the competitive hospitality and tourism sector. As such, companies with a diverse workforce are better equipped to serve a varied clientele because they foster a culture of acceptance and respect. Thus, employees from different backgrounds can share insights that resonate with a broader range of customers, leading to improved interactions and unique perspectives. As indicated empirically by this study, "fair and inclusive opportunities" is essential for ensuring fair work conditions in the hospitality and tourism industry (FWCHT).

7.3. Research Objective 3: Examination of the Effect of FWCHT on Hospitality and Tourism Employees' Short-term/Work-related Psychological Consequences.

Twelve hypotheses were developed to investigate the impact of FWCHT on employees' short-term/work-related psychological consequences involving their general mental health problems, anxiety and burnout (model one). This was carried out to improve comprehension of the consequences of FWCHT multidimensionality. The findings showed that Ghana's hospitality and tourism employees' general mental health problems were considerably and favourably influenced by "fair voice and compensation" and "fair and inclusive opportunities". On the other hand, employees' general mental health problems were unaffected by "fair and respectful workplace" and "fair job fit and fulfilment". The hypothesis that "fair and respectful workplace" (H1-2; ($\beta=-0.01$, $t=-0.30$, $p>0.05$) and "fair job fit and fulfilment" (H1-3; ($\beta=0.04$, $t=1.10$, $p>0.05$) have a positive effect on employees' general mental health problems was not supported. Their anxiety level was impacted by "fair voice and compensation", "fair job fit and fulfilment", and "fair and

inclusive opportunities”, while “fair and respectful workplace” did not have any impact. The hypothesis that “fair and respectful workplace” (H2-2; $\beta=-0.16$, $t=-1.49$, $p>0.05$) have positive effect on employees' anxiety was not supported. Finally, the hypothesis that “fair job fit and fulfilment” (H3-3; $\beta=0.07$, $t=1.73$, $p>0.05$) have a positive effect on employees' burnout was not supported. Thus, while employees' “burnout” was favourably impacted by “fair voice and compensation”, “fair and respectful workplace”, and “fair and inclusive opportunities”, employees' “burnout” was not impacted by “fair job fit and fulfilment”. These findings are further discussed as follows:

7.3.1. Impact on general mental health problems

First, for the impact on Ghana's hospitality and tourism employees' general mental health problems, "fair voice and compensation" had a significant effect on "general mental health problems" ($\beta=-0.15$, $t=-3.74$, $p<0.001$). H1-1 was thus accepted. In other words, these Ghanaian employees in the hospitality and tourism industry perceive these factors as alleviating their mental distress. This result is consistent with earlier research that found that fair work practices, such as giving employees voice, fair compensation and incentives, inspire employees, relieve excessive stress, and enhance mental wellness, even though these constructs are the first to be tested in the context of mental health or wellness (Cvenkel, 2021; Elufioye et al., 2024; Roberts, 2014). Jung et al. (2015) discovered that when employees receive a favourable response regarding their rights from their employers, they feel content and have a more optimistic attitude. Additionally, Ko & Hur (2014) discovered that employees express concerns regarding the equity of their pay and benefits in exchange for their labour.

Additionally, this thesis shows that hospitality and tourism employees in Ghana are becoming more aware of their involvement in decisions, including the fairness of salary and

benefits, as a significant source of respite from mental stress and a factor in enhancing their mental health. As a result, offering a fair wage and incentives like pension contributions and encouraging employee representation or giving them the right to speech shows promise in fostering FWCHT, which in turn promotes better mental health among employees in Ghana. However, when Kronenberg et al. (2017) looked into how raising the minimum wage affected employees' mental health, they discovered that it had no effect at all, unlike when fair employee voice and representation were found to have a positive effect on employees' mental health (Alhelalat et al., 2017). This means that raising the minimum wage did not improve workers' mental health.

Second, there was no evidence to support the hypothesis that "fair and respectful workplace" reduces employees' general mental health problems (H1-2) ($\beta = -0.01$, $t = -0.30$, $p > 0.05$). In other words, employees do not perceive these factors as contributing to their mental wellbeing. This finding is unexpected, particularly given that aspects related to fair working conditions, such as respect and equitable treatment, have been shown to fail in promoting positive mental health among hospitality and tourism employees in Ghana. Although this result may be due to the employees' overtime resistance to rude treatment in most hospitality and tourism workplaces in Ghana, it is supported by several studies that have found little to no significant association between these characteristics and overall mental health (Mao & Agyapong, 2021; Begeny et al., 2021), despite other studies reporting more robust associations. Thus, it contradicts previous studies that indicate workplaces characterised by high standards of safety, respect, and fair treatment generally foster improved mental health and job satisfaction among employees (Nielsen et al., 2017). This variability suggests a complex relationship between "fair and respectful workplace" and employee mental health problems, shaped by individual differences and environmental factors.

Variations among individuals and cultures in how different employee groups perceive respectful treatment, security, and fairness in the workplace may account for the differing impacts these factors have on mental health (Rogers & Ashforth, 2017; Shao et al., 2013). For instance, Folkman (2020) observed that two employees in similar environments might report differing mental health outcomes based on their perspectives and coping strategies. Thus, employees' mental health outcomes may be significantly affected by their coping mechanisms and interpretations of their working conditions. Furthermore, Hofstede's (1984) research on cultural dimensions suggests that the value placed on workplace justice and respectful treatment can vary among cultures, potentially leading to increased stress and mental health issues when these factors are perceived as lacking.

Third, there was no evidence to support the hypothesis (H1-3) that “fair job fit and fulfilment” reduces employees’ mental health problems ($\beta=0.04$, $t=1.10$, $p>0.05$). Although it is widely accepted that a strong work-life balance and high job satisfaction can have a positive effect on mental health (Zhang et al., 2024), other research has shown that these factors may not always directly and significantly affect mental health outcomes (Pedersen, 2013). According to a study by Kristensen et al. (2005), which looked at how job satisfaction affected Danish workers' mental health, job satisfaction had no discernible impact on mental health outcomes. Furthermore, it was suggested that social support, organisational culture, and stress at work can all have a greater impact on mental health outcomes than job satisfaction alone. Similarly, a meta-analysis conducted by Judge et al. (2001) revealed a weak and inconsistent connection between mental health and job satisfaction across many studies. This showed that the association between fair job fit and fulfilment and mental health problems may be moderated by individual characteristics, coping strategies, and outside stressors.

Fourth, there was a substantial impact of "fair and inclusive opportunities" on "general mental health problems" ($\beta=-0.15$, $t=-2.17$, $p<0.05$). H1-4 was thus endorsed. The findings are consistent with earlier research showing that fair work practices, including diversity and inclusion, as well as equal opportunities for employees, foster a sense of belonging, which boosts employees' self-esteem and improves their mental health (Law et al., 2011; Pillai, & Arora, 2024). According to previous studies, when businesses give their employees equitable access to possibilities for career progression, they feel at ease and become content (Calinaud et al., 2021; Osei-Mensah, 2024). Consistent with this finding, Ree et al. (2019) also discovered that, similar to equity, employees express concern about workplace diversity and inclusion as a way to improve their mental health and sense of identity. Thus, there is a growing global awareness of the importance of advancing diversity, inclusion, and equity as a way to guarantee empowerment and enhance wellbeing.

Promoting fair work practices, such as guaranteeing fair and inclusive opportunities, is therefore beneficial and crucial for establishing FWCHT, which in turn reduces employee mental health problems. In alignment, previous findings have shown that when employees felt they had a right to equal opportunities at work, their mental health improved (Alhelalat et al., 2017).

7.3.2. Impact on anxiety

First, for the examination of the impact on anxiety, employees' anxiety level was impacted positively by their "fair voice and compensation", according to H2-1 ($\beta=-0.64$, $t=-7.76$, $p<0.001$). Previous studies (Baum & Hai, 2019; Elbaz et al., 2022; Giousmpasoglou, 2024) support this finding. Giving Ghanaian employees in the hospitality and tourism industry rights, a voice at work, and fair compensation can help reduce their anxiety levels. In confirmation, lower levels of anxiety were indicated by employees who believed they had rights and received fair treatment at work

(Lee et al., 2023). The idea is that when workers believe their rights are upheld and safeguarded, they are more likely to feel safe and appreciated in their positions, which lowers tension and anxiety.

Again, prior studies have demonstrated that fair compensation, employee rights, and a voice in the workplace can all have positive effect on employees' anxiety levels in the hospitality and tourism industry. Robinson et al.'s (2022) study, for example, emphasised the value of employee voice in the hotel sector. This suggests that when employees have a voice in decision-making and believe their perspectives are respected, they are more likely to feel empowered and involved in their work. This feeling of empowerment can enhance wellbeing and lessen worry. Fair compensation was found to be essential in lowering anxiety levels among employees in the hospitality and tourism industry (Clark et al., 2009; Lee et al., 2023; Robertson et al., 2023). Workers are more likely to be satisfied with their jobs and have lower stress and anxiety levels if they believe they are getting paid properly for their labour.

Second, there was no evidence to support the hypothesis 2-2 that "fair and respectful workplace" reduces anxiety ($\beta=-0.16$, $t=-1.49$, $p>0.05$). This study found no correlation between the anxiety levels of employees in Ghana's hospitality and tourism industry and characteristics of fair and respectful workplace. Supporting evidence included studies showing a strong association between these characteristics and anxiety levels (Enoksen & Sandal, 2015; Nonnis et al., 2022), whereas others showed little to no meaningful association between these factors and anxiety (e.g., Snacken, 2021; Lee et al., 2019). Aspects of fair work, such as how management treats employees, job security, and perceptions of fairness, have shown differing effects on employee wellbeing, including anxiety (Robinson et al., 2022), indicating that methodological variances, individual differences, and context may be important factors in determining results.

Individual experiences and cultural differences in interpreting treatment, security, and justice at work may be the cause of the disparate effects on the anxiety levels of the various hospitality and tourism employee groups in Ghana. According to Lazarus and Folkman's (1984) stress appraisal model, for instance, two employees may experience similar workplace conditions, but their perceptions and coping mechanisms may differ, indicating that personal coping strategies and situational interpretations can significantly impact anxiety levels. More so, research such as Minkov and Kaasa's (2021) work on cultural dimensions suggests that certain cultures may value workplace justice and courteous treatment more than others, which could cause more anxiety when these are believed to be deficient.

In agreement with the results of this research, Folkman (2020) contends that although respectful treatment is associated with reduced anxiety, the effect may be less pronounced depending on situational conditions, such as a person's past experiences or current stressors. Despite employment uncertainty, Probst (2002) suggests that in some circumstances, people might not feel more anxious. Subsequent research has revealed that the degree of this association varies greatly, despite Colquitt et al. (2001) finding that feelings of unfairness may increase anxiety related to the workplace. According to Robbins et al. (2012), perspectives of justice may therefore only have an effect on anxiety when combined with other variables such as coping strategies or personal resilience.

Third, the hypothesis that “fair job fit and fulfilment” reduces employees' anxiety levels was supported by H2-3 ($\beta = -0.36$, $t = -4.38$, $p < 0.001$). The results are in line with other research showing a strong correlation between job satisfaction and mental health outcomes, including stress, anxiety, and depression (Begeny, 2021; Pedersen, 2013). As a result, employees who are happy in their positions are more likely to feel less stressed and anxious. On the other hand,

because of the detrimental effects of work-related pressures, those who are unhappy in their work may be more liable to suffer from anxiety and depression (Saah et al., 2021; Yin et al., 2023).

Consistent with the conclusions of this thesis is the conclusion that job happiness is a significant factor in determining employees' overall mental wellness, including their self-confidence and optimism (Haar et al., 2014; Wong et al., 2024). Employees are therefore more likely to feel happy, less worried, and less apprehensive when they believe their personality and their responsibilities at work are a good fit. According to a study by Kristof-Brown et al. (2005), employees who have a high degree of fulfilment at work due to their person-job fit typically experience reduced stress and anxiety. Studies conducted by Judge and Bono (2001) demonstrated the significance of job satisfaction in predicting overall life satisfaction, showing that workers who are content with their occupations are likely to have lower levels of psychological distress, anxiety, and depression.

Fourth, "fair and inclusive opportunities" significantly influenced "anxiety" ($\beta = -0.60$, $t = -4.50$, $p < 0.001$). Thus, H2-4 was approved. This indicates that hospitality and tourism employees in Ghana perceive the proactive implementation of policies that encourage participation from individuals of diverse backgrounds and provide equitable access to resources, promotions, and developmental opportunities in the workplace as an important means to alleviate their concerns and instil a sense of hope. This result is consistent with a study by Kim and O'Brien (2018) that identified distinct and varied inclusionary practices for underrepresented groups that significantly reduced their anxiety levels. Deas (2018) found that workplaces that actively combat psychosocial risks, such as those arising from marginalisation or discrimination, promote improved mental health among employees. The findings about the relationship between fair and inclusive opportunities and employee anxiety also support some organisational and psychological theories,

such as the Job Demands-Resources Model (Bakker & Demerouti, 2007), which holds that inclusive and equitable environments act as resources that help reduce stressors, thereby lowering anxiety levels; and the social Identity Theory (Tajfel & Turner, 1979), which holds that inclusive practices can increase employees' sense of belongingness, thereby lowering anxiety and stress.

Therefore, much as it is for the organisation's progress, encouraging robust diversity and inclusion strategies that aim to provide equitable access for all workers in various work situations may be crucial for improving employees' mental health and reducing anxiety. According to a study by Nielsen et al. (2017), employees report far lower stress levels when they believe they are treated fairly and work in an environment that supports them. Similarly, inclusive workplaces that foster psychological safety are essential for reducing anxiety as employees are more inclined to give their all at work when they feel appreciated and accepted (Edmondson, 1999; Newman et al., 2018). Kira et al. (2014) found that employees who belong to inclusive workplaces become more resilient to stress and anxiety. Under this correlation is the idea that policies regarding fair and inclusive opportunities can reduce workplace anxiety, particularly when employees think their company is fair.

7.3.3. Impact on burnout

First, regarding the effects on hospitality and tourism employees' burnout, ($\beta=-0.21$, $t=-4.68$, $p<0.001$) H3-1, "fair voice and compensation" have a positive effect on employees' burnout was supported. Previous research (e.g., Alang et al, 2022; Allen, 2015; Stockland et al., 2023) supports this conclusion. Ghanaian employees' burnout in the hospitality and tourism industry can be reduced by providing employees with protection, a voice, and fair compensation at work. Employee burnout is reduced when they believe their company supports them in recognising their

rights and giving them a voice. Accordingly, employees who believed they had rights and received fair treatment at work reported feeling less burned out (Lee et al., 2019).

Also, past studies have established that fair compensation, employee rights, and a voice in the workplace can all positively affect burnout levels in the hospitality and tourism industry. For instance, when employees believe their pay is commensurate with their efforts and standard of living, they feel valued and empowered, which reduces burnout (Koo et al., 2020). They may also express their concerns without fear of reprisal (Morrison, 2011). Elbaz et al. (2022) emphasised the value of employee opinion in the hospitality and tourism industry. This suggests that when workers have a voice in decision-making and believe their perspectives are respected, they are more likely to feel empowered in their work. This feeling of empowerment can enhance wellbeing and lessen burnout. According to Giousmpasoglou (2024) and Poulston (2009), equitable pay is essential for lowering employee burnout in the hospitality and tourism industry. As a result, employees who believe they are receiving a fair wage for their labour have a higher probability of being satisfied with their jobs and less stressed or burned out.

Second, support was found for the hypothesis (H3-2), which asserts that "fair and respectful workplace" reduces employees' burnout ($\beta=-0.15$, $t=-2.56$, $p<0.05$). According to earlier research, workplaces with high standards of security, dignity, and equitable treatment greatly decreased employee burnout, improving job satisfaction and general wellbeing (Nielsen et al., 2017). This is because the hospitality and tourism workplaces in Ghana create a sense of belonging and psychological safety, both of which are linked to improved mental health outcomes. These employees are less prone to display burnout associated with job insecurity, for example, when they believe that their employer prioritises their security. Employees who believe they are treated with respect at work are more susceptible to suffering burnout (Leiter & Maslach, 2009). This is

consistent with research on burnout by Maslach and Leiter (2016), who found that polite interactions are essential to creating a supportive work environment that reduces burnout.

In essence, a positive work environment, where employees feel valued, respected, and satisfied, is fostered by respectful treatment and a sense of security. This lowers stress and burnout levels of employees in Ghana. Nonnis et al. (2022) discovered that employees who feel secure in their place of work are less prone to experiencing burnout. Thus, a secure job and a safe workplace promote a sense of safety and comfort, which can help employees deal with work pressures more efficiently and prevent burnout. This study also demonstrated that facilitating secure working conditions effectively lowers burnout and minimises other psychological consequences among employees. Colquitt et al. (2013) also found that employees who perceive fairness in their organisations are less prone to experiencing burnout as justice acts as an inhibitor of burnout, fostering trust which results in lower levels of emotional exhaustion. Thus, employees who feel safe and are treated fairly at work are less likely to be stressed or burned out (Greenberg, 1990).

Third, the lack of evidence for hypothesis H3-3 ($\beta=0.07$, $t=1.73$, $p>0.05$), which proposed that “fair job fit and fulfilment” reduces employees’ burnout, calls into question commonly held assumptions regarding the relationship between job attributes and employee wellbeing. This implies that factors other than job fit and satisfaction might have a greater impact on employees’ burnout in the hospitality and tourism industry in Ghana. Essentially, individual differences, personality traits, resilience, and past experiences, for example, can affect the relationship between burnout and job fit and satisfaction (Sarkar et al., 2025; Troy et al., 2023).

Confirming this, Judge and Bono (2001) investigated the relationship between job fit, job satisfaction, and employee wellbeing and discovered that, although all three factors had a positive correlation with overall wellbeing, burnout was not significantly impacted. As an illustration,

employees in a supportive work environment might not experience higher levels of burnout as a result of personal pressures external to work and coping strategies (Mark & Smith, 2012). Although job satisfaction and fit can lower stress, Maslach and Leiter (2016) suggest that these qualities may not be a meaningful preventive measure against burnout until people reach an optimal level of these variables. Considering that fair job fit and fulfilment alone may not be sufficient to reduce employees' burnout, Crawford et al. (2010) proposed a focus on jointly improving job resources, fit, and satisfaction when examining the impact of external job stresses and personal life issues on burnout.

Fourth, hypothesis H3-4, which states that "fair and inclusive opportunities" reduces burnout ($\beta=-0.22$, $t=-3.07$, $p<0.01$), was supported. The outcome supports earlier research's conclusions that diverse inclusionary policies and fair chances significantly lower employee fatigue (Ree et al., 2019). Similarly, Nielsen et al. (2017) discovered that companies that adopt inclusive practices and offer every employee equal opportunity have reduced employee burnout rates. In essence, diversity and fair opportunities at work foster a feeling of inclusion among hospitality and tourism employees in Ghana, and make them feel appreciated and supported, thereby reducing mental fatigue. Moreover, companies that encourage diversity and inclusion have lower levels of employee burnout and higher levels of employee engagement (Waller & Popa, 2023). As a result, inclusive and diverse workplaces encourage teamwork, which can enhance employee motivation and job satisfaction, reducing the risk of burnout (Osei-Mensah, 2024; Ree et al., 2019). Hence, prioritising fair and inclusive opportunities in the workplace promotes employee worth and helps avoid burnout.

7.4. Research Objective 4: Examination of the Effect of FWCHT on Hospitality and Tourism Employees' Long-term/Life-related Psychological Consequences.

