

The Covid-19 Pandemic: Impacts on Hotel Workers' Job Stress, Well-Being and Self-Assessed Mental Health at the Nusa Dua Bali

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Abstract

The aim of this research was to identify the impacts of Covid-19 pandemic on hotel workers' job stress, well-being and self-assessed mental health at The Nusa Dua luxury tourism complex in Bali. In order to achieve the aim, a survey was conducted on 400 hotel workers from 21 upscale international and local hotel brands at The Nusa Dua by using measurement items that were already tested in several past studies. The data were analyzed by implementing three statistical techniques which were the exploratory factor analysis, confirmatory factor analysis, and path analysis. This study found that the Covid-19 pandemic distresses had positively impacted job stress and that job stress had negatively impacted the hotel workers' well-being. This research also revealed that job stress had positively impacted self-assessed mental health. Moreover, the analysis found that economic distresses were the most concerning issue for the hotel workers at The Nusa Dua during the Covid-19 pandemic. This result was different compared to the past study in Korea which found that physical concerns were the main issue. In accordance with the previous research, this study also revealed that the higher the job stress, the more impact it had on the hotel workers' self-assessed mental health. Overall, it was found that the social perception distresses and job stress had the highest correlation with other variables. Due to the time limitation of this research, there may have been other indicators relevant to the context of Indonesian hospitality workers that were not identified. Hence, this study recommends future research to conduct focus group discussion or in-depth interviews with suitable key informants to identify aspects that may be more relevant.

Keywords

covid-19 pandemic; hotel employees; job stress; well-being; self-assessed mental health



I. Introduction

The COVID-19 pandemic has severely harmed the hospitality and tourism sectors worldwide due to the extensive disruption on business operations, implementation of strict government regulations and mobility restrictions to prevent the spread of Covid-19 (Lenzen et al., 2020; Nicola et al., 2020; Rivera, 2020). As a result, around 100 million hospitality workers lost their jobs in 2020 (World Travel & Tourism Council, 2020). In the G20 countries, 75 million hospitality jobs were at risk while in Asia, more than 60 million hospitality workers have already been laid off (Agustina & Yosintha, 2021; World Travel & Tourism Council, 2020).

As a member of the G20 and an Asian country known for its tourism destination, Indonesia was at risk of losing 3.4 million hospitality and tourism jobs because of the COVID-19 pandemic (Sun et al., 2021). The tourism spending was reduced by 200 trillion rupiah where 40% of the lost earnings from the international market took place in Bali

(Sun et al., 2021). This can be reflected in the hotel occupancy rate which saw a steep decline by 80% and more than 40,000 hotel room bookings were cancelled (Rahma & Arvianti, 2020). This may indicate that the hotel workers in Bali could be in jeopardy.

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

One of the most significant declines was shown at The Nusa Dua – an iconic luxury tourism complex in South Bali managed by the Indonesia Tourism Development Corporation. As a home to 21 upscale international and local hotel brands, the average total room revenue at The Nusa Dua was around US\$ 184 million prior to the COVID-19 pandemic and saw a sharp decrease at only around US\$ 7 million during the pandemic (Indonesia Tourism Development Corporation, 2021). As a result, this financial slump may threaten the hotel workers' job security and force them to accept unpaid leave, adjustment in their employment benefits, working hours and job positions (Wong et al., 2021; Khawaja et al., 2021). Therefore, the COVID-19 pandemic may present challenges that can be stressful for the hotel workers in Bali.

Despite the uncertain situation, some employees still have to provide their services due to the nature of their occupation (Saleem, Malik & Qureshi, 2021). A breakthrough study in 11 luxury hotels in Korea found that hotel workers who still have to cater to the needs of various hotel guests from different nationalities