Twelve hypotheses were developed to investigate the impact of FWCHT on employees' long-term/life-related psychological consequences involving their social wellbeing, psychological wellbeing, and quality of life. This was carried out to improve comprehension of the consequences of FWCHT multidimensionality. The findings showed that hospitality and tourism employees' social wellbeing was considerably and favourably influenced by "fair and respectful workplace" and "fair and inclusive opportunities". On the other hand, employees' social wellbeing was unaffected by "fair voice and compensation" and "fair job fit and fulfilment". The hypothesis that "fair voice and compensation" (H4-1; $\beta=0.01$, $t=0.13$, $p>0.05$) and "fair job fit and fulfilment" (H4-3; $\beta=-0.04$, $t=-0.50$, $p>0.05$) positively affect employees' social wellbeing was not supported. Their psychological wellbeing was impacted by "fair voice and compensation", "fair job fit and fulfilment", and "fair and inclusive opportunities", while "fair and respectful workplace" did not have any impact. The hypothesis that "fair and respectful workplace" (H5-2; $\beta=0.05$, $t=0.44$, $p>0.05$) positively affect employees' psychological wellbeing was not supported. Finally, the hypotheses that "fair voice and compensation" (H6-1; $\beta=-0.09$, $t=-1.45$, $p>0.05$) and "fair job fit and fulfilment" (H6-3; $\beta=-0.07$, $t=-1.20$, $p>0.05$) positively affect employees' quality of life were not supported. Thus, while employees' "quality of life" was favourably impacted by "fair and respectful workplace" and "fair and inclusive opportunities", their "quality of life" was not impacted by "fair voice and compensation" and "fair job fit and fulfilment". These findings are further discussed as follows:

7.4.1. Impact on social wellbeing

First, "social wellbeing" was not significantly impacted by "fair voice and compensation" ($\beta=0.01$, $t=0.13$, $p>0.05$). Thus, H4-1 was not approved. This conclusion implies that, according to the data examined, employees' social wellbeing is not directly impacted by their "fair voice and compensation". The result emphasises how intricate workplace dynamics are in Ghana's hospitality and tourism industry. Since human resource management and organisational behaviour have emphasised the value of employee voice and fair compensation in fostering employee wellbeing, their little impact on the social wellbeing of employees in Ghana suggests that other factors may be more important in determining employee wellbeing. Low pay and unusual job roles are among the characteristics of the hospitality and tourism industry that may impede the beneficial effects of fair remuneration and voice on social wellbeing (Giousmpasoglou, 2024; Walker, 2021). Roles in the hospitality and tourism industry are frequently seasonal or temporary, which may reduce the importance of pay and voice rights in terms of long-term social effects. Employees who work transitory jobs are less likely to invest in social connections since they may not be around long enough to reap the benefits of those interactions (Baum & Hai, 2019).

According to Giousmpasoglou (2024), employees in this industry frequently place a higher value on short-term pay than on long-term job satisfaction or social contact, which lessens the impact of organisational voice and pay on their social wellbeing. Similarly, employees may have lower social wellbeing if they believe their demands for fair compensation and a voice are not being met; however, if these elements are viewed as mediocre or inadequate, they might not support their impression of social cohesiveness or belonging at work (Stiglitz, 2002). According to a study by Ko and Hur (2014), although equitable pay is essential for job satisfaction, it is

frequently seen as a transactional exchange and may not always result in better social interactions or a sense of belonging among employees.

Therefore, voice and fair compensation might not be enough to improve social wellbeing on their own without enough assistance and opportunity to form relationships (Cheney et al., 2008; Giousmpasoglou, 2024). Although rights have been associated with higher levels of motivation and job satisfaction, they do not by themselves guarantee higher levels of social wellbeing among employees in Ghana. For example, in situations where these employees in the hospitality and tourism industry feel their rights are respected yet cannot find meaningful relationships or a sense of community at work, their social wellbeing might not be impacted (Ryan & Deci, 2000). Furthermore, because an organisation's culture greatly influences how its employees perceive their social surroundings, if the culture does not encourage cooperation and communication, regardless of whether employees have a say and receive fair compensation, their social wellbeing is unlikely to be impacted (Gupta et al., 2018).

Second, the hypothesis (H4-2) that "fair and respectful workplace" have a favourable impact on employees' social wellbeing was shown to be supported ($\beta=0.32$, $t=2.32$, $p<0.05$). According to this conclusion, there appears to be a substantial correlation between these variables, which is consistent with previous research on how employment conditions affect employees' social wellbeing. For example, studies have emphasised the significance of fairness, secure working conditions, and fair treatment in promoting employees' positive social wellbeing (e.g., Bansal et al., 2025; Kelly et al., 2020; Probst et al., 2017; Winchenbach et al., 2021). According to the research done by Bakker et al. (2014), employees who feel valued and treated fairly report feeling more socially connected and generally happy. Positive social ties and a feeling of belonging in the

working community are more likely to be experienced by employees who find security in their positions and have confidence in their company.

According to Nielsen et al. (2017), organisations exhibiting a high degree of dignity encourage improved interactions among employees, hence improving social wellbeing. The findings of this study have experimentally shown that employees in the hospitality and tourism industry are more likely to have better social ties and a sense of belonging when they have more respectful interactions and a sense of security. Employees who believe their workplace is fair typically report better levels of social wellbeing and a relationship with fellow workers (Colquitt et al., 2001). According to Houdmont (2016), a safe workplace fosters social cohesiveness and lowers anxiety levels in employees. Respectful treatment and interactions greatly enhanced employees' relationships with their peers, which in turn contributed to increased social wellbeing in high-interaction occupations (Küçük, 2022).

Third, the absence of evidence supporting hypothesis H4-3 ($\beta=-0.04$, $t=-0.50$, $p>0.05$), which suggested that "fair job fit and fulfilment" have a positive impact on employees social wellbeing, calls for reconsideration of the long-held assumptions regarding the association between job characteristics and overall wellbeing for employees. This implies that the social wellbeing of employees in the hospitality and tourism industry in Ghana may be influenced by variables other than job fit and satisfaction. In particular, the relationship between job fit and satisfaction and social wellbeing can be influenced by individual variations, including personality traits, resilience, and prior experiences (Armitage et al., 2012; Eley et al., 2013; Mayordomo et al., 2021).

In support of this idea, Judge and Bono (2001) investigated the relationships between employee wellbeing, job fit, and job satisfaction and discovered that although each of these

variables had a positive correlation with overall wellbeing, social wellbeing was not significantly impacted. For example, employees in a supportive workplace may not have a decline in social wellbeing as a result of personal stressors external to work and their coping mechanisms. Even though job fit and satisfaction can reduce stress, Maslach and Leiter (2016) contend that until people reach an ideal level of these qualities, they might not significantly improve social wellbeing. Narainsamy et al. (2013) examined the impact of external job stresses and personal life issues on social wellbeing and suggested a collective strategy to improve job resources, fit, and satisfaction, as job satisfaction alone might not be enough to improve employees' social wellbeing.

Fourth, the evidence supporting hypothesis H4-4 indicates that "fair and inclusive opportunities" positively influence employees' social wellbeing ($\beta=0.54$, $t=3.49$, $p<0.001$). This finding aligns with existing research that highlights the positive impacts of inclusive and diverse workplace cultures on social wellbeing among employees (Stockland et al., 2023). For instance, Nielsen et al. (2017) found that organisations implementing inclusive policies and providing equal opportunities for all employees demonstrate enhanced social wellbeing, fostering a sense of support and identity. Creating a diverse and equitable work environment cultivates an atmosphere in which hospitality and tourism employees in Ghana feel valued, engaged, and connected. This sense of inclusion not only enhances overall social wellbeing but also helps to minimise feelings of alienation (Agyeiwaah et al., 2024). Pillai and Arora (2024) further underscore this relationship, showing that companies prioritising diversity and inclusion experience a beneficial feedback loop that increases employee engagement, subsequently leading to improved social wellbeing outcomes.

Hence, inclusive workplaces tend to encourage collaboration and teamwork, enhancing relationships and social interactions among colleagues. The literature suggests that strong

interpersonal relationships and increased social support within the workplace can significantly boost job satisfaction and motivation. This, in turn, positively influences social wellbeing (Cheney et al., 2008). Therefore, prioritising fair and inclusive opportunities not only elevates employees' self-esteem but also fosters a supportive environment conducive to enhancing social wellbeing.

7.4.2. Impact on psychological wellbeing

First, in examining the impact on psychological wellbeing, the concept of "fair voice and compensation" has been shown to exert a positive influence on employees' psychological wellbeing; hypothesis H5-1 received validation ($\beta=0.55$, $t=7.45$, $p<0.001$). This finding aligns with previous research (Walker, 2021; Robinson et al., 2022), suggesting that ensuring employees within the hospitality and tourism industry have access to fair voice and compensation significantly enhances their mental wellness. Therefore, psychological wellbeing is markedly higher among those who feel a sense of rights and fair treatment at work (Giousmpasoglou, 2024). This indicates that when employees perceive their rights as respected and safeguarded, they are more likely to feel secure and valued in their roles, ultimately contributing to improved psychological wellbeing (Lange, 2015).

Moreover, existing studies consistently highlight the beneficial impact of equitable pay, employee rights, and the chance for meaningful contribution in workplace decisions on psychological wellbeing in the hospitality and tourism industry. Santos (2023) underscores the importance of employee voice in this industry, suggesting that when employees engage in decision-making processes and feel that their opinions are valued, their sense of empowerment and engagement at work increases, which can enhance their overall psychological state (Pervin & Begum, 2022). Fair compensation emerges as a vital factor in promoting psychological wellbeing among employees in the hospitality and tourism industry. Research indicates that perceptions of

equitable pay are correlated with reduced stress levels and heightened job satisfaction (Baquero, 2023). Employees who perceive that they are fairly compensated for their contributions are more inclined to report greater job satisfaction and improved psychological wellbeing, fostering better psychological outcomes (Ariza-Montes et al., 2019).

Second, the hypothesis that "fair and respectful workplace" significantly enhance psychological wellbeing (H5-2) lacks empirical support ($\beta=0.05$, $t=0.44$, $p>0.05$). This study found no correlation between the characteristics of fair and respectful workplace and the psychological wellbeing of employees in the hospitality and tourism industry in Ghana. Supporting this finding are studies showcasing a substantial correlation between these characteristics and psychological wellbeing (Ndjaboue et al., 2012; Robbins et al., 2012) and those indicating minimal to no correlation (Judge & Colquitt, 2004; Moliner et al., 2008). Research has indicated that employee wellbeing, particularly psychological wellbeing, can be influenced inconsistently by factors relating to fair employment, including job stability, perceived fairness, and the treatment of employees by management (Probst, 2017). This variability suggests that differences in individual characteristics, contextual elements and perspectives on fairness, security, and fair treatment may have affected employees' psychological wellbeing differently. For example, two employees might operate within the same work environment, yet their perceptions and coping strategies may differ (Lazarus & Folkman, 1984).

Supporting these findings, Roberts (2014) argue that while respectful treatment is often associated with improved psychological wellbeing, the actual impact may depend on situational factors, such as an individual's past experiences or current stressors. Probst (2017) further notes that some individuals may not prioritise their psychological wellbeing, even when facing employment insecurity. Additional research has highlighted the variability in this relationship; for

instance, while Colquitt et al. (2001) found that experiences of unfair treatment can diminish psychological wellbeing, Küçük (2022) suggest that perceptions of justice may influence psychological wellbeing primarily when coupled with other factors such as coping mechanisms or individual resilience.

Third, the findings from hypothesis H5-3 provide compelling evidence for the positive impact of “fair job fit and fulfilment” on employees' psychological wellbeing ($\beta=0.39$, $t=5.18$, $p<0.001$). This research aligns with existing studies that underscore the significant relationship between job satisfaction and psychological outcomes, emphasising critical aspects such as stress management, psychological wellbeing, and emotional resilience (Dobson & Schnall, 2018; Mark & Smith, 2012). Employees who derive satisfaction from their roles are more likely to experience enhanced psychological wellbeing and reduced stress levels (Jung & Yoon, 2015; Zhang et al., 2024). Conversely, those who are dissatisfied with their work may encounter challenges related to psychological wellbeing, potentially leading to increased depressive symptoms (Salama et al., 2022).

The thesis highlights the crucial role that job satisfaction plays in enhancing hospitality and tourism employees' psychological wellbeing in Ghana, including self-esteem and a sense of optimism (Pedersen, 2013). When individuals perceive a strong alignment between their personal attributes and job responsibilities, they are more likely to feel fulfilled and experience improved psychological wellbeing. Research by Kristof-Brown et al. (2005) indicates that employees who possess a strong sense of fit in their roles tend to report lower stress levels and improved psychological wellbeing. Additionally, studies by Judge & Bono (2001) highlight that job satisfaction serves as a significant predictor of enhanced psychological wellbeing. employees who find contentment in their roles typically demonstrate higher levels of psychological wellbeing and

exhibit lower levels of psychological distress. Ultimately, fostering fair job fit and fulfilment can lead to a healthier, more engaged workforce.

Fourth, the hypothesis (H5-4) that emphasises that "fair and inclusive opportunities" play a vital role in enhancing employees' psychological wellbeing, was supported as demonstrated by the positive correlation observed ($\beta=0.29$, $t=2.25$, $p<0.05$). The importance of implementing policies that promote participation from diverse backgrounds and ensure fair access to resources, promotions, and developmental opportunities within the hospitality and tourism workplace in Ghana cannot be overstated. These inclusive practices foster a sense of optimism regarding psychological wellbeing among employees. Supporting this perspective, a study by Deas (2018) found that tailored inclusionary practices for underrepresented groups significantly improve their psychological wellbeing. Bakker and Demerouti (2007) assert that inclusive and equitable environments serve as vital resources that mitigate stressors and enhance psychological wellbeing. Also, research by Lee et al. (2024) indicates that workplaces managing psychosocial risks associated with marginalisation or discrimination can improve employee wellbeing.

In light of these findings, it is imperative to develop robust fair and inclusive opportunities strategies that ensure equitable access for all employees across various work settings in Ghana, as this is essential for improving mental health outcomes. A study conducted by Nielsen et al. (2017) demonstrated that employees experience significantly lower stress levels when they perceive fair treatment and operate within a supportive environment. More so, employees are more likely to engage fully in their work when they feel valued and accepted (Newman et al., 2018; Edmondson, 1999). Thus, those in inclusive environments develop a greater resilience to stress, further emphasising the positive impact of fair policies on psychological wellbeing (Mayordomo et al., 2021; Troy et al., 2023; Waller & Popa, 2023). Pillai & Arora (2024) highlighted the way inclusive

practices can strengthen employees' sense of belonging, thereby enhancing their psychological wellbeing.

7.4.3. Impact on quality of life

First, for examining the impact on quality of life, the hypothesis (H6-1) that employees' quality of life is positively impacted by "fair voice and compensation" was not supported ($\beta=-0.09$, $t=-1.45$, $p>0.05$). This finding implies that although "fair voice and compensation" is an important factor in the job satisfaction of hospitality and tourism employees in Ghana, in some circumstances, they might not directly result in their quality of life. Beyond their economic or job satisfaction, their quality of life encompasses environmental, social, and personal influences. This suggests that even if these Ghanaian workers believe they have a say and are fairly compensated, these elements might not be enough to improve their overall quality of life. According to Kumar (2017), quality of life is impacted by some non-work-related elements, including family dynamics, community involvement, and personal goals.

Therefore, because different cultures have distinct values and priorities, the importance of fair compensation and the right to speak differ in terms of quality of life. For example, compared to individualistic cultures, collectivist societies may place less value on the right to speak (Alvarez & Kemmelmeier, 2017). Research suggests that external pressures may overshadow or lessen the perceived benefits of rights of expression and fair compensation (Biswas et al., 2022; Mikołajczyk, 2021), since job insecurity has a greater negative influence on quality of life outcomes than job satisfaction and compensation (Helbling & Kanji, 2018). Similarly, even having a voice and receiving fair compensation may not be enough for workers who are in a toxic workplace or who lack interpersonal relationships or social support (Oludayo & Omonijo, 2020; Siziba & Barnard, 2023). As a result, they may still report a low quality of life because they do not feel like they

belong. According to the Equity Theory, employees may compare their input-output ratios to those of others. If they believe that their rights or compensation are not being fairly treated, they may become dissatisfied, which may negatively impact their quality of life (Adams, 1965; Jayeoba et al., 2025).

Second, support was given to the hypothesis (H6-2) that "fair and respectful workplace" improve workers' quality of life ($\beta=0.35$, $t=3.52$, $p<0.001$), indicating a strong correlation between these workplace elements and employees' general wellbeing. According to this research, workplace cultures that value equity, safety, and respect are essential for improving the quality of life of hospitality and tourism employees in Ghana. Previous research shows that treating employees with respect at work creates a feeling of community and camaraderie, which in turn improves employees' social connections and quality of life (Edmondson, 1999; Siziba & Barnard, 2023). Similarly, job security is a strong predictor of quality of life because secure employees report less stress, which enhances quality of life and increases overall satisfaction (Jayaraman et al., 2023).

Similarly, it has been shown that an atmosphere that values fairness and respect for others increases employee engagement, which in turn improves quality of life. Accordingly, treating employees with respect results in reduced stress and burnout, which improves their mental health and quality of life (Woon & Tiong, 2020). Thus, treating employees fairly in the workplace improves their psychological commitment to their jobs, manages stress, and has a good impact on their wellbeing. Similar to Helbling and Kanji (2018) research, which found that job uncertainty had a detrimental effect on employees' mental health, whereas perceived job security improves wellbeing and quality of life. Employee engagement and happiness are increased when they

perceive justice in their workplace, which improves their quality of life outside of work (Haynie et al., 2016).

Third, the hypothesis (H6-3) that “fair job fit and fulfilment” positively affect employees’ overall quality of life was not supported by any evidence ($\beta=-0.07$, $t=-1.20$, $p>0.05$). This research emphasises how intricate and multifaceted the connections are between fair job fit and fulfilment, and quality of life among employees in the hospitality and tourism industry in Ghana. Although it is often known that a high degree of job satisfaction and fulfilment and a good job fit are frequently related and are anticipated to have a beneficial impact on overall quality of life or increased quality of life (Biswas et al., 2022), this interaction is still complicated, considering this study’s findings from Ghana. Given the important roles that contextual, environmental, and personal factors play in determining overall wellbeing, this research raises the possibility that job-related elements alone may not be sufficient to guarantee a higher quality of life among these employees.

According to research, personality factors can attenuate this link. For example, more resilient people may feel more fulfilled at work, but they may not perceive their overall quality of life as having increased (Hegney et al., 2015; Helbling & Kanji, 2018). Similarly, external stressors, such as financial strains, family responsibilities, and health issues, can have a big impact on a person's quality of life regardless of how happy or fit they are at work (Diener & Suh, 1997). Individuals' lives beyond their profession might be extremely stressful, which lowers their quality of life (Lawford & Eiser, 2001). Therefore, this finding may suggest that even when employees are fulfilled with their jobs, external circumstances may be hindering their overall quality of life.

Likewise, regardless of whether employees are happy and fit in their jobs, they may have a lower quality of life if they work in a workplace where they have no social support (Oludayo & Omonijo, 2020). As a result, prior research on the interaction between job satisfaction, job fit, and

quality of life has produced conflicting findings, indicating that although job satisfaction may enhance one's sense of wellbeing at work, it is not always associated with better quality of life outside of work (Biswas et al., 2022). For instance, job satisfaction may have no discernible effect on measures of overall quality of life.

Fourth, the hypothesis (H6-4) that "fair and inclusive opportunities" have a positive effect on quality of life was supported ($\beta=0.56$, $t=5.04$, $p<0.001$), highlighting the significance of creating a welcoming and equitable workplace. It draws attention to how relevant issues of equity and diversity are to improving hospitality and tourism employees' overall wellbeing in Ghana. This conclusion is corroborated by an expanding corpus of research highlighting the value of equal opportunities and inclusive workplace policies in fostering both company performance and employee wellbeing (Stocland et al., 2023). For example, studies have discovered that inclusive practices enhance the quality of life and wellbeing of employees by creating a feeling of community (Blick et al., 2016). As a result, when companies promote fair and inclusive opportunities, employees form social bonds that enhance their quality of life.

According to Hanan (2024), inclusive policies that value individual diversity and advance fair opportunities also facilitate intrinsic motivation, which can improve job satisfaction and overall quality of life. Meanwhile, in some hospitality and tourism organisations, employees' good discernments and observations of organisational justice are reinforced by the active promotion of social justice through equal opportunities, which improves their quality of life (Huong et al., 2016; Mickson et al., 2021). The World Health Organisation. (2022) emphasises that ensuring fair and equal opportunities increases mental health, which lowers stress levels and improves employees' emotional wellbeing, ultimately enhancing their quality of life. Thus, companies that provide equal chances can lessen. In other words, companies that offer fair and inclusive opportunities can

potentially alleviate problems of workplace discrimination and injustice, which are frequently causes of stress and discontent.

7.5. Research objective 5: Examination of the Moderating Effect of Supervisor Support on the Relationships between FWCHT and Employees' Short-term/Work-related and Long-term/Life-related Psychological Consequences.

The moderating effect of supervisor support will be discussed in this section under two subsections based on the impact on the two models that have been proposed: the short-term/work-related psychological consequences (Model 1) and the long-term/life-related psychological consequences (Model 2) .

7.5.1. Short-term/work-related psychological consequences (model 1)

Examining the moderating influence of supervisor support on employee FWCHT to general mental health problems, anxiety, and burnout revealed some similarities and differences between the low supervisor support group and the high supervisor support group. The findings from the SEM analysis demonstrated that, depending on the degree of supervisor support, FWCHT had varying effects on mental health outcomes in the two groups (low supervisor support and high supervisor support). As anticipated and in line with previous studies, the low supervisor support group strongly agreed that the provision of "fair voice and compensation" had a favourable impact on their mental health and a negative impact on anxiety. However, the positive correlation with burnout, which has also been reported in other studies (e.g., Choi et al., 2012; Holland et al., 2017; Holland et al., 2013), may suggest that these characteristics are significant but may not consistently have a favourable effect in the absence of sufficient support.

While the results from the high supervisor support groups support the provision of "fair voice and compensation" on anxiety, burnout, and general mental health problems, the low support

group showed a negative correlation with general mental health problems, a positive correlation with anxiety, and a positive correlation with burnout. This implies that "fair voice and compensation" may not be as important in lowering mental health issues in the absence of sufficient supervisor support. According to earlier research in organisational behaviour and psychology, supervisor support can serve as a buffer against workplace stresses, helping employees deal with challenging circumstances and improve their mental health outcomes (e.g., Frazier & Bowler, 2015; Loi et al., 2014).

In terms of general mental health problems, anxiety, and burnout, the high supervisor support group supports the establishment of a "fair and respectful workplace." As expected, there are significant associations with general mental health problems, anxiety and burnout. This is consistent with other research indicating that a strong and encouraging supervisor is an essential protective factor against harmful workplace stressors (Campbell et al., 2013; Sharma & Kumra, 2020). However, the low supervisor support group showed no discernible impacts of "fair and respectful workplace" on anxiety, burnout, or general mental health problems, hence refuting this hypothesis.

The results of the low supervisor support group indicated that anxiety and burnout were related to "fair job fit and fulfilment," but not to general mental health problems. However, a rather paradoxical negative correlation with anxiety and a positive correlation with burnout, indicating that "fair job fit and fulfilment" may not always be protective against burnout in the absence of support (Nahum-Shani et al., 2014). Like the low support group, the high supervisor support group's support varies in strength, suggesting a potentially mitigated effect. This supports the claim that supervisor support is a crucial resource, and that the impact will probably differ according to the experience and perspective of the individual (Eisenberger et al., 2020).

The results for the low supervisor group indicated that "fair and inclusive opportunities" had a clear negative correlation with burnout and a substantial positive correlation with anxiety. In line with the literature, the evidence suggests that the positive relationship between anxiety could be related to the lack of support or factors, including stress or tension arising from the desire for equal opportunities (Huong et al., 2016). Besides, for the high supervisor groups supporting this relationship, the negative correlation between "fair and inclusive opportunities" and anxiety and burnout is consistent with other studies that found that while fair treatment and policies, including equitable opportunities, are essential for job security, the effectiveness of these policies is greatly impacted by the presence of support (Campbell et al., 2013; Hauff et al., 2022).

7.5.2. Long-term/life-related psychological consequences (model 2)

The correlations between employees' FWCHT and wellbeing outcomes- social wellbeing, psychological wellbeing, and quality of life- were also subject to SEM analysis. The results show a substantial moderating influence between the low supervisor support group and the high supervisor support group on these relationships.

The hypothesis of "fair voice and compensation," "fair and respectful workplace," "fair job fit and fulfilment," and "fair and inclusive opportunities" did not significantly correlate with social wellbeing, psychological wellbeing, or quality of life in the low supervisor support groups, according to the SEM analysis.

Several FWCHT characteristics demonstrated robust relationships with wellbeing outcomes, showing the moderating function of supervisor support, in contrast to the low supervisor support group. The absence of significant correlations between the wellbeing outcomes for the low supervisor support group and "fair voice and compensation," "fair and respectful workplace," "fair job fit and fulfilment," and "fair and inclusive opportunities" may suggest that these workplace

factors do not consistently contribute to employee wellbeing in the absence of supervisor support. According to the results of related studies, these elements only affect employee wellbeing when superiors have established a supportive work environment (Ariza-Montes et al., 2019; Kizuki & Fujiwara, 2020).

The negative correlation between social wellbeing and "fair voice and compensation" for the high supervisor support group may be unexpected and unsupported, but consistent with other research showing that employees are more likely to prioritise other aspects of work-life balance when they feel supported (Hyman & Summers, 2007; Wilkinson et al., 2018). The positive correlation between quality of life and "fair voice and compensation" is confirmed, indicating that these factors have a greater beneficial effect when paired with improved support, as shown by organisational behaviour studies (e.g., Van den Berg et al., 2020; Wood, 2008).

Likewise, the high supervisor support group's "fair job fit and fulfilment" positive association with social wellbeing is strong and supports the previously held belief that employees who feel their work fits their needs and values have higher social wellbeing, particularly when support is available (Kun & Gadancz, 2022). The favourable correlation between quality of life and "fair and inclusive opportunities" is reinforced by the presence of high supervisor support. Thus, past research has shown that possibilities for growth and inclusivity are linked to better quality of life, possibly particularly when supervisor support is present to help employees feel appreciated (Huong et al., 2016; Rathi & Lee, 2017).

In essence, there may not be the same innate dependence on social wellbeing as in the low supervisor support group. Thus, there were strong positive associations between quality of life, social wellbeing, and psychological wellbeing for the low supervisor support group. Evidence from earlier research suggests that people often turn to their social networks and general life

circumstances to mitigate the negative consequences of work-related stress when supervisor support is lacking (Collins et al., 2016; Grey et al., 2020). This is also in line with the social support theory, which posits that the absence of supportive relationships at work can lead to a greater reliance on sources unrelated to work, thereby lessening the effects of stressful situations (Giebels & Janssen, 2020; Menges et al., 2017). This result is also consistent with studies that demonstrate the importance of social support from friends, co-workers, and family as a protective factor against stress and its negative effects on wellbeing (e.g., Collins et al., 2016; Loi et al., 2014; Menges et al., 2017).

7.6. Contributions of the Study

The results of this research add to our understanding and have real-world applications. The following is a presentation of their academic and practical implications.

7.6.1. Academic contributions

First, this study adds significantly to the body of knowledge regarding fair working conditions and the perspectives of employees in the workplace. More significantly, by highlighting the importance of providing fair working conditions in the hospitality and tourism industry, it enhances the body of literature on employees' experiences with such conditions. Previous research and government project initiatives have made the case that businesses should focus on raising the bar for fair work in their organisations. While this call is admirable, it is crucial to note that fair work conditions, as seen by employees or based on their experiences at work, are valued more by them because they positively affect them and greatly influence their productivity, overall wellbeing, and future career choices in the hospitality and tourism industry. They are also crucial in strengthening employees' dedication to the development and performance of their company. According to Bakker and

Demerouti (2007), providing FWCHT is essential to sustaining improved job performance and reduced turnover rates. Given the nature of the sector and the responsibilities involved, fair work conditions and experience have been recognised as a key principle in the hospitality and tourism industry. Finding the total FWCHT that employees feel, particularly when they are at work performing their activities, is crucial because there are not many studies on this topic (e.g., Robinson et al., 2022; Stockland et al., 2023).

Second, a multidimensional scale for measuring fair work experiences of workers in the hospitality and tourism industry is being rigorously developed and validated. As a result, Churchill's (1979) scale development technique was applied in this study. It involved defining items based on employee experiences from an initial in-depth interview and existing literature, creating items based on the results of the interview and a comprehensive review of the literature, consulting experts, refining the items based on their evaluation, conducting pre-testing and pilot testing, and collecting data. The factor structure was determined to be consistent after the instrument was evaluated on an onsite panel of Ghanaian hospitality and tourism employees who have encountered FWCHT. Validity measures were carried out using CFA.

Third, the components of employees' FWCHT were determined in this study. Based on Churchill's (1979) methodical procedure, four components were identified: “fair voice and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and “fair and inclusive opportunities”. The literature on fair work greatly benefits from this four-factor framework, which has never been studied collectively. It further supports the study's notion that employees' FWCHT is multifaceted and should be examined in light of this data. However, it is important to note that some components of these domains support both quantitative studies that identified aspects like fair pay, fair contracts, fair conditions, dignity, and job security

(Giousmpasoglou, 2024; Hadjisolomou et al., 2022; Myhill et al., 2023; Robinson et al., 2022; Winchenbach et al., 2021) and qualitative studies that identified aspects of agreements, social inclusion, discrimination, pay, hours, flexibility, career progression, contractual, and labour rights (Crespi-Vallbona et al., 2023; Stockland et al., 2023). However, this research determined the covariance structure of these four domains through the rigorous scale creation and validation process. The comprehension of employees' FWCHT and the relative importance of the several domains that comprise the conditions are both aided by this.

Fourth, the connections between employees' FWCHT, short-term psychological consequences linked to their jobs (such as anxiety, burnout, and general mental health problems), and long-term psychological consequences related to their lives (such as social wellbeing, psychological wellbeing, and quality of life) were investigated. It has been demonstrated that employees' FWCHT is effective in describing both the short-term/work-related psychological consequences and the long-term/life-related psychological consequences; however, it is more effective in explaining the short-term, work-related psychological consequences than the long-term, life-related psychological consequences. The domains "fair voice and compensation," "fair and respectful workplace," and "fair and inclusive opportunities" are particularly effective in predicting negative burnout; "fair voice and compensation," "fair job fit and fulfilment," and "fair and inclusive opportunities" are effective in predicting negative anxiety; and "fair voice and compensation," and "fair and inclusive opportunities" are effective in predicting negative general mental health problems.

Also, domains like "fair and inclusive opportunities," "fair and respectful workplace," and "fair voice and compensation" are effective in predicting positive psychological wellbeing, while "fair and inclusive opportunities," "fair and respectful workplace," and "fair and inclusive

opportunities" are effective in predicting positive quality of life. By providing more information that advances our knowledge of how FWCHT affects employees' psychological outcomes or consequences, these findings significantly advance the scholarship on fair work, hospitality and tourism workplace conditions, and employees' workplace experiences.

Past research in the hospitality and tourism industry focused on issues of fair work conditions and paid little attention to how they affected factors like social wellness, anxiety, burnout, and overall mental health. Additionally, the few studies that have looked at fair work (Crespi-Vallbona et al., 2023; Robinson et al., 2022; Stockland et al., 2023) have done so in an exploratory manner without looking at how fair work experiences affect employers' overall wellbeing. Others that have been examined as outcome variables on employee wellness factors measured various facets of organisational justice or fairness separately as a unidimensional construct (e.g., Agina et al., 2023; Russen et al., 2021; Sarwar & Muhammad, 2020). However, the current study provides a more comprehensive view by investigating the multifaceted effects of FWCHT on the psychological and wellbeing outcomes of employees.

This study also clarifies how employees' perceptions of fair working conditions might influence them psychologically. Since employee experiences at work improve their subjective wellbeing, this study thus expands on previous studies on fair work conditions or experiences. It also adds more support to earlier research that found a link between perceived fairness and commitment and performance (e.g., Aguiar-Quintana et al., 2020; Ghaderi et al., 2023; Sarwar & Muhammad, 2020). This study examined the relationship between anxiety and general mental health problems and burnout, as this construct is crucial for assessing short-term mental health outcomes for employee and the relationship between psychological wellbeing, social wellbeing, and quality of life since individuals' long-term social life, cohesiveness, and overall quality of life

may be influenced by their mental health. The findings support earlier research that suggests that psychological wellbeing can affect people's capacity for social interaction and level of life satisfaction (Jung et al., 2023).

Once more, since previous research has shown how important fair working conditions are for improving employees' wellbeing, this study adds to these investigations and provides empirical support for the idea that employees' experiences at work or favourable workplace policies determine their mental and overall wellbeing. This study offers opportunities for future research in a different context, even though it did not find a connection between "fair and respectful workplace", "fair job fit and fulfilment," and general mental health problems; "fair and respectful workplace" and anxiety; "fair job fit and fulfilment" and burnout; "fair voice and compensation," "fair job fit and fulfilment," and social wellbeing; "fair and respectful workplace" and psychological wellbeing; and "fair voice and compensation" and quality of life.

Finally, to determine the moderating role of supervisor support and to differentiate between the various influences of employees' FWCHT on their general mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life, measurement invariance, structural invariance, and invariance test of paths were assessed. As an advanced technique, multigroup analysis is useful in expanding the scope of research and advancing knowledge of the moderating effect of supervisor support relating to FWCHT (Gkartzonikas et al., 2023).

7.6.2. Practical implications

This study offers valuable perspectives and actionable recommendations to stakeholders in the hospitality and tourism industry to motivate staff to advance the prosperity and sustainability of the industry. In particular, hotel operators, restaurateurs, and travel and tour operators can gain a

sufficient understanding of the multifaceted nature of employees' FWCHT and understand the types of FWCHT that impact their psychological outcomes in both work and life, as well as their general wellbeing and quality of life, which may translate into their loyalty and commitment to their company. This study has shown that there are four components to employees' FWCHT, and each of these components influences psychological effects. The practical consequences can be recommended to players in the hospitality and tourism industry in Ghana and other African regions with comparable traditions, as this study was carried out in Ghanaian contexts. These ramifications might also be relevant to other stakeholders worldwide, particularly those who are considering working or investing in Ghana or other African countries. The following are the study's practical ramifications.

First, employees' "fair voice and compensation" are crucial components that employers must be reminded of. Because the hospitality and tourism industry is service-oriented and highly engaging, these factors are especially important. Organisations in the hospitality and tourist sector, especially those in Ghana, should give employees a voice and pay more consideration, especially when it comes to equality and effectiveness factors that aim to improve employees' wellbeing and satisfaction. For instance, by putting in place and upholding rules that give priority to these elements, firms can improve employee voice and remuneration.

Prioritising these elements helps organisations build a more positive workplace that promotes employee wellbeing, lowers anxiety, and enhances general quality of life and productivity. More so, giving employees a voice and making sure they are paid fairly leads to a healthier workplace, which in turn promotes increased job satisfaction, decreased anxiety, improved performance, and an overall quality of life for employees. Employees in the hospitality and tourism industry are therefore more likely to feel appreciated and empowered when their rights

to voice challenges and receive fair pay are acknowledged as crucial elements. This can have a direct effect on their psychological health and general sense of job satisfaction since it promotes a work-life balance where employees feel secure in their positions. Fairly rewarded employees are more likely to be invested in their future and pursue opportunities for professional growth because they perceive a supportive work environment.

Companies that put "fair voice and compensation" first benefit not just their employees but also the company by increasing guest satisfaction and growth. Being heard and receiving fair compensation are strong motivators since meeting these demands lowers employee turnover, a major expense in the industry. This eliminates the disturbance brought on by frequent personnel changes and results in decreased hiring and training expenses. Better customer service results from more experienced employees, which is another benefit of lower turnover. Respecting and listening to employee grievances and feedback leads to highly motivated and engaged employees, which in turn influences proactive problem-solving, a great work environment, and the creation of positive customer experiences. As a result, employees are more likely to carry out their jobs effectively and efficiently, which can enhance service delivery, operational efficiency, and overall organisational performance. In this sense, companies can use open forums, focus groups, suggestion boxes, and surveys to get feedback from employees on pay, working conditions, and procedures; offer fair and open compensation policies that take into account industry norms as well as employees' contributions and skill sets; promote open communication between staff and management; and establish a secure environment where employees feel free to voice their concerns.

Second, in the hospitality and tourism industry, the principles of "fair and respectful workplace" are interconnected and of utmost importance. Effective workplace security measures not only protect but also enhance the wellbeing of employees. Thus, respectful treatment

contributes to increased job satisfaction and service quality, while perceptions of justice among employees reinforce organisational commitment and reduce conflicts. By integrating workplace safety, fairness, and respectful interactions, hospitality organisations can cultivate a thriving work environment that benefits both employees and the organisation as a whole.

To enhance the employee experience, it is vital to promote a respectful environment among colleagues, which can elevate morale and foster a sense of community. Establishing clear standards for respectful engagement and interaction between staff, management, and clientele can significantly improve employee satisfaction. Offering regular training sessions focused on effective communication and conflict resolution, including anti-harassment policies, diversity and inclusion training, and constructive performance review processes, can further support this objective. Consequently, companies within the hospitality and tourism sector need to implement equitable decision-making processes that can substantially enhance employee satisfaction and promote a safe workplace free from harassment and discrimination. Ensuring that employees feel secure and content in their roles can lead to reduced turnover rates. The insights derived from relevant studies will contribute to the improvement of employee experiences by underscoring the significance of tailored safety training specific to hospitality environments, which can bolster employee confidence, minimise workplace accidents, and enhance their overall sense of security.

In the hospitality and tourism industry, employers, operators, and managers need to establish open and transparent processes that promote justice and equitable practices, thereby ensuring organisational effectiveness. Such measures are significant as they shape perceptions of justice and fairness within the organisation. For instance, implementing easily accessible grievance reporting procedures allows employees to express their concerns without fear of retaliation.

Regular evaluations of these procedures, with input from employees, can enhance perceptions of fairness and identify areas for improvement.

Furthermore, equitable distribution of workload, opportunities for career advancement, and resource allocation can greatly contribute to a fair work environment. This focus on fairness is likely to influence organisational commitment, as employees who perceive their workplace as fair tend to be more engaged and dedicated, ultimately benefiting the organisation's reputation. Prioritising employee health and wellbeing is also vital for cultivating a positive brand image that attracts both talent and customers. Organisations should consider the implementation of comprehensive programs aimed at fostering a constructive work environment and enhancing business outcomes. Holistic wellbeing initiatives that address mental, emotional, and physical safety, along with the assessment of how employee engagement correlates with customer satisfaction, will strengthen the organisation's commitment to safety, fairness, and respectful treatment in the workplace.

Third, the importance of "fair job fit and fulfilment" in the hospitality and tourism industry is crucial, especially for improving employee wellbeing and organisational effectiveness. A strong match between employees and their positions is vital for generating positive results for both individuals and the company. This research emphasises the need for employers to focus on job fulfilment and satisfaction, as these elements are essential for employees seeking meaningful roles and a sense of belonging in their workplaces. It is important to create jobs that are not only significant but also promote opportunities for cross-training and skill enhancement, enabling employees to grasp how their contributions influence the overall success of the organisation and the customer experience. To effectively engage employees, employers must establish clear and

consistent methods for acknowledging and rewarding contributions, no matter how small, whether through verbal appreciation, formal recognition programs, or bonuses.

In addition, hospitality and tourism employers need to empower their staff by encouraging autonomy and allowing decision-making within suitable boundaries. This strategy enables employees to express their ideas and recommend process improvements. Employers need to consider flexible work options where possible, including adjustable hours or remote work possibilities, alongside team-building activities, social gatherings, and chances for collaboration and communication. Training initiatives, workshops, and mentorship programs are also critical for improving employees' skills and progressing their careers, ultimately fostering a sense of value and fulfilment in their dedication to the organisation.

By acknowledging that employees who are well-suited for their roles may have different strengths and motivators, organisations can improve employee wellbeing and overall performance. Using assessments to comprehend these varied traits can lead to better job placements, ensuring that employees feel their abilities are fully utilised, which is essential for job satisfaction. For example, implementing pre-employment evaluations that provide realistic job previews and clearly defining roles with specific responsibilities can reduce ambiguity and dissatisfaction, ultimately benefiting both employee wellbeing and organisational performance. As highlighted in this research, employers should prioritise designing roles and training programs that provide opportunities for growth and development, while also establishing flexible work arrangements and consistent recognition systems. These actions will greatly contribute to enhancing employee empowerment, satisfaction, and the overall success of the organisation.

Finally, “fair and inclusive opportunities” is an essential factor that contributes positively to employee fair work experiences in the hospitality and tourism industry. Fostering environments

where all individuals have fair access to career advancement and where diverse perspectives are valued can enhance employee satisfaction, engagement, and retention while also improving overall service quality. The emphasis on “fair and inclusive opportunities” ultimately benefits both employees and the organisations in achieving competitive advantage in a rapidly evolving industry. Thus, organisations need to prioritise diversity and equitable opportunities not only to benefit from improved employee satisfaction and performance but also to enhance the overall quality of life for their employees. In doing so, have formal policies that outline specific goals for recruitment, promotion, training, and compensation based on equity principles, including statements on harassment prevention and a commitment to fair treatment for all. For example, organisations can implement mandatory training for all employees on unconscious bias, cultural sensitivity, inclusive communication, and conflict resolution. They can also equip managers and supervisors with the skills to foster inclusive teams and provide mentorship opportunities for diverse employees to ensure underrepresented groups have pathways to leadership positions and career advancement.

Hospitality and tourism organisations, especially those in Ghana, can use recruitment and hiring practices like blind resume screening to minimise bias by actively seeking candidates from underrepresented groups. They need to maintain an inclusive work environment by supporting the creation and development of employee resource groups focused on various underrepresented groups contributing to the organisation’s DEI efforts. They can also implement systems for anonymous feedback about diversity and inclusion practices, and encourage flexible work options for employees with various needs and circumstances

7.7. Chapter Summary

This chapter discussed the study's results by drawing parallels to previous research and highlighting its academic and practical significance. This study makes a unique contribution by developing a valid and reliable scale to assess employees' (FWCHT). Also, the research validated the scale's predictive capability. As a result, employers and experts can use this scale to foster fair collaboration with employees and advance theories for future studies, particularly within employment and organisational contexts. Practically, the study encourages a new dialogue among academics and industry stakeholders in the hospitality and tourism industry about how fair working conditions can be leveraged. By establishing guidelines that enhance employee wellbeing, this research aims to stimulate meaningful improvements in the workplace. The final chapter is next, emphasising the conclusions of the study.

CHAPTER 8: CONCLUSION

8.0. Chapter Introduction

This chapter presents conclusion of the key findings and a comprehensive summary of employees' perceptions of FWCHT, highlighting how the objectives of the study were achieved. It then discusses the limitations encountered during the research and provides recommendations for future study in this area.

8.1. Conclusion of the Main Findings

The findings of the study provided valuable insights that directly addressed the research objectives.

First, the study in exploring ideas/definitions of fair work conditions from the perspectives of hospitality and tourism employees identified ten key themes that reflect employees' perceptions of fair working conditions in Ghana's hospitality and tourism industry. These themes include contracts, pay and benefits, working conditions and hours, flexibility and autonomy, job satisfaction and fulfilment, career advancement opportunities, relationships and trust, voice and representation, respect and treatment, and labour rights. These interconnected aspects shed light on the complexities of fair working conditions and their implications for employee wellbeing and organisational culture.

The findings across these themes uncovered various experiences and perceptions related to challenges of fair work and fairness. Employment contracts emerged as critical to job security, with a noticeable shift from permanent positions to renewable or casual arrangements, leaving many employees feeling vulnerable. While some contracts covered basic rights, notable deficiencies in social security benefits and long-term stability adversely affected trust and morale. Compensation and benefits were also vital components of employee satisfaction; discrepancies

between pay and qualifications led to dissatisfaction and motivated employees to explore better opportunities. Additionally, working conditions characterised by long hours and insufficient compensation contributed to employee stress, underscoring the need for enhanced communication and strict adherence to labour laws.

Consequently, flexibility and autonomy were recognised as crucial factors for fostering work-life balance, while supportive management correlated with higher job satisfaction among employees. In contrast, experiences of unfair treatment and a lack of employee voice erode trust and engagement. Thus, the absence of effective platforms for employee feedback and trade unions limited collective bargaining power, further exacerbating employee vulnerability. Respectful interactions, especially with customers, were seen as essential for maintaining morale; however, incidents of disrespect led to emotional exhaustion. A lack of awareness regarding labour rights among employees created confusion about their entitlements, obligations, and potential consequences. Overall, employees' perceptions of fairness were influenced by an organisational culture that highlights strong demand for mutual respect, inclusive participation, and equitable treatment. Hence, an urgent need for safe and transparent work environments that recognise individual contributions.

This study underscores the necessity for fairer employment practices within Ghana's hospitality and tourism industry by advocating for transparent contracts, equitable pay, and authentic employee participation. These measures aim to enhance wellbeing, reduce turnover, and promote sustainable growth. It encourages stakeholders to engage in meaningful dialogue and allocate resources to cultivate an atmosphere of fairness, respect, and trust.

Second, in developing a reliable and valid measurement scale to measure hospitality and tourism employees' fair work conditions, the study successfully developed and validated a

comprehensive scale for measuring Fair Work Conditions in the Hospitality and Tourism industry (FWCHT). This scale is anchored in eight thematic domains identified through extensive qualitative research findings and literature review. The four core dimensions deemed essential for fair working conditions are: "fair voice and compensation", "fair and respectful workplace", "fair job fit and fulfilment", and "fair and inclusive opportunities." These dimensions play a significant role in influencing employee wellbeing, engagement, and organisational effectiveness within the industry.

The findings underscore the importance of empowering employees to express their concerns and ensuring fair compensation, which fosters security and enhances job satisfaction and retention. Furthermore, respectful treatment and fairness in workplace interactions are vital for reducing conflicts, boosting morale, and creating a positive work environment. Aligning job roles with employees' skills and aspirations, through job fit and satisfaction, profoundly impacts their emotional and mental wellbeing, while simultaneously elevating the quality of service provided in the industry. It shows that promoting diversity and equitable opportunities not only contributes to fostering inclusion but also strengthens organisational resilience, drives innovation, and enhances customer satisfaction. This validated FWCHT scale serves as a practical tool for practitioners and researchers dedicated to assessing and improving working conditions in the hospitality and tourism industry. And as a guide for industry stakeholders to develop fairer, more supportive, and inclusive workplaces that ultimately benefit employees, organisations, and their customers.

Third, this study assessed the impact of a multidimensional FWCHT scale on employees' short-term psychological outcomes, including mental health, anxiety, and burnout. Key findings revealed that factors such as "fair voice and compensation," along with "fair and inclusive

opportunities," significantly enhance overall mental health. Fair work practices that encourage participation and equality are essential for psychological wellbeing.

While "fair and respectful workplace" and "fair job fit and fulfilment" did not have a direct effect on mental health, their impact may be mediated by individual perceptions. Notably, "fair voice and compensation" was associated with reduced anxiety, underscoring the importance of fair treatment. However, "fair and respectful workplace" did not demonstrate a significant effect on anxiety, suggesting that varying perceptions of fairness are influential. Moreover, both "fair voice and compensation" and "fair and inclusive opportunities" were linked to lower levels of burnout, whereas "fair job fit and fulfilment" did not show a significant impact in this regard.

Ultimately, the concepts of "fair voice and compensation" and "fair and inclusive opportunities" demonstrated the strongest impact on short-term psychological consequences, significantly affecting all three key health areas: general mental health problems, anxiety, and burnout. Conversely, "fair and respectful workplace" and "fair job fit and fulfilment" exhibited the least effectiveness regarding mental health concerns. Specifically, the concept of a "fair and respectful workplace" only influenced burnout, while "fair job fit and fulfilment" affected anxiety.

Therefore, the study highlights the critical role of fair work practices and inclusive opportunities in improving mental health and mitigating negative outcomes for employees in the hospitality and tourism industry. It advocates for organisational policies that prioritise employee rights and enhance diversity. Future research should explore mediating factors and examine the long-term effects on employee wellbeing.

Fourth, this study further investigated the impact of Fair Work Conditions in Hospitality and Tourism (FWCHT) on employees' social and psychological wellbeing, including their overall quality of life. Key findings revealed that factors such as "fair and respectful workplace," along

with "fair and inclusive opportunities," significantly enhance social wellbeing by fostering a sense of belonging and inclusion. Conversely, elements like "fair voice and compensation," as well as "fair job fit and fulfilment," did not demonstrate a significant impact, highlighting the complexity of these relationships.

For psychological wellbeing, "fair voice and compensation" was found to correlate with improved mental health, emphasising the importance of feeling valued in the workplace. In contrast, "fair and respectful workplace" did not show a significant direct effect, suggesting that cultural and individual factors may influence these relationships. Notably, "fair and inclusive opportunities" emerged as a key factor which supports psychological wellbeing. Regarding quality of life, both "fair and respectful workplace" and "fair and inclusive opportunities" were identified as significant contributors.

For the overall effective power of the FWCHT dimensions on the long-term psychological consequences of employees, "fair and inclusive opportunities" emerged as the most impactful, addressing all three wellbeing outcomes: psychological wellbeing, social wellbeing, and quality of life. Following closely was "fair and respectful workplace," which influenced social wellbeing and quality of life, while "fair voice and compensation" had the least effect, impacting only social wellbeing. This study reinforces the necessity for inclusive and fair organisational policies to enhance employees' holistic wellbeing and life satisfaction. Employers and policymakers are encouraged to focus on these areas to cultivate a resilient workforce in the hospitality and tourism sectors. Future research should also explore individual differences and the long-term effects on wellbeing.

Finally, this study investigated the moderating role of supervisor support in the relationship between fair work conditions and the short- and long-term psychological consequences

experienced by employees in the hospitality and tourism industry. The findings revealed that high levels of supervisor support significantly enhance the positive effects of fair work conditions on short-term psychological outcomes, including improved mental health, reduced anxiety, and the prevention of burnout. Conversely, low supervisor support diminishes or even negates these positive impacts, highlighting the essential need for supervisory support for the benefits of fair work conditions to materialise.

Similarly, the long-term psychological consequences were found to be contingent upon robust supervisor support. Factors such as respectful workplace treatment, justice and security, job fit and fulfilment, and diversity and inclusion played a significant role in promoting enhanced social and psychological wellbeing, and overall quality of life. In environments characterised by low supervisor support, these relationships weakened, underscoring the critical role of supervisor support in translating fair work conditions into meaningful wellbeing benefits. This suggests that external social support networks may help mitigate adverse effects in low-support environments, reinforcing the notion that organisational support is vital. The results highlight the importance of organisations to cultivate effective supervisory practices alongside the implementation of fair work policies to foster holistic employee wellbeing.

8.2. Overview of the Study

The purpose of this study was to develop and validate a measuring tool for evaluating employees' FWCHT. Using a sample of Ghanaian employees who work in the tourism and hospitality industry and have experienced FWCHT, it also aimed to give a more comprehensive understanding of the dimensionality of employees' FWCHT and test the predictive impact of the dimensions on general

mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life.

The study's introduction, research gaps, research questions, and research aims were outlined in Chapter 1. It also explained the purpose and structure of the research. After discussing fair work practices in the context of labour in general, the chapter looked at fair work practices in the context of the hospitality and tourism industry. It highlighted how fair work and organisational justice are related, and how this relationship is extended to the need to comprehend their general mental health problems, anxiety, burnout, social and psychological wellbeing, and quality of life. Although a growing corpus of research has looked at employees' FWCHT, the findings of these studies have been inconsistent and are based on disconnected elements that are thought to be relevant to the study of the hospitality and tourism industry conditions. Furthermore, the literature lacks a scale to assess all facets of employees' FWCHT. As far as this research indicates, no study has assessed how FWCHT affects general mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life. The following three research questions were developed to fill these gaps: (1) to define/describe FWCHT based on employees' perspectives, (2) to develop a scale that can measure employees' FWCHT; and (3) to examine the effects of employees' FWCHT on their general mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life.

The literature was reviewed in Chapter 2, with an initial emphasis on fair work practices, which set the stage for the discussion that followed. Topical concerns about the conceptualisation, fair work practices in the hospitality industry, and examples of previous research on fair work practices—including the perspectives of employees—were addressed. Moreover, the organisational justice theory of Greenberg (1987) was examined and utilised to introduce the topic

of FWCHT. Fair work practices, their conceptualisation, significance and measurement, and dimensionality in the context of hospitality and tourism were all thoroughly reviewed. Additionally, FWCHT outcomes were discovered and discussed based on existing literature. These consist of burnout, social and psychological wellbeing, anxiety, general mental health problems, and quality of life. Additionally, the moderating influence of supervisor support was examined. The hypotheses and the suggested model were developed with this information in mind.

In Chapter 3, the justification for developing a scale for employees' FWCHT was covered. Support for the hypotheses that were developed came from both theoretical and empirical considerations. six of the seven hypotheses that were proposed were intended to find direct links, while one was meant to find moderating influences. General mental health problems, anxiety, burnout, social wellbeing, psychological wellbeing, and quality of life were all proposed to obtain a positive effect from the FWCHT components. Finally, the moderating influence of supervisor support was suggested. Supervisor support was divided into two groups in this study: low supervisor support groups and high supervisor support groups.

Chapter 4 presents the methodological approaches employed in this study. This section details the process and rationale behind the development of the employee FWCHT scale. The scale was developed following the seven-step methodology established by Churchill (1979). Initially, clear definitions of the FWCHT domain for employees were formulated. Subsequently, preliminary items were generated based on insights gathered from in-depth interviews, alongside a thorough review of existing literature. Input from subject matter experts was then solicited to assess these items, leading to modifications in response to their feedback and recommendations. To ensure the content validity, clarity, comprehension, and conciseness of each item, a pre-test was conducted with doctoral students. Furthermore, a pilot study was undertaken to evaluate the

reliability of the research instrument. The main survey utilised on-site data collection, targeting a sample comprised of Ghanaian employees in the hospitality and tourism industry who had engaged with FWCHT for a minimum of two years in the qualitative phase and at least one year in the quantitative phase.

The results of the interview were provided in Chapter 5. Thirteen males and twelve females who worked in Ghana's hospitality and tourism industry were among the respondents in a total of 25 interviews. In general, ten themes describing employees' fair work experiences in their different organisations were identified from the interview data. Several negative experiences that ran counter to the fair work principles were discovered throughout the interview findings. Even so, participants had adapted and grown resilient due to the dread of losing their jobs as a result of the country's declining economic prospects, even though these experiences were characterised as unfair or unfavourable.

The findings of the primary survey were reported in Chapter 6. In all, 804 questionnaires were included in the study, and the data were randomly divided into two groups for exploratory and confirmatory factor analyses to be conducted for cross-validation. The EFA and CFA scores were deemed adequate in general. The following four domains were extracted: “fair voice and compensation”, “fair and respectful workplace”, “fair job fit and fulfilment”, and “fair and inclusive opportunities”. According to the SEM results, eight of the twelve suggested path coefficients for model 1 and seven of the twelve suggested path coefficients for model 2 were significant. Additionally, supervisor support partly moderated the impacts of the proposed models, based on the results of the multigroup analysis.

The study's findings were examined in Chapter 7 in light of the objectives of the research. It also discussed the academic and practical implications of the study. The relevant hypotheses

were discussed, and the various associations were considered and contrasted with earlier research. Furthermore, explanations for non-significant interactions were presented. By comparing the paths between the two datasets in a single moderating variable, this study was able to develop a suitable measurement scale for employees' FWCHT and validate the hypothetical links in the final models. A conclusion of the key findings, an overview of the study, its limitations, and recommendations for further research are presented in this last chapter (Chapter 8), which is the concluding part of this study.

8.3. Limitations and Suggestions for Future Research

This study presents the following limitations that provide a foundation for future research:

The first primary concern pertains to the improvement of the FWCHT scales. Although the items underwent rigorous refinement before testing within the research sample, further validation in diverse locations is necessary. Given that this study focused exclusively on FWCHT in Ghana, it is essential to assess the scale using larger samples in various settings to verify the four dimensions identified herein. In addition to this validation, the scale may be employed to explore its relationships with other variables, thereby examining the connections between FWCHT and various behavioural, organisational, and psychological factors.

Second, only survey respondents with one year or more of experience and interviewees with two years or more of experience had their FWCHT assessed in this study. This indicates that employees who have prior job experience were not included. Future studies can look at employees' FWCHT throughout a broad range of years, including individuals who have worked for their organisations for less than a year but may have gained sufficient experience.

Third, the respondents who completed the questionnaires were primarily recruited following orders from their superiors, which may have influenced the truth of their answers out of concern that their superiors would read what they had written and take offence. Future studies can limit the occurrence of socially acceptable responses, which can skew the results, by using other methods or employee locations free from the influence of superiors.

Fourth, only Ghanaian workers in the hospitality and tourism industry were the subject of the present study. Future research can include a sample of hospitality and tourism employees from various countries and look at the consistency of fair work experiences across these countries in the context of the industry, since more developed nations like the US, Scotland, and Australia have more workplace have proposed initiatives and actions regarding fair work practices and battling unfair workplace conditions. Likewise, contrasting fair work practices in various hospitality contexts (such as local versus foreign, luxury versus budget) may highlight cultural differences and best practices in successfully applying these concepts.

Fifth, the moderating effect of supervisor assistance was evaluated in this study. The path coefficients for groups characterised by low versus high levels of supervisor support were also evaluated. However, differences in FWCHT and the association with outcome factors may also be seen in the degree of engagement and self-efficacy of employees. Future research could further explore these dynamics. Likewise, employers and operators within the hospitality and tourism industry may also benefit from examining the relationship between FWCHT and the sociodemographic characteristics of their workforce. Such insights could inform the prioritisation of specific aspects of working conditions and the development of diversity, equity, and inclusion policies and programs. It would be advantageous for future studies to investigate mediating factors

such as workplace culture, social support, and stress management strategies that may influence the observed correlations.

In addition, the sociodemographic characteristics of employees may significantly influence their general mental health, levels of anxiety, experiences of burnout, their social and psychological wellbeing and quality of life; however, this aspect was not comprehensively explored in the current study. The study focused more on the quantitative (survey) than the qualitative (interview), despite utilising a mixed-method approach that included both. Future studies should conduct a more in-depth examination of these relationships, potentially utilising qualitative methodologies or longitudinal designs to elucidate the intricate ways these variables interact within the hospitality and tourism context.

Lastly, the ability for the finding to be applied generally is limited. Despite using a sizable sample size, the study's findings are limited to Ghana and cannot be extrapolated to other parts of the world, particularly the more developed nations. However, cultural backgrounds and nations might influence fair work experiences differently. As a result, testing this model on samples of employees from diverse cultural backgrounds would improve generalizability and yield extremely accurate results.

APPENDICES

Appendix I. Tabular Summary of Initial Pool of FWCHT Items

Table 4. 11. Initial pool of FWCHT items

	Productive Voice and Representation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1.	This company supports freedom of association										✓	✓								✓					✓
2.	This company encourages freedom of employee voice in negotiations										✓	✓	✓							✓					✓
3.	This company allows employees access or form trade/employee unions to negotiate for improved conditions (e.g., working conditions, salaries and compensation, working hours, and benefits)				✓						✓	✓	✓							✓					✓
4.	This company allows employees to attend physical or digital trade/employee union meetings										✓	✓							✓						
5.	This company does not condemn collective bargaining or industrial actions of its employees (e.g., negotiations between the employer and employee representative, or strike actions)	✓				✓					✓	✓	✓						✓						✓
6.	In this company, there are hospitality and tourism employee groups that negotiate for entitlements of employees/members											✓	✓	✓									✓		
7.	This company has provided safe and reliable ways for employees to express ideas or concerns.																✓			✓					
8.	This company provides a safe environment where open discussions on disagreements are done openly for constructive management.															✓	✓			✓				✓	
9.	In this company, employees' opinions are considered important in decisions on how things are run/done																✓			✓					
10.	In this company, employees can individually bargain or seek external help (e.g., a lawyer)				✓	✓						✓	✓			✓	✓			✓					

	for improved conditions without consequences.																								
	Fair Pay and Benefits	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
11.	This company pays employees at least the current legal minimum wage in the country	✓						✓			✓	✓									✓			✓	
12.	In this company, employees receive wages enough to enable them to afford essential living expenses (e.g., food, housing, utilities, and clothing)	✓	✓					✓			✓	✓			✓	✓					✓				
13.	This company consistently pays employees overtime pay for working on statutory/public holidays	✓						✓								✓				✓				✓	
14.	In this company, all deductions made to my pay are deemed fair to me		✓																	✓					✓
15.	This company provides sick pay that is higher than statutory minimum requirements.	✓									✓													✓	
16.	This company provides pensions that are higher than statutory minimum requirements										✓													✓	
17.	The salary I receive for the work I do in this company is adequate compared to what is paid in similar jobs	✓	✓		✓	✓				✓			✓		✓	✓				✓	✓				✓
18.	This company pays employees other benefits besides their basic pay (e.g., accommodation, transportation support)										✓		✓			✓				✓					
19.	In this company, employees are rewarded (e.g., praised, given gifts, paid) for their strengths or work done										✓									✓			✓		
20.	I often receive praise and rewards when I do a good job in this company								✓						✓					✓					
21.	In this company, employees are appreciated for their strengths and the work done								✓											✓					
	Respectful Workplace Relationships and Treatment	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
22.	My leader makes sure I take my entitled rest breaks all the time in this company			✓																✓				✓	
23.	In this company, I face no discriminatory behaviours by anyone (e.g., colleagues, superiors, or guests)					✓					✓						✓			✓			✓		

24.	Prejudice against employees is condemned in this company.										✓											✓		
25.	This company ensures flexible working for employees to align with their family life and caring commitment			✓							✓	✓	✓						✓	✓				✓
26.	In this company, workers are given sufficient notice of shift patterns and any changes.			✓						✓									✓					
27.	In this company, my colleagues compliment me appropriately on my appearance.														✓	✓								
28.	This company allows employees the freedom to negotiate for the work hours offered to them.			✓						✓			✓											✓
29.	In this company, employees can count on superiors or colleagues at any time for help if they encounter any difficulties (job or personal)														✓				✓					
30.	This company responds promptly to complaints of unfair treatment of employees in the workplace												✓						✓					
31.	In this company, employees are treated fairly and equally regardless of their background or characteristics			✓	✓			✓			✓	✓							✓		✓			✓
32.	This company responds promptly to all forms of employee concerns because it empathises with employees			✓											✓									✓
33.	In this company, employees are respected and valued by superiors											✓							✓	✓			✓	
34.	In this company, I do not encounter disrespectful body language from co-workers, managers, or clients											✓							✓	✓				
35.	In this company, I feel comfortable seeking all kinds of help or advice from my co-workers when needed														✓							✓		
36.	I trust my colleagues to assist me in achieving my goals in this company, as they sometimes prioritise my needs over their own																		✓					
37.	This company's culture ensures mutual respect or polite interpersonal encounters among the workforce (such as superiors and employees, or employees and colleagues) at work											✓							✓			✓	✓	

38.	In this company, all rude or disrespectful behaviours (such as comments about appearance) against employees are discouraged												✓						✓				✓		
39.	This company has established procedures to support employees' safety, health, and wellbeing.							✓							✓					✓					
40.	This company makes an effort to prevent all forms of rude treatment (such as bullying, harassment, or abuse) against employees in the workplace			✓	✓			✓		✓														✓	
41.	In this company, the superiors are kind to employees and keep in mind their wellbeing							✓							✓					✓					✓
	Fair and Secure Contracts	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
42.	This company communicate any changes to employment terms and conditions.																			✓			✓		
43.	The contract given to me by this company is in conformance with the local laws																			✓					
44.	In this company, I signed written terms of employment that clearly stated all terms and conditions of work (e.g., job descriptions, contract duration, liability - penalties for employees' negligence, or benefits - salary components, allowances, medical and pension covers) before I started working												✓							✓	✓			✓	
45.	This company guarantees adequate contributions towards employees' pension benefits in line with the statutory minimum requirements				✓					✓										✓					
46.	This company guarantees long-term employment agreements without forcing insecure casual work arrangements on employees									✓	✓									✓					
47.	This company offers employment terms that enable employees to bargain for improved working conditions in line with labour laws.												✓							✓				✓	✓
48.	This company guarantees clear ways for employees' career progression (e.g., pay increase, or promotion)			✓	✓			✓		✓														✓	

49.	This company guarantees paid leave (e.g., annual, maternity leave, sick leave) for employees										✓					✓		✓		✓				✓	
50.	This company guarantees flexible work arrangements/schedules for employees for enhanced wellbeing			✓	✓					✓								✓							
51.	This company ensures long-term employment for its employees since it does not provide them with temporary work agreements									✓															
52.	This company guarantees resources (e.g., time, flexible schedules) for employee training/professional development									✓				✓											
53.	This company reserves financial resources for employee training and business development												✓						✓		✓		✓		
54.	I am guaranteed my job security because this company prioritises employees' welfare			✓	✓														✓		✓		✓		
55.	This company fosters a supportive and engaged work environment to increase job security for employees									✓						✓									
	Equitable, Diverse, and Inclusive Opportunities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
56.	This company has a fair/robust recruitment procedure for selecting employees of all genders, ages, or ethnicities							✓											✓		✓		✓		
57.	This company has measures that increase the equitable opportunities for all employees (gender or age) to participate in decision-making at work							✓			✓								✓		✓		✓		
58.	This company has put initiatives in place to include minority groups (e.g., ethnicity, disability, migrants, language, or religion) in the workforce at all levels							✓													✓		✓		
59.	This company provides mentorship opportunities to support new employees or employees with special needs in the workplace.							✓											✓						
60.	This company has policies against hiring employees based on their physical features/appearance										✓										✓				

61.	This company ensure equitable access to advancement opportunities (e.g., promotion, or pay increase) for all employees regardless of gender, ethnicity or country of origin														✓					✓		✓			
62.	This company has initiatives to ensure all employees have their legal entitlement regardless of their characteristics	✓																	✓				✓		
63.	This company has work practices that prevent any discrimination (e.g., gender, ethnicity, or religion) against employees in the workplace	✓						✓																	
64.	This company has measures to ensure equitable representation of gender among its workforce									✓												✓		✓	
65.	This company has unbiased performance appraisal systems for employees of genders, ages, or ethnicities														✓							✓			
66.	This company encourages and supports employees to take up learning and development opportunities.														✓					✓			✓		
67.	This company provides equal pay for employees for work of equal or comparable value regardless of gender, ethnicity, or age							✓			✓													✓	
68.	This company gives its staff members fair access to all types of professional development training (such as external training, formal education, and on-the-job training)										✓								✓			✓	✓		
69.	This company offers all employees good income to facilitate their career development initiatives							✓											✓	✓			✓		
70.	In this company, all new employees are provided orientation and training to adapt to their duties														✓					✓					✓
	Labour Rights and Justice	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
71.	This company provides me access to information to enhance my work						✓					✓								✓					
72.	This company does not alone alter or enforce employment agreements (such as casual contracts or part-time work) on its employees while their contracts are still in effect							✓			✓				✓								✓		

73.	This company does not fire or punish employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions.											✓							✓	✓					
74.	I have been made to understand my rights regarding leaves, holidays and compensation																		✓						
75.	This company keeps its employees informed about all legal or ethical regulations (such as those regarding privileges, abuse, or dismissal) in the workplace	✓					✓					✓							✓				✓		
76.	This company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing.																		✓				✓		
77.	This company respects its employees' right to take rest breaks while working																			✓					✓
78.	This company respects employees' entitlements to paid leaves (such as annual, sick, or maternity leave)						✓																		✓
79.	This company does not oppose employees' right to join trade unions for negotiation of better conditions	✓								✓	✓								✓				✓		
80.	This company recognises employees' right to be paid at least the national minimum wage	✓																					✓		
81.	This company respects employees' freedom to refuse overtime work they do not want to do	✓																	✓	✓			✓		
82.	In this company, employees are offered the flexibility to undertake study while working										✓					✓				✓					
83.	In this company, employees have a certain decision-making power over the work they do	✓																	✓				✓		
	Fair and Safe Working Conditions and Hours	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
84.	Overall, this company provides a safe and healthy work environment that enhances employee's health and wellbeing							✓						✓		✓								✓	
85.	This company ensures employees are given a fair workload or hours to prevent burnout and minimise risks to employees' health wellbeing.			✓				✓							✓	✓				✓		✓		✓	
86.	This company provides employees with adequate weekly off days							✓								✓			✓	✓					

87.	This company provides support and reinforcement for open communications that reduce stress levels of employees											✓					✓								
88.	I consider my rest breaks in this company to be fair										✓								✓		✓		✓		
89.	I consider my annual leave in this company to be fair and adequate										✓						✓					✓			
90.	I consider the resources allocated to perform my work in this company to be adequate										✓								✓						
91.	This company abreast employees with information to respond to current trends (technology, or service) in the hospitality and tourism industry											✓							✓						
92.	This company provides uninterrupted breaks to employees to ensure balance and satisfaction			✓							✓										✓		✓		
93.	This company provides adequate health and safety protection (such as training, safety guidelines, protective gear, and proper ventilation systems) for its employees in the workplace							✓							✓	✓							✓		
94.	This company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work.											✓									✓	✓			
95.	This company addresses all workplace hazards promptly							✓														✓			
96.	This company provides health monitoring and check-ups for employees															✓				✓					
97.	This company provides health and safety insurance for employees															✓				✓		✓		✓	
98.	This company provides building maps and adequate exit directions at work																			✓			✓		
	Fulfilment/Satisfaction	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
99.	I feel fulfilled with this job because I can have relationships and value time outside work			✓				✓			✓									✓				✓	
100.	I have the desire to stay in this job for additional years																			✓				✓	

101	I feel I am fit for this job because this company allows employees to make effective use of their skills										✓								✓		✓			
102	This company is the best company I have ever worked for																		✓		✓		✓	
103	In this company, employees' responsibilities match their professional background or abilities							✓											✓		✓			
104	I feel confident because my assigned tasks in this company are challenging enough.										✓										✓			
105	The opportunity to solve problems and make an impact in this company is fulfilling to me																				✓	✓		
106	I feel valued and satisfied interacting with individuals (e.g., superiors, colleagues, or guests) in this company										✓								✓		✓		✓	
107	Relationships with co-workers in this company give me joy and satisfaction			✓															✓				✓	
108	I am pleased to work in this company because employees are given authority over their work to make changes			✓	✓			✓		✓	✓				✓				✓		✓			
109	Investments made by this company in employee training, or skills development are pleasing to me																				✓		✓	
110	I have the desire to work in this industry entirely because there are clear opportunities for employees' career advancement										✓								✓		✓			
111	I am happy to work in this company because the employment conditions support employees' aspirations							✓											✓		✓		✓	

Notes: 1. Barry (2021); 2. Berg (2020); 3. Bhatt et al. (2023); 4. Campbell et al. (2016); 5. Cook (2018); 6. Cooney et al. (2013); 7. Crespi-Vallbona, et al. (2023); 8. Cuvi & Maradan, 2022; 9. Darvishmotevali et al. (2017); 10. Fair Work Convention (2016); 11. Farbenblum & Berg (2017); 12. Holman (2013); 13. Knox (2011); 14. Kossen et al. (2021); 15. McVeigh & MacLachlan (2019); 16. Myhill et al. (2021); 17. Ndzi (2017); 18. O'Brien et al. (2018); 19. Preliminary interview results (January 2024); 20. Robinson et al. (2022); 21. Rogers & Richmond (2016); 22. Sharma & Kaur (2019); 23. Stockland et al. (2023); 24. Walpole (2015).

Appendix II. Comprehensive Tables Detailing Item Amendments for FWCHT

Table 4. 12. Amendment of items representing productive voice

Items	Amendment
1. This company supports freedom of association	→Removed
2. This company encourages the freedom of employee voice in negotiations	→Removed
3. This company allows employees access or form trade/employee unions to negotiate for improved conditions (e.g., working conditions, salaries and compensation, working hours, and benefits → This company allows employees to form or join trade/employee unions that negotiate for improved conditions for its members	→Modified
4. This company allows employees to attend physical or digital trade/employee union meetings	→Removed
5. This company does not condemn collective bargaining or industrial actions of its employees (e.g., negotiations between the employer and employee representative, or strike actions) → “This company permits collective bargaining or industrial actions of its employees.”	→Modified
6. In this company, there are hospitality and tourism employee groups that negotiate for the entitlements of employees/members. → “This company ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions.”	→Modified
7. This company has provided safe and reliable ways for employees to express ideas or concerns. → “This company provides safe and reliable ways for employees to express their ideas or concerns.”	→Modified
8. This company provides a safe environment where open discussions on disagreements are done openly for constructive management. → “This company provides a safe environment for constructive discussions without fear of victimisation.”	→Modified
9. In this company, employees' opinions are considered important in decisions on how things are run/done. → “This company considers the opinions of its employees important in making decisions on how things are run/ done.”	→Modified

Table 4. 13. Amendment of items representing fair pay and benefits

Items	Amendment
1. This company pays employees at least the current legal minimum wage in the country	→Modified

→ “This company pays its employees at least the current legal minimum wage in the country.”	
2. In this company, employees receive wages enough to enable them to afford essential living expenses (e.g., food, housing, utilities, and clothing) → “This company gives its employees wages that commensurate with their positions or responsibilities.”	→Modified
3. This company consistently pays employees overtime pay for working on statutory/public holidays → “This company consistently pays employees the appropriate overtime rate for working on statutory/public holidays.”	→Modified
4. In this company, all deductions made to my pay are deemed fair to me → “This company ensures that all deductions made to employees' pay are fair.”	→Modified
5. This company provides sick pay that is higher than the statutory minimum requirements. → “This company pays employees other benefits besides their basic pay (e.g., holiday/sick pay, rent subsidy, service charge, medical support, accommodation, transportation support).”	→Merged
6. This company provides pensions that are higher than the statutory minimum requirements → “This company pays employees other benefits besides their basic pay (e.g., holiday/sick pay, rent subsidy, service charge, medical support, accommodation, transportation support).”	→Merged
7. The salary I receive for the work I do in this company is adequate compared to what is paid in similar jobs → “This company gives me a salary that is similar to what is paid in comparable jobs.”	→Modified
8. This company pays employees other benefits besides their basic pay (e.g., accommodation, transportation support) → “This company pays employees other benefits besides their basic pay (e.g., holiday/sick pay, rent subsidy, service charge, medical support, accommodation, transportation support).”	→Merged
9. In this company, employees are rewarded (e.g., praised, given gifts, paid) for their strengths or work done → “This company rewards employees for their outputs or work done.”	→Modified
10. I often receive praise and rewards when I do a good job in this company	→Removed
11. In this company, employees are appreciated for their strengths and the work done	→Removed

12. This company gives all employees equal pay for work of equal or comparable value, regardless of gender, age, or ethnicity	→Introduced (New Item)
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Table 4. 14. Amendment of items representing respectful workplace relationships and treatment

Items	Amendment
1. My leader makes sure I take my entitled rest breaks all the time in this company	→Removed
2. In this company, I face no discriminatory behaviours by anyone (e.g., colleagues, superiors, or guests)	→Removed
3. Prejudice against employees is condemned in this company	→Removed
4. This company ensures flexible working for employees to align with their family life and caring commitments	→Removed
5. In this company, workers are given sufficient notice of shift patterns and any changes. → “This company gives employees sufficient notice of shift patterns and any changes.”	→Modified
6. In this company, my colleagues compliment me appropriately on my appearance	
7. This company allows employees the freedom to negotiate the work hours offered to them.	→Retained
8. In this company, employees can count on superiors or colleagues at any time for help if they encounter any difficulties (job or personal) → “This company fosters a culture in which employees can count on their superiors or colleagues at any time for help if they encounter any difficulties”	→Modified
9. This company responds promptly to complaints of unfair treatment of employees in the workplace	→Removed
10. In this company, employees are treated fairly and equally regardless of their background or characteristics	→Removed
11. This company responds promptly to all forms of employee concerns because it empathises with employees → “This company responds promptly to all forms of employee concerns to show empathy.”	→Modified
12. In this company, employees are respected and valued by superiors	→Removed
13. In this company, I do not encounter disrespectful body language from co-workers, managers, or clients	→Removed

14. In this company, I feel comfortable seeking all kinds of help or advice from my co-workers when needed	→Removed
15. I trust my colleagues to assist me in achieving my goals in this company, as they sometimes prioritise my needs over their own	→Removed
16. This company's culture ensures mutual respect or polite interpersonal encounters among the workforce (such as superiors and employees, or employees and colleagues) at work → "This company's culture ensures mutual respect and polite interpersonal encounters among the workforce (such as superiors and employees, or employees and colleagues) at work"	→Modified
17. In this company, all rude or disrespectful behaviours (such as comments about appearance) against employees are discouraged → "This company discourages all rude or disrespectful behaviours against employees."	→Modified
18. This company has established procedures to support employees' safety, health, and wellbeing. → "This company has established procedures to address employees' grievances."	→Modified
19. This company makes an effort to prevent all forms of rude treatment (such as bullying, harassment, or abuse) against employees in the workplace → "This company makes an effort to prevent all forms of rude treatment against employees in the workplace."	→Modified
20. In this company, the superiors are kind to employees and keep in mind their wellbeing	→ Removed

Table 4. 15. Amendment of items representing fair and secure contracts

Items	Amendment
1. This company communicate any changes to employment terms and conditions	→Removed
2. The contract given to me by this company is in conformance with the local laws	→Removed
3. In this company, I signed written terms of employment that clearly stated all terms and conditions of work (e.g., job descriptions, contract duration, liability - penalties for employees' negligence, or benefits - salary components, allowances, medical and pension covers) before I started working	→Modified

→ “This company ensured I agreed to clear terms and conditions of employment before I started working.”	
4. This company guarantees adequate contributions towards employees’ pension benefits in line with the statutory minimum requirements	→Removed
5. This company guarantees long-term employment agreements without forcing insecure casual work arrangements on employees	→Retained
6. This company offers employment terms that enable employees to bargain for improved working conditions in line with labour laws	→Removed
7. This company guarantees clear ways for employees' career progression (e.g., pay increase, or promotion)	→Retained
8. This company guarantees paid leave (e.g., annual, maternity leave, sick leave) for employees	→Retained
9. This company guarantees flexible work arrangements/schedules for employees for enhanced wellbeing → “This company guarantees flexible work arrangements/schedules for employees.”	→Modified
10. This company ensures long-term employment for its employees since it does not provide them with temporary work agreements	→Removed
11. This company guarantees resources (e.g., time, flexible schedules) for employee training/professional development → “This company guarantees resources (e.g., financial, or time, flexible schedules) for employee training/professional development.”	→Merged
12. This company reserves financial resources for employee training and business development → “This company guarantees resources (e.g., financial, or time, flexible schedules) for employee training/professional development.”	→Merged
13. I am guaranteed my job security because this company prioritises employees' welfare	→Removed
14. This company fosters a supportive and engaged work environment to increase job security for employees	→Removed

Table 4. 16. Amendment of items representing equitable, diverse, and inclusive opportunities

Items	Amendment
1. This company has a fair/robust recruitment procedure for selecting employees of all genders, ages, or ethnicities → “This company has a transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities.”	→Modified

2.	This company has measures that increase the equitable opportunities for all employees (gender or age) to participate in decision-making at work → “This company has measures that guarantee equitable opportunities for all employees (gender, age, special needs) to participate in decision-making at work.”	→Modified
3.	This company has put initiatives in place to include minority groups (e.g., ethnicity, disability, migrants, language, or religion) in the workforce at all levels	→Removed
4.	This company provides mentorship opportunities to support new employees or employees with special needs in the workplace	→Retained
5.	This company has policies against hiring employees based on their physical features/appearance	→ Removed
6.	This company ensure equitable access to advancement opportunities (e.g., promotion, or pay increase) for all employees regardless of gender, ethnicity or country of origin	→Retained
7.	This company has initiatives to ensure all employees have their legal entitlements regardless of their characteristics	→Removed
8.	This company has work practices that prevent any discrimination (e.g., gender, ethnicity, or religion) against employees in the workplace	→Retained
9.	This company has measures to ensure the equitable representation of gender among its workforce	→Retained
10.	This company has unbiased performance appraisal systems for employees of all genders, ages, or ethnicities	→Removed
11.	This company encourages and supports employees to take up learning and development opportunities	→Removed
12.	This company provides equal pay for employees for work of equal or comparable value regardless of gender, ethnicity, or age → “This company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age.”	→Modified
13.	This company gives its staff members fair access to all types of professional development training (such as external training, formal education, and on-the-job training) → “This company gives its staff members fair access to all types of professional development training.”	→Modified
14.	This company offers all employees good income to facilitate their career development initiatives	→Removed
15.	In this company, all new employees are provided with orientation and training to adapt to their duties	→Removed

Table 4. 17. Amendment of items representing labour rights and justice

Items	Amendment
1. This company provides me with access to information to enhance my work	→Removed
2. This company does not alone alter or enforce employment agreements (such as casual contracts or part-time work) on its employees while their contracts are still in effect → “This company does not unilaterally alter or enforce employment agreements on its employees while their contracts are still in effect.”	→Modified
3. This company does not fire or punish employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions → “This company does not punish employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions.”	→Modified
4. I have been made to understand my rights regarding leaves, holidays and compensation	→Removed
5. This company keeps its employees informed about all legal or ethical regulations (such as those regarding privileges, abuse, or dismissal) in the workplace → “This company keeps its employees informed about all legal or ethical regulations in the workplace.”	→Modified
6. This company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing. → “This company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing.”	→Modified
7. This company respects its employees' right to take rest breaks while working → “This company respects employees’ entitlements to paid leaves and breaks.”	→Merged
8. This company respects employees’ entitlements to paid leaves (such as annual, sick, or maternity leave) → “This company respects employees’ entitlements to paid leaves and breaks.”	→Merged
9. This company does not oppose employees' right to join trade unions for negotiation of better conditions	→Removed
10. This company recognises employees' right to be paid at least the national minimum wage	→Removed

11. This company respects employees' freedom to refuse overtime work they do not want to do → "This company respects employees' freedom to refuse overtime work they do not want to do."	→Modified
12. In this company, employees are offered the flexibility to undertake studies while working	→Removed
13. In this company, employees have a certain decision-making power over the work they do	→Removed
14. Provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly	→Introduced (New item)

Table 4. 18. Amendment of items representing fair and safe working conditions and hours

Items	Amendment
1. Overall, this company provides a safe and healthy work environment that enhances employees' health and wellbeing	→Removed
2. This company ensures employees are given a fair workload and hours to prevent burnout and minimise risks to employees' health wellbeing → "This company ensures employees are given a fair workload and hours to minimise risks to employees' health wellbeing."	→Modified
3. This company provides employees with adequate weekly off days	→Removed
4. This company provides support and reinforcement for open communications that reduce stress levels of employees → "This company supports open communication that stimulates employees' creativity and a sense of belonging."	→Modified
5. I consider my rest breaks in this company to be fair	→Removed
6. I consider my annual leave in this company to be fair and adequate	→Removed
7. I consider the resources allocated to perform my work in this company to be adequate	→Removed
8. This company abreast employees with information to respond to current trends (technology, or service) in the hospitality and tourism industry	→Removed
9. This company provides uninterrupted breaks to employees to ensure balance and satisfaction	→Removed
10. This company provides adequate health and safety protection (such as training, safety guidelines, protective gear, and proper ventilation systems) for its employees in the workplace	→Modified

→ “This company provides adequate health and safety protection measures for its employees in the workplace.”	
11. This company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work.	→Retained
12. This company addresses all workplace hazards promptly	→Removed
13. This company provides health monitoring and check-ups for employees	→Removed
14. This company provides health and safety insurance for employees	
15. This company provides building maps and adequate exit directions at work	→Removed

Table 4. 19. Amendment of items representing fulfilment/satisfaction

Items	Amendment
1. I feel fulfilled with this job because I can have relationships and value time outside work	→Removed
2. I have the desire to stay in this job for additional years	→Removed
3. I feel I am fit for this job because this company allows employees to make effective use of their skills	→Retained
4. This company is the best company I have ever worked for	→Removed
5. In this company, employees’ responsibilities match their professional background or abilities	→Retained
6. I feel confident because my assigned tasks in this company are challenging enough	→Retained
7. The opportunity to solve problems and make an impact in this company is fulfilling to me	→Removed
8. I feel valued and satisfied interacting with individuals (e.g., superiors, colleagues, or guests) in this company	→Removed
9. Relationships with co-workers in this company give me joy and satisfaction	→Removed
10. I am pleased to work in this company because employees are given authority over their work to make changes → “I am pleased to work in this company due to the favourable working conditions provided to employees.”	→Modified
11. Investments made by this company in employee training or skills development are pleasing to me	→Retained
12. I have the desire to work in this industry entirely because there are clear opportunities for employees' career advancement → “I have the desire to work in this company because there are clear opportunities for employees' career advancement.”	→Modified

13. I am happy to work in this company because the employment conditions support employees' aspirations	→Retained
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Appendix III. Comprehensive Tables Detailing Item Revisions for Anxiety, General Mental Health Problems, Burnout, Psychological Wellbeing, Social Wellbeing, Quality of Life, and Supervisor support

Table 4. 20. Revision of items in anxiety

Items of Anxiety	Revision
1. I feel pleasant → In my working life with this company, I feel pleasant	→Revised
2. I feel nervous and restless → In my working life with this company, I feel nervous and restless	→Revised
3. I feel satisfied with myself → In my working life with this company, I feel satisfied with myself	→Revised
4. I wish I could be as happy as others seem to be → In my working life with this company, I wish I could be as happy as others seem to be	→Revised
5. I feel like a failure → In my working life with this company, I feel like a failure	→Revised
6. I feel rested → In my working life with this company, I feel rested	→Revised
7. I am calm, cool and collected. → In my working life with this company, I am calm, cool and collected.	→Revised
8. I feel that difficulties are piling up so that I cannot overcome them → In my working life with this company, I feel that difficulties are piling up so that I cannot overcome them	→Revised
9. I worry too much over something that doesn't really matter → In my working life with this company, I worry too much over something that doesn't really matter	→Revised
10. I have been happy. → In my working life with this company, I have been happy.	→Revised
11. I have disturbing thoughts → In my working life with this company, I have disturbing thoughts	→Revised
12. I lack self-confidence → In my working life with this company, I lack self-confidence	→Revised
13. I feel secure → In my working life with this company, I feel secure	→Revised
14. I make decisions easily → In my working life with this company, I make decisions easily	→Revised

15. I feel inadequate → In my working life with this company, I feel inadequate	→Revised
16. I am content → In my working life with this company, I am content	→Revised
17. Some unimportant thoughts run through my mind and bother me → In my working life with this company, some unimportant thoughts run through my mind and bother me	→Revised
18. I take disappointments keenly that I can't put them out of my mind → In my working life with this company, I take disappointments keenly that I can't put them out of my mind	→Revised

Table 4. 21. Revision of items in general mental health problems

Items of general mental health problems	Revision
1. Have you recently been able to concentrate on whatever you're doing? → In my working life with this company, I have concentrated on whatever I am doing	→Revised
2. Have you recently lost much sleep over worry? → In my working life with this company, I have lost much sleep due to over worrying	→Revised
3. Have you recently felt that you are playing a useful part in things? → In my working life with this company, I have felt that I am playing a useful part in tasks assigned to me	→Revised
4. Have you recently felt capable of making decisions about things? → In my working life with this company, I felt capable of making decisions about tasks assigned to me	→Revised
5. Have you recently felt constantly under strain? → In my working life with this company, I have felt constantly under strain	→Revised
6. Have you recently felt you couldn't overcome your difficulties? → In my working life with this company, I have felt I couldn't overcome my difficulties	→Revised
7. Have you recently been able to enjoy your normal day-to-day activities? → In my working life with this company, I have enjoyed my normal day-to-day activities	→Revised
8. Have you recently been able to face up to your problems? → In my working life with this company, I have face up to my problems	→Revised
9. Have you recently been feeling unhappy and depressed? → In my working life with this company, I have felt unhappy and depressed	→Revised
10. Have you recently been losing confidence in yourself? → In my working life with this company, I have lost confidence in myself	→Revised

11. Have you recently been thinking of yourself as a worthless person? → In my working life with this company, I have thought of myself as a worthless person	→Revised
12. Have you recently been feeling reasonably happy all things considered? → In my working life with this company, I have felt reasonably happy all things considered	→Revised

Table 4. 22. Revision of items in burnout

Items of burnout	Revision
1. I feel emotionally drained from my work → In my working life with this company, I feel emotionally drained from my work	→Revised
2. Working with people directly puts too much stress on me → In my working life with this company, working with people directly puts too much stress on me	→Revised
3. I feel like I'm at the end of my rope due to work → In my working life with this company, I feel like I'm at the end of my rope due to work	→Revised
4. I feel frustrated by my job → In my working life with this company, I feel frustrated by my job	→Revised
5. I feel I'm working too hard on my job → In my working life with this company, I feel I'm working too hard on my job	→Revised
6. Working with people all day is really a strain for me → In my working life with this company, working with people all day is really a strain for me	→Revised
7. I feel burned out from my work → In my working life with this company, I feel burned out from my work	→Revised
8. I feel fatigued when I get up in the morning and have to face another day on the job → In my working life with this company, I feel fatigued when I get up in the morning and have to face another day on the job	→Revised
9. I feel used up at the end of the workday → In my working life with this company, I feel used up at the end of the workday	→Revised
10. I have accomplished many valuable things in this job → In my working life with this company, I have accomplished many valuable things in this job	→Revised
11. I feel very energetic in this job → In my working life with this company, I feel very energetic in this job	→Revised
12. I can easily understand how my customers feel about things in this job	→Revised

	→ In my working life with this company, I can easily understand how my customers feel about things in this job	
13.	I deal very effectively with the problems of my customers in this work → In my working life with this company, I deal very effectively with the problems of my customers in this work	→Revised
14.	I deal with emotional problems very calmly → In my working life with this company, I deal with emotional problems very calmly	→Revised
15.	I feel I'm positively influencing other people's lives through my work → In my working life with this company, I feel I'm positively influencing other people's lives through my work	→Revised
16.	I can easily create a relaxed atmosphere with people I encounter in the workplace → In my working life with this company, I can easily create a relaxed atmosphere with people I encounter in the workplace	→Revised
17.	I feel exhilarated after working closely with other people in the workplace → In my working life with this company, I feel exhilarated after working closely with other people in the workplace	→Revised
18.	I feel I treat people I encounter in the workplace as if they were impersonal "object" → In my working life with this company, I feel I treat people I encounter in the workplace as if they were impersonal "object"	→Revised
19.	I feel people I encounter in the workplace blame me for some of their problems → In my working life with this company, I feel people I encounter in the workplace blame me for some of their problems	→Revised
20.	I don't really care what happens to other people in the workplace → In my working life with this company, I don't really care what happens to other people in the workplace	→Revised
21.	I have become more callous toward people since I took this job → In my working life with this company, I have become more callous toward people since I took this job	→Revised
22.	I worry that this job is hardening me emotionally → In my working life with this company, I worry that this job is hardening me emotionally	→Revised

Table 4. 23. Revision of items in psychological wellbeing

	Item of psychological wellbeing	Revision
1.	I like most parts of my personality	→Retained
2.	When I look at the story of my life, I am pleased with how things have turned out so far	→Retained
3.	Some people wander aimlessly through life, but I am not one of them	→Retained

4. The demands of everyday life often get me down	→Retained
5. In many ways, I feel disappointed about my achievements in life	→Retained
6. Maintaining close relationships has been difficult and frustrating for me.	→Retained
7. I live life one day at a time and don't really think about the future	→Retained
8. In general, I feel I am in charge of the situation in which I live.	→Retained
9. I am good at managing the responsibilities of daily life	→Retained
10. I sometimes feel as if I've done all there is to do in life	→Retained
11. For me, life has been a continuous process of learning, changing, and growth	→Retained
12. I think it is important to have new experiences that challenge how I think about myself and the world	→Retained
13. People would describe me as a giving person, willing to share my time with others	→Retained
14. I gave up trying to make big improvements or changes in my life a long time ago	→Retained
15. I tend to be influenced by people with strong opinions	→Retained
16. I have not experienced many warm and trusting relationships with others.	→Retained
17. I have confidence in my own opinions, even if they are different from the way most other people think	→Retained
18. I judge myself by what I think is important, not by the values of what others think is important	→Retained

Table 4. 24. Revision of items in social wellbeing

Items of social wellbeing	Revision
1. You don't feel you belong to anything you'd call a community → I don't feel I belong to anything I'd call a community	→Revised
2. You feel close to other people in your community → I feel close to other people in my community	→Revised
3. You see your community as a source of comfort. → I see my community is a source of comfort	→Revised
4. People who do a favour expect nothing in return. → People who do me favour expect nothing in return	→Revised
5. People do not care about other people's problems	→Revised
6. You believe that people are kind. → I believe that people are kind	→Revised
7. You think you have something valuable to give to the world →I think I have something valuable to give to the world	→Revised
8. Your daily activities do not produce anything worthwhile for your community	→Revised

	→ My daily activities do not produce anything worthwhile for my community	
9.	You feel you have nothing important to contribute to society. → I feel I have nothing important to contribute to society	→Revised
10.	You think the world is becoming a better place for everyone. → I think the world is becoming a better place for everyone	→Revised
11.	You believe that society has stopped making progress → I believe society has stopped making progress	→Revised
12.	Society isn't improving for people like you. → Society isn't improving for people like me	→Revised
13.	The world is too complex for you. → The world is too complex for me	→Revised
14.	You cannot make sense of what's going on in the world → I cannot make sense of what's going on in the world	→Revised
15.	I find it easy to predict what will happen next in society	→Revised

Table 4. 25. Revision of items in the quality of life

	Items of quality of life	Revision
1.	How satisfied/dissatisfied are you with your physical health (the health of your body)?	→Retained
2.	How satisfied/dissatisfied are you with how well you care for yourself, for example, preparing meals, bathing, or shopping?	→Retained
3.	How satisfied/dissatisfied are you with	→Retained
4.	How satisfied/dissatisfied are you with how often you get outside the house, for example, going into town, using public transportation, or driving?	→Retained
5.	How satisfied/dissatisfied are you with the amount and kind of sleep you get?	→Retained
6.	How satisfied/dissatisfied are you with how often you see or talk to your family and Friends?	→Retained
7.	How satisfied/dissatisfied are you with the help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands	→Retained
8.	How satisfied/dissatisfied are you with the help you give to your family and friends?	→Retained
9.	How satisfied/dissatisfied are you with your contribution to your community, for example, a neighbourhood, religious, political or other group?	→Retained
10.	How satisfied/dissatisfied are you with your work situation, for example, your current job, retirement for any reason, or never having worked?	→Retained
11.	How satisfied/dissatisfied are you with the kind and amount of recreation/leisure you have?	→Retained
12.	How satisfied/dissatisfied are you with your level of sexual activity?	→Retained
13.	How satisfied/dissatisfied are you with how respected you are by others?	→Retained
14.	How satisfied/dissatisfied are you with the meaning and purpose of your life?	→Retained
15.	How satisfied/dissatisfied are you with the amount of variety in your life?	→Retained

16.	How satisfied/dissatisfied are you with how well you think and remember?	→Retained
17.	How satisfied/dissatisfied are you with how well you carry on a conversation, for example, speaking clearly, hearing others, or being understood	→Retained
18.	How satisfied/dissatisfied are you with the kind and amount of food you eat?	→Retained

Table 4. 26. Revision of items in the supervisor support (Moderator)

Items of supervisor support		Revision
1.	My supervisor shows very little concern for me → In this work, my supervisor shows very little concern for me	→Revised
2.	My supervisor really cares about my wellbeing → In this work, my supervisor really cares about my wellbeing	→Revised
3.	My supervisor cares about my general satisfaction at work →In this work, my supervisor cares about my general satisfaction at work	→Revised
4.	My supervisor cares about my opinions → In this work, my supervisor cares about my opinions	→Revised
5.	My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability → In this work, my supervisor is willing to extend himself or herself to help me perform my job to the best of my ability	→Revised
6.	Even if I did the best job possible, my supervisor would fail to notice → In this work, even if I did the best job possible, my supervisor would fail to notice	→Revised
7.	My supervisor takes pride in my accomplishments at work → In this work, my supervisor takes pride in my accomplishments at work	→Revised
8.	My supervisor strongly considers my goals and values → In this work, my supervisor strongly considers my goals and values	→Revised
9.	Help is available from my supervisor when I have a problem → In this work, help is available from my supervisor when I have a problem	→Revised
10.	My supervisor disregards my best interests when he or she makes decisions that affect me → In this work, my supervisor disregards my best interests when he or she makes decisions that affect me	→Revised
11.	If given the opportunity, my supervisor would take advantage of me → In this work, if given the opportunity, my supervisor would take advantage of me	→Revised
12.	My supervisor fails to appreciate any extra effort from me → In this work, my supervisor fails to appreciate any extra effort from me	→Revised

13.	My supervisor is willing to help me when I need a special favour → In this work, my supervisor is willing to help me when I need a special favour	→Revised
14.	My supervisor tries to make my job as interesting as possible → In this work, my supervisor tries to make my job as interesting as possible	→Revised
15.	My supervisor would ignore any complaint from me → In this work, my supervisor would ignore any complaint from me	→Revised
16.	If my supervisor could hire someone to replace me at a lower salary, he or she would do so → In this work, if my supervisor could hire someone to replace me at a lower salary, he or she would do so	→Revised

Appendix IV. Pilot Survey Questionnaire



School of 
Hotel & Tourism Management
酒店及旅遊業管理學院

Researcher Only	
Questionnaire Number:	Date:
Location:	Researcher:

Effect of Fair Work Conditions on the Psychological Consequences of Hospitality and Tourism Employees. (Pilot Survey)

Thank you for participating in this questionnaire survey held by the School of Hotel and Tourism Management at the Hong Kong Polytechnic University. This research aims to evaluate the experiences of hospitality and tourism employees regarding fair work conditions in the industry and their effects on their mental and wellbeing outcomes. The research results will provide evidence for promoting and enforcing fair work policies that improve the overall wellbeing of employees in the industry.

This questionnaire will take about 15-20 minutes for you to complete. The university will use all data for research purposes only, and your responses will be kept strictly confidential. There are no right or wrong answers to the questions, and we would only like to know your truthful thoughts on each statement. Your participation in this study is completely voluntary, and you are free to withdraw your permission at any time for any reason without penalty or prejudice from the investigator. If you have any hesitation about this research survey, please contact the researcher. Ms. Mavis Adjoa Forson, by phone (233) 55592 or email: mavis-adjoa.forson@polyu.edu.hk.

Thank you very much for your time and cooperation!

Sincerely,
Mavis Adjoa Forson (PhD Candidate)
School of Hotel and Tourism Management
The Hong Kong Polytechnic University
August 2024.

Screening and Profile Questions (Please select the most appropriate option)

1. Which industry are you working in? ☐ Education service ☐ Hospitality and tourism (hotel, restaurants, bars, travel, airline, cruise) ☐ Manufacturing ☐ Transportation and Warehousing ☐ Hospital and healthcare ☐ Professional, scientific and technical services ☐ Finance ☐ Mining ☐ Arts, entertainment and recreation ☐ Public administration, business support and waste management services ☐ Real estate and rental and leasing
 2. What is your Gender? ☐ Male ☐ Female
 3. Which best describes your age? ☐ 21 – 30 ☐ 31 – 40 ☐ 41 – 50 ☐ 51 or older
 4. Which best describes your marital status? ☐ Single (Never married) ☐ Married ☐ Widowed ☐ Divorced ☐ Separated
 5. Which best describes your educational qualification? ☐ Less than high school ☐ High school graduate ☐ Some college/Diploma ☐ First degree ☐ Master's degree ☐ Professional degree ☐ Doctorate
 6. Which best describes your job position? ☐ Top-level management ☐ Middle-level management ☐ Lower-level management (Supervisory) ☐ Non-managerial position
 7. Which best describes your income (In GHC)? ☐ Less than ₵1,000 ☐ ₵1,000 – ₵1,999 ☐ ₵2,000 – ₵2,999 ☐ ₵3,000 – ₵3,999 ☐ ₵4,000 – ₵4,999 ☐ ₵5,000 – ₵5,999 ☐ ₵6,000 or more
 8. Which best describes the size of the company you work for? ☐ Small Scale company ☐ Medium Scale company ☐ Large Scale company ☐ Budget hotel ☐ One Star hotel ☐ Two Star hotel ☐ Three Star hotel ☐ Four Star hotel ☐ Five Star hotel ☐ Other, please specify.....
 9. Which best describes your years of work in the company you work for? ☐ Less than 2 years ☐ 1 - 5 years ☐ 6 - 10 years ☐ 11 - 15 years ☐ 16 - 20 years ☐ More than 20 years
 10. Which best describes the type of company you work for? ☐ Hotel/Lodging ☐ Food and Beverage Service Operation ☐ Travel and tour operation/agency ☐ Attractions/Theme Park ☐ Other, please specify.....
 11. What best describes the department in which you work in this company? ☐ Front Office ☐ Housekeeping ☐ Accounts/administration ☐ Food and beverage ☐ Other, please specify.....
 12. Which religion best describes you? ☐ Christianity ☐ Islam ☐ Buddhism ☐ Hinduism ☐ African Traditional Religion ☐ Other, please specify.....
 13. What is your nationality? ☐ Ghanaian ☐ Nigerian ☐ Ivorian ☐ Liberian ☐ Other, please specify.....
-

Q1. Fair Work Conditions in the Hospitality and Tourism Industry Please indicate your level of agreement with the statements:		Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<i>Productive Voice and Representation</i>								
This hospitality and tourism company...		1	2	3	4	5	6	7
1.	Allows employees to form or join trade/employee unions that negotiate for improved conditions for their members	1	2	3	4	5	6	7
2.	Permits collective bargaining or industrial actions of its employees	1	2	3	4	5	6	7
3.	Ensures its employees are represented in decision-making processes at management, board, or council levels through employee groups or trade unions	1	2	3	4	5	6	7
4.	Provides safe and reliable ways for employees to express their ideas or concerns.	1	2	3	4	5	6	7
5.	Provides a safe environment for constructive discussions without fear of victimisation	1	2	3	4	5	6	7
6.	Considers the opinions of its employees in making decisions	1	2	3	4	5	6	7
7.	Allows its employees to individually bargain or seek external help for improved conditions without adverse consequences	1	2	3	4	5	6	7
<i>Fair Pay and Benefits</i>								
This hospitality and tourism company...								
8.	Pays its employees at least the current legal minimum wage in the country	1	2	3	4	5	6	7
9.	Pays its employees wages that are commensurate with their positions or responsibilities	1	2	3	4	5	6	7
10.	Consistently pays employees the appropriate overtime rate for working on statutory/public holidays	1	2	3	4	5	6	7
11.	Ensures that all deductions made to its employees' pay are fair	1	2	3	4	5	6	7
12.	Pays its employees' salaries that are similar to what is paid in comparable jobs	1	2	3	4	5	6	7
13.	Pays its employees equal wages for work of equal or comparable value regardless of gender, age, or ethnicity	1	2	3	4	5	6	7
14.	Pays employees other benefits/incentives besides their basic pay	1	2	3	4	5	6	7
15.	Rewards employees for their outputs or work done	1	2	3	4	5	6	7
16.	Guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements	1	2	3	4	5	6	7
<i>Respectful Workplace Relationships and Treatment</i>								
This hospitality and tourism company...		1	2	3	4	5	6	7
17.	Gives its employees sufficient notice about changes in work arrangements	1	2	3	4	5	6	7
18.	Allows its employees the freedom to negotiate for the work hours offered to them	1	2	3	4	5	6	7

19	Fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties	1	2	3	4	5	6	7
20	Responds promptly to all forms of employee concerns to show empathy	1	2	3	4	5	6	7
21	Fosters a culture of mutual respect among its employees at work	1	2	3	4	5	6	7
22	Discourages all rude or disrespectful behaviours against employees	1	2	3	4	5	6	7
23	Creates procedures to address its employees' grievances	1	2	3	4	5	6	7
24	Makes an effort to prevent all forms of rude treatment against employees in the workplace	1	2	3	4	5	6	7
	<i>Fair and Secure Contracts</i>							
	This hospitality and tourism company...							
25	Ensures its employees agree to clear terms of employment before they start working	1	2	3	4	5	6	7
26	Guarantees long-term employment agreements without forcing casual work arrangements on its employees	1	2	3	4	5	6	7
27	Guarantees clear prospects for its employees' career progression	1	2	3	4	5	6	7
28	Guarantees paid leave for its employees	1	2	3	4	5	6	7
29	Guarantees flexible working arrangements for its employees	1	2	3	4	5	6	7
30	Guarantees resources for its employees' training/professional development	1	2	3	4	5	6	7
	<i>Equitable, Diverse, and Inclusive Opportunities</i>							
	This hospitality and tourism company...							
31	Implements a transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities	1	2	3	4	5	6	7
32	Offers equitable opportunities for all employees to participate in decision-making at work	1	2	3	4	5	6	7
33	Provides mentorship opportunities to support new employees or employees with special needs in the workplace	1	2	3	4	5	6	7
34	Ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin	1	2	3	4	5	6	7
35	Prevents any discrimination against employees in the workplace	1	2	3	4	5	6	7
36	Ensures equitable representation of gender among its workforce	1	2	3	4	5	6	7
37	Ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age	1	2	3	4	5	6	7
38	Gives its employees fair access to all types of professional development training	1	2	3	4	5	6	7
	<i>Labour Rights and Justice</i>							
	This hospitality and tourism company...							
39	Unilaterally alters or enforces employment agreements on its employees while their contracts are still in effect	1	2	3	4	5	6	7
40	Punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions	1	2	3	4	5	6	7
41	Keeps its employees informed about all legal or ethical regulations in the workplace	1	2	3	4	5	6	7
42	Provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing	1	2	3	4	5	6	7
43	Respects employees' entitlements to paid leaves and breaks	1	2	3	4	5	6	7

44	Respects employees' freedom to refuse overtime work they do not want to do	1	2	3	4	5	6	7
45	Provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly	1	2	3	4	5	6	7
	<i>Fair and Safe Working Conditions and Hours</i>							
	This hospitality and tourism company...							
46	Ensures employees are given a fair workload or hours to minimise risks to employees' health wellbeing	1	2	3	4	5	6	7
47	Supports open communication that stimulates employees' creativity and a sense of belonging	1	2	3	4	5	6	7
48	Provides adequate health and safety protection measures for its employees in the workplace	1	2	3	4	5	6	7
49	Responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work	1	2	3	4	5	6	7
	<i>Fulfilment/Satisfaction</i>							
50	I feel I am fit for this job because this company allows employees to make effective use of their skills	1	2	3	4	5	6	7
51	I am comfortable with this job because this company assigns responsibilities that align with its employees' professional expertise or abilities	1	2	3	4	5	6	7
52	I feel confident in this job because my assigned tasks in this company are challenging enough	1	2	3	4	5	6	7
53	I am pleased to work in this company due to the favourable working conditions provided to employees	1	2	3	4	5	6	7
54	Investments made by this company in employee training or skills development are pleasing to me	1	2	3	4	5	6	7
55	I have the desire to work in this company because there are clear opportunities for employees' career advancement	1	2	3	4	5	6	7
56	I am happy to work in this company because the employment conditions support employees' aspirations	1	2	3	4	5	6	7

	Q2. Anxiety	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
	Please indicate your level of agreement with the statements							
	In my working life with this company...							
1.	I feel pleasant	1	2	3	4	5	6	7
2.	I feel nervous and restless	1	2	3	4	5	6	7
3.	I feel satisfied with myself	1	2	3	4	5	6	7
4.	I wish I could be as happy as others seem to be	1	2	3	4	5	6	7
5.	I feel like a failure	1	2	3	4	5	6	7
6.	I feel rested	1	2	3	4	5	6	7

7.	I am calm, cool and collected.	1	2	3	4	5	6	7
8.	I feel that difficulties are piling up so that I cannot overcome them	1	2	3	4	5	6	7
9.	I worry too much over something that doesn't really matter	1	2	3	4	5	6	7
10	I have been happy.	1	2	3	4	5	6	7
11	I have disturbing thoughts	1	2	3	4	5	6	7
12	I lack self-confidence	1	2	3	4	5	6	7
13	I feel secure	1	2	3	4	5	6	7
14	I make decisions easily	1	2	3	4	5	6	7
15	I feel inadequate	1	2	3	4	5	6	7
16	I am content	1	2	3	4	5	6	7
17	Some unimportant thoughts run through my mind and bother me	1	2	3	4	5	6	7
18	I take disappointments keenly that I can't put them out of my mind	1	2	3	4	5	6	7

Q3. General mental health Please indicate your level of agreement with the statements:		Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
In my working life with this company...								
1.	I have concentrated on whatever I am doing	1	2	3	4	5	6	7
2.	I have lost much sleep due to overworrying	1	2	3	4	5	6	7
3.	I have felt that I am playing a useful part in the tasks assigned to me	1	2	3	4	5	6	7
4.	I felt capable of making decisions about the tasks assigned to me	1	2	3	4	5	6	7
5.	I have felt constantly under strain	1	2	3	4	5	6	7
6.	I have felt I couldn't overcome my difficulties	1	2	3	4	5	6	7
7.	I have enjoyed my normal day-to-day activities	1	2	3	4	5	6	7
8.	I have face up to my problems	1	2	3	4	5	6	7
9.	I have felt unhappy and depressed	1	2	3	4	5	6	7
10	I have lost confidence in myself	1	2	3	4	5	6	7
11	I have thought of myself as a worthless person	1	2	3	4	5	6	7
12	I have felt reasonably happy all things considered	1	2	3	4	5	6	7

Q4. Burnout Please indicate your level of agreement with the statements:		Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<i>Emotional exhaustion (EE)</i>								

	In my working life with this company...							
1.	I feel emotionally drained from my work	1	2	3	4	5	6	7
2.	Working with people directly puts too much stress on me	1	2	3	4	5	6	7
3.	I feel like I'm at the end of my rope due to work	1	2	3	4	5	6	7
4.	I feel frustrated by my job	1	2	3	4	5	6	7
5.	I feel I'm working too hard on my job	1	2	3	4	5	6	7
6.	Working with people all day is really a strain for me	1	2	3	4	5	6	7
7.	I feel burned out from my work	1	2	3	4	5	6	7
8.	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5	6	7
9.	I feel used up at the end of the workday	1	2	3	4	5	6	7
	<i>Personal Accomplishment (Acc)</i>							
	In my working life with this company...							
10	I have accomplished many valuable things in this job	1	2	3	4	5	6	7
11	I feel very energetic in this job	1	2	3	4	5	6	7
12	I can easily understand how my customers feel about things in this job	1	2	3	4	5	6	7
13	I deal very effectively with the problems of my customers in this work	1	2	3	4	5	6	7
14	I deal with emotional problems very calmly	1	2	3	4	5	6	7
15	I feel I'm positively influencing other people's lives through my work	1	2	3	4	5	6	7
16	I can easily create a relaxed atmosphere with people I encounter in the workplace	1	2	3	4	5	6	7
17	I feel exhilarated after working closely with other people in the workplace	1	2	3	4	5	6	7
	<i>Depersonalisation</i>							
	In my working life with this company...							
18	I feel I treat people I encounter in the workplace as if they were impersonal "object"	1	2	3	4	5	6	7
19	I feel people I encounter in the workplace blame me for some of their problems	1	2	3	4	5	6	7
20	I don't really care what happens to other people in the workplace	1	2	3	4	5	6	7
21	I have become more callous toward people since I took this job	1	2	3	4	5	6	7
22	I worry that this job is hardening me emotionally	1	2	3	4	5	6	7

	Q5. Psychological wellbeing Please indicate your level of agreement with the statements:	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
1.	I like most parts of my personality	1	2	3	4	5	6	7
2.	When I look at the story of my life, I am pleased with how things have turned out so far	1	2	3	4	5	6	7

3.	Some people wander aimlessly through life, but I am not one of them	1	2	3	4	5	6	7
4.	The demands of everyday life often get me down	1	2	3	4	5	6	7
5.	In many ways, I feel disappointed about my achievements in life	1	2	3	4	5	6	7
6.	Maintaining close relationships has been difficult and frustrating for me.	1	2	3	4	5	6	7
7.	I live life one day at a time and don't really think about the future	1	2	3	4	5	6	7
8.	In general, I feel I am in charge of the situation in which I live.	1	2	3	4	5	6	7
9.	I am good at managing the responsibilities of daily life	1	2	3	4	5	6	7
10.	I sometimes feel as if I've done all there is to do in life	1	2	3	4	5	6	7
11.	For me, life has been a continuous process of learning, changing, and growth	1	2	3	4	5	6	7
12.	I think it is important to have new experiences that challenge how I think about myself and the world	1	2	3	4	5	6	7
13.	People would describe me as a giving person, willing to share my time with others	1	2	3	4	5	6	7
14.	I gave up trying to make big improvements or changes in my life a long time ago	1	2	3	4	5	6	7
15.	I tend to be influenced by people with strong opinions	1	2	3	4	5	6	7
16.	I have not experienced many warm and trusting relationships with others.	1	2	3	4	5	6	7
17.	I have confidence in my own opinions, even if they are different from the way most other people think	1	2	3	4	5	6	7
18.	I judge myself by what I think is important, not by the values of what others think is important	1	2	3	4	5	6	7

	Q6. Social wellbeing Please indicate your level of agreement with the statements:	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
	<i>Social Integration</i>							
1.	I don't feel I belong to anything I'd call a community	1	2	3	4	5	6	7
2.	I feel close to other people in my community	1	2	3	4	5	6	7
3.	My community is a source of comfort	1	2	3	4	5	6	7
	<i>Social Acceptance</i>							
4.	People who do a favour expect nothing in return	1	2	3	4	5	6	7
5.	People do not care about other people's problems	1	2	3	4	5	6	7
6.	I believe that people are kind	1	2	3	4	5	6	7
	<i>Social Contribution</i>							
7.	I have something valuable to give to the world	1	2	3	4	5	6	7
8.	My daily activities do not produce anything worthwhile for my community	1	2	3	4	5	6	7
9.	I have nothing important to contribute to society	1	2	3	4	5	6	7

	<i>Social Actualization</i>							
10	The world is becoming a better place for everyone	1	2	3	4	5	6	7
11	Society has stopped making progress	1	2	3	4	5	6	7
12	Society isn't improving for people like me	1	2	3	4	5	6	7
	<i>Social Coherence</i>							
13	The world is too complex for me	1	2	3	4	5	6	7
14	I cannot make sense of what's going on in the world	1	2	3	4	5	6	7
15	I find it easy to predict what will happen next in society	1	2	3	4	5	6	7

	Q7. Supervisor support Please indicate your level of agreement with the statements:	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
	In this work...							
1.	My supervisor shows very little concern for me	1	2	3	4	5	6	7
2.	My supervisor really cares about my wellbeing	1	2	3	4	5	6	7
3.	My supervisor cares about my general satisfaction at work	1	2	3	4	5	6	7
4.	My supervisor cares about my opinions	1	2	3	4	5	6	7
5.	My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability	1	2	3	4	5	6	7
6.	Even if I did the best job possible, my supervisor would fail to notice	1	2	3	4	5	6	7
7.	My supervisor takes pride in my accomplishments at work	1	2	3	4	5	6	7
8.	My supervisor strongly considers my goals and values	1	2	3	4	5	6	7
9.	Help is available from my supervisor when I have a problem	1	2	3	4	5	6	7
10	My supervisor disregards my best interests when he or she makes decisions that affect me	1	2	3	4	5	6	7
11	If given the opportunity, my supervisor would take advantage of me	1	2	3	4	5	6	7
12	My supervisor fails to appreciate any extra effort from me	1	2	3	4	5	6	7
13	My supervisor is willing to help me when I need a special favour	1	2	3	4	5	6	7
14	My supervisor tries to make my job as interesting as possible	1	2	3	4	5	6	7
15	My supervisor would ignore any complaint from me	1	2	3	4	5	6	7
16	If my supervisor could hire someone to replace me at a lower salary, he or she would do so	1	2	3	4	5	6	7

	Q 8. Quality of life Please indicate your level of satisfaction with the statements	Extremely dissatisfied (1)	Somewhat dissatisfied (2)	A little dissatisfied (3)	Neither satisfied nor dissatisfied (4)	A little satisfied (5)	Somewhat satisfied (6)	Extremely satisfied (7)
	<i>Physical Health satisfaction</i>							
	How satisfied/dissatisfied are you with...							
1.	Your physical health (the health of your body)?	1	2	3	4	5	6	7
2.	How well you care for yourself, for example, preparing meals, bathing, or shopping?	1	2	3	4	5	6	7
3.	The amount of walking you do?	1	2	3	4	5	6	7
4.	How often you get outside the house, for example, going into town, using public transportation, or driving?	1	2	3	4	5	6	7
5.	The amount and kind of sleep you get?	1	2	3	4	5	6	7
	<i>Social Health satisfaction</i>							
	How satisfied/dissatisfied are you with...							
6.	How often you see or talk to your family and Friends?	1	2	3	4	5	6	7
7.	The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands	1	2	3	4	5	6	7
8.	The help you give to your family and friends?	1	2	3	4	5	6	7
9.	Your contribution to your community, for example, a neighbourhood, religious, political or other group?	1	2	3	4	5	6	7
10.	Your work situation, for example, your current job, retirement for any reason, or never having worked?	1	2	3	4	5	6	7
11.	The kind and amount of recreation/leisure you have?	1	2	3	4	5	6	7
12.	Your level of sexual activity?	1	2	3	4	5	6	7
13.	How respected you are by others?	1	2	3	4	5	6	7
14.	The meaning and purpose of your life?	1	2	3	4	5	6	7
15.	The amount of variety in your life?	1	2	3	4	5	6	7
	<i>Cognitive Health Satisfaction</i>							
	How satisfied/dissatisfied are you with...							
16.	How well you think and remember?	1	2	3	4	5	6	7
17.	How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood	1	2	3	4	5	6	7
18.	The kind and amount of food you eat?	1	2	3	4	5	6	7

Appendix V. Main Survey Questionnaire



Researcher Only	
Questionnaire Number:	Date:
Location:	Researcher:

Effect of Fair Work Conditions on the Psychological Consequences of Hospitality and Tourism Employees.

(Main Survey)

Thank you for participating in this questionnaire survey held by the School of Hotel and Tourism Management at the Hong Kong Polytechnic University. This research aims to evaluate the experiences of hospitality and tourism employees regarding fair work conditions in the industry and their effects on their mental and wellbeing outcomes. The research results will provide evidence for promoting and enforcing fair work policies that improve the overall wellbeing of employees in the industry.

This questionnaire will take about 15-20 minutes for you to complete. The university will use all data for research purposes only, and your responses will be kept strictly confidential. There are no right or wrong answers to the questions, and we would only like to know your truthful thoughts on each statement. Your participation in this study is completely voluntary, and you are free to withdraw your permission at any time for any reason without penalty or prejudice from the investigator. If you have any hesitation about this research survey, please contact the researcher. Ms. Mavis Adjoa Forson, by phone (233) 55592 or email: mavis-adjoa.forson@polyu.edu.hk.

Thank you very much for your time and cooperation!

Sincerely,
Mavis Adjoa Forson (PhD Candidate)
School of Hotel and Tourism Management
The Hong Kong Polytechnic University
September 2024.

Screening and Profile Questions (Please select the most appropriate option)

1. Which industry are you working in? ☐ Education service ☐ Hospitality and tourism (hotel, restaurants, bars, travel, airline, cruise) ☐ Manufacturing ☐ Transportation and Warehousing ☐ Hospital and healthcare ☐ Professional, scientific and technical services ☐ Finance ☐ Mining ☐ Arts, entertainment and recreation ☐ Public administration, business support and waste management services ☐ Real estate and rental and leasing
 2. What is your Gender? ☐ Male ☐ Female
 3. Which best describes your age? ☐ 21 – 30 ☐ 31 – 40 ☐ 41 – 50 ☐ 51 or older
 4. Which best describes your marital status? ☐ Single (Never married) ☐ Married ☐ Widowed ☐ Divorced ☐ Separated
 5. Which best describes your educational qualification? ☐ Less than high school ☐ High school graduate ☐ Some college/Diploma ☐ First degree ☐ Master's degree ☐ Professional degree ☐ Doctorate
 6. Which best describes your job position? ☐ Top-level management ☐ Middle-level management ☐ Lower-level management (Supervisory) ☐ Non-managerial position
 7. Which best describes your income (In GHC)? ☐ Less than C1,000 ☐ C1,000 – C1,999 ☐ C2,000 – C2,999 ☐ C3,000 – C3,999 ☐ C4,000 – C4,999 ☐ C5,000 – C5,999 ☐ C6,000 or more
 8. Which best describes the size of the company you work for? ☐ Small Scale company ☐ Medium Scale company ☐ Large Scale company ☐ Budget hotel ☐ One Star hotel ☐ Two Star hotel ☐ Three Star hotel ☐ Four Star hotel ☐ Five Star hotel ☐ Other, please specify.....
 9. Which best describes your years of work in the company you work for? ☐ Less than 2 years ☐ 1 - 5 years ☐ 6 - 10 years ☐ 11 - 15 years ☐ 16 - 20 years ☐ More than 20 years
 10. Which best describes the type of company you work for? ☐ Hotel/Lodging ☐ Food and Beverage Service Operation ☐ Travel and tour operation/agency ☐ Attractions/Theme Park ☐ Other, please specify.....
 11. What best describes the department in which you work in this company? ☐ Front Office ☐ Housekeeping ☐ Accounts/administration ☐ Food and beverage ☐ Other, please specify.....
 12. Which religion best describes you? ☐ Christianity ☐ Islam ☐ Buddhism ☐ Hinduism ☐ African Traditional Religion ☐ Other, please specify.....
 13. What is your nationality? ☐ Ghanaian ☐ Nigerian ☐ Ivorian ☐ Liberian ☐ Other, please specify.....
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Q1. Fair Work Conditions in the Hospitality and Tourism Industry Please indicate your level of agreement with the statements:		Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<i>Fair Compensation, Representation, and Respectful Workplace</i>								
This hospitality and tourism company...		1	2	3	4	5	6	7
1.	This company permits collective bargaining or industrial actions by its employees	1	2	3	4	5	6	7
2.	This company pays its employees at least the current legal minimum wage in the country	1	2	3	4	5	6	7
3.	This company pays its employees wages that are commensurate with their positions or responsibilities	1	2	3	4	5	6	7
4.	This company consistently pays employees the appropriate overtime rate for working on statutory/public holidays.	1	2	3	4	5	6	7
5.	This company ensures that all deductions made from its employees' pay are fair	1	2	3	4	5	6	7
6.	This company pays its employees equal wages for work of equal or comparable value, regardless of gender, age, or ethnicity	1	2	3	4	5	6	7
7.	This company pays employees other benefits/incentives besides their basic pay	1	2	3	4	5	6	7
8.	This company guarantees adequate contributions towards its employees' pension benefits in line with the statutory minimum requirements							
9.	This company allows its employees the freedom to negotiate the work hours offered to them							
10	This company fosters a culture in which its employees can count on their superiors or colleagues for help whenever they encounter difficulties							
11	This company responds promptly to all forms of employee concerns to show empathy							
12	This company fosters a culture of mutual respect among its employees at work							
13	This company discourages all rude or disrespectful behaviour against employees							
14	This company guarantees resources for its employees' training/professional development							
15	This company implements a transparent recruitment procedure for selecting employees of all genders, ages, or ethnicities							
16	This company provides mentorship opportunities to support new employees or employees with special needs in the workplace							
17	This company gives its employees fair access to all types of professional development training							

18	This company punishes employees who use a trade union, a private lawyer, or any legal negotiation to seek improved working conditions							
	<i>Diverse, Inclusive and Equitable Workplace and Rights Protection</i>							
	This hospitality and tourism company...							
19	This company makes an effort to prevent all forms of rude treatment against employees in the workplace	1	2	3	4	5	6	7
20	This company ensures its employees agree to clear terms of employment before they start working	1	2	3	4	5	6	7
21	This company ensures equitable access to career advancement opportunities for all employees regardless of gender, ethnicity or country of origin	1	2	3	4	5	6	7
22	This company prevents any discrimination against employees in the workplace	1	2	3	4	5	6	7
23	This company ensures equitable representation of gender among its workforce	1	2	3	4	5	6	7
24	This company ensures that all employees receive fair wages for work of similar or equal value, irrespective of their gender, ethnicity, or age	1	2	3	4	5	6	7
25	This company provides its employees with the required resources to carry out their duties without endangering their health, safety, or wellbeing	1	2	3	4	5	6	7
26	This company respects employees' entitlements to paid leave and breaks	1	2	3	4	5	6	7
27	This company respects employees' freedom to refuse overtime work they do not want to do	1	2	3	4	5	6	7
28	This company provides training for its employees to identify instances of prejudice or unfairness and to speak up when they believe that someone is not being treated fairly							
29	This company ensures employees are given a fair workload and hours to minimise risks to employees' health wellbeing							
30	This company supports open communication that stimulates employees' creativity and a sense of belonging							
31	This company provides adequate health and safety protection measures for its employees in the workplace							
32	This company responds effectively to all incidents of workplace abuse, bullying, or harassment that employees encounter at work							
	<i>Fulfilment/Satisfaction in the Workplace</i>							
33	I feel I am fit for this job because this hospitality and tourism company allows employees to make effective use of their skills	1	2	3	4	5	6	7
34	I am comfortable with this job because this hospitality and tourism company assigns responsibilities that align with its employees' professional expertise or abilities	1	2	3	4	5	6	7
35	I feel confident in this job because my assigned tasks in this hospitality and tourism company are challenging enough	1	2	3	4	5	6	7
36	I am pleased to work in this hospitality and tourism company due to the favourable working conditions provided to employees	1	2	3	4	5	6	7

37	Investments made by this hospitality and tourism company in employee training or skills development are pleasing to me	1	2	3	4	5	6	7
38	I have the desire to work in this hospitality and tourism company because there are clear opportunities for employees' career advancement	1	2	3	4	5	6	7
39	I am happy to work in this hospitality and tourism company because the employment conditions support employees' aspirations	1	2	3	4	5	6	7
	<i>Productive Voice in Decision-Making</i>							
	This hospitality and tourism company...							
40	This company ensures its employees are represented in decision-making processes at the management, board, or council levels through employee groups or trade unions	1	2	3	4	5	6	7
41	This company provides safe and reliable ways for employees to express their ideas or concerns.	1	2	3	4	5	6	7
42	This company provides a safe environment for constructive discussions without fear of victimisation	1	2	3	4	5	6	7
43	This company considers the opinions of its employees in making decisions	1	2	3	4	5	6	7
44	This company allows its employees to individually bargain or seek external help for improved conditions without adverse consequences	1	2	3	4	5	6	7

	Q2. Anxiety Please indicate your level of agreement with the statements	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
	In my working life with this company...							
1.	I feel nervous and restless	1	2	3	4	5	6	7
2.	I feel like a failure	1	2	3	4	5	6	7
3.	I feel that difficulties are piling up so that I cannot overcome them	1	2	3	4	5	6	7
4.	I worry too much over something that doesn't really matter	1	2	3	4	5	6	7
5.	I have disturbing thoughts	1	2	3	4	5	6	7
6.	I lack self-confidence	1	2	3	4	5	6	7
7.	I feel inadequate	1	2	3	4	5	6	7
8.	Some unimportant thoughts run through my mind and bother me	1	2	3	4	5	6	7
9.	I take disappointments keenly that I can't put them out of my mind	1	2	3	4	5	6	7

Q3. General mental health problems Please indicate your level of agreement with the statements:		Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
In my working life with this company...								
1.	I have lost much sleep due to over worrying	1	2	3	4	5	6	7
2.	I have felt constantly under strain	1	2	3	4	5	6	7
3.	I have felt I couldn't overcome my difficulties	1	2	3	4	5	6	7
4.	I have felt unhappy and depressed	1	2	3	4	5	6	7
5.	I have lost confidence in myself	1	2	3	4	5	6	7
6.	I have thought of myself as a worthless person	1	2	3	4	5	6	7

Q4. Burnout Please indicate your level of agreement with the statements:		Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<i>Emotional exhaustion (EE)</i>								
In my working life with this company...								
1.	I feel emotionally drained from my work	1	2	3	4	5	6	7
2.	Working with people directly puts too much stress on me	1	2	3	4	5	6	7
3.	I feel like I'm at the end of my rope due to work	1	2	3	4	5	6	7
4.	I feel frustrated by my job	1	2	3	4	5	6	7
5.	I feel I'm working too hard on my job	1	2	3	4	5	6	7
6.	Working with people all day is really a strain for me	1	2	3	4	5	6	7
7.	I feel burned out from my work	1	2	3	4	5	6	7
8.	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5	6	7
9.	I feel used up at the end of the workday	1	2	3	4	5	6	7
<i>Personal Accomplishment (Acc)</i>								
In my working life with this company...								
10	I feel very energetic in this job	1	2	3	4	5	6	7
11	I can easily understand how my customers feel about things in this job	1	2	3	4	5	6	7
12	I deal very effectively with the problems of my customers in this work	1	2	3	4	5	6	7
13	I deal with emotional problems very calmly	1	2	3	4	5	6	7
14	I feel I'm positively influencing other people's lives through my work	1	2	3	4	5	6	7

15	I can easily create a relaxed atmosphere with people I encounter in the workplace	1	2	3	4	5	6	7
	<i>Depersonalisation</i>							
	In my working life with this company...							
16	I feel I treat people I encounter in the workplace as if they were impersonal “object”	1	2	3	4	5	6	7
17	I feel people I encounter in the workplace blame me for some of their problems	1	2	3	4	5	6	7
18	I don't really care what happens to other people in the workplace	1	2	3	4	5	6	7
19	I have become more callous toward people since I took this job	1	2	3	4	5	6	7
20	I worry that this job is hardening me emotionally	1	2	3	4	5	6	7

	Q5. Psychological wellbeing Please indicate your level of agreement with the statements:	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
1.	I like most parts of my personality	1	2	3	4	5	6	7
2.	Some people wander aimlessly through life, but I am not one of them	1	2	3	4	5	6	7
3.	I am good at managing the responsibilities of daily life	1	2	3	4	5	6	7
4.	For me, life has been a continuous process of learning, changing, and growth	1	2	3	4	5	6	7
5.	I think it is important to have new experiences that challenge how I think about myself and the world	1	2	3	4	5	6	7
6.	People would describe me as a giving person, willing to share my time with others	1	2	3	4	5	6	7
7.	I have confidence in my own opinions, even if they are different from the way most other people think	1	2	3	4	5	6	7
8.	I judge myself by what I think is important, not by the values of what others think is important	1	2	3	4	5	6	7

	Q6. Social wellbeing Please indicate your level of agreement with the statements:	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
1.	I feel close to other people in my community	1	2	3	4	5	6	7
2.	My community is a source of comfort	1	2	3	4	5	6	7
3.	People who do me favour expect nothing in return	1	2	3	4	5	6	7
4.	I believe that people are kind	1	2	3	4	5	6	7
5.	My daily activities do not produce anything worthwhile for my community	1	2	3	4	5	6	7
6.	I have nothing important to contribute to society	1	2	3	4	5	6	7
7.	Society has stopped making progress	1	2	3	4	5	6	7
8.	Society isn't improving for people like me	1	2	3	4	5	6	7
9.	I cannot make sense of what's going on in the world	1	2	3	4	5	6	7
10.	I find it easy to predict what will happen next in society	1	2	3	4	5	6	7

	Q7. Supervisor support Please indicate your level of agreement with the statements:	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
	In this work...							
1.	My supervisor really cares about my wellbeing	1	2	3	4	5	6	7
2.	My supervisor cares about my general satisfaction at work	1	2	3	4	5	6	7
3.	My supervisor cares about my opinions	1	2	3	4	5	6	7
4.	My supervisor is willing to extend himself or herself to help me perform my job to the best of my ability	1	2	3	4	5	6	7
5.	Even if I did the best job possible, my supervisor would fail to notice	1	2	3	4	5	6	7
6.	My supervisor takes pride in my accomplishments at work	1	2	3	4	5	6	7
7.	My supervisor strongly considers my goals and values	1	2	3	4	5	6	7
8.	Help is available from my supervisor when I have a problem	1	2	3	4	5	6	7
9.	If given the opportunity, my supervisor would take advantage of me	1	2	3	4	5	6	7
10.	My supervisor fails to appreciate any extra effort from me	1	2	3	4	5	6	7
11.	My supervisor is willing to help me when I need a special favour	1	2	3	4	5	6	7
12.	My supervisor tries to make my job as interesting as possible	1	2	3	4	5	6	7
13.	My supervisor would ignore any complaint from me	1	2	3	4	5	6	7

	Q 8. Quality of life Please indicate your level of satisfaction with the statements	Extremely dissatisfied (1)	Somewhat dissatisfied (2)	A little dissatisfied (3)	Neither satisfied nor dissatisfied (4)	A little satisfied (5)	Somewhat satisfied (6)	Extremely satisfied (7)
	<i>Physical Health satisfaction</i>							
	How satisfied/dissatisfied are you with...							
1.	Your physical health (the health of your body)?	1	2	3	4	5	6	7
2.	How well you care for yourself, for example, preparing meals, bathing, or shopping?	1	2	3	4	5	6	7
3.	The amount of walking you do?	1	2	3	4	5	6	7
4.	How often you get outside the house, for example, going into town, using public transportation, or driving?	1	2	3	4	5	6	7
5.	The amount and kind of sleep you get?	1	2	3	4	5	6	7
	<i>Social Health satisfaction</i>							
	How satisfied/dissatisfied are you with...							
6.	How often you see or talk to your family and Friends?	1	2	3	4	5	6	7
7.	The help you get from your family and friends, for example, helping in an emergency, fixing your house, or doing errands	1	2	3	4	5	6	7
8.	The help you give to your family and friends?	1	2	3	4	5	6	7
9.	Your contribution to your community, for example, a neighbourhood, religious, political or other group?	1	2	3	4	5	6	7
10.	Your work situation, for example, your current job, retirement for any reason, or never having worked?	1	2	3	4	5	6	7
11.	The kind and amount of recreation/leisure you have?	1	2	3	4	5	6	7
12.	The amount of variety in your life?	1	2	3	4	5	6	7
	<i>Cognitive Health Satisfaction</i>							
	How satisfied/dissatisfied are you with...							
13.	How well you think and remember?	1	2	3	4	5	6	7
14.	How well you carry on a conversation, for example, speaking clearly, hearing others, or being understood	1	2	3	4	5	6	7
15.	The kind and amount of food you eat?	1	2	3	4	5	6	7

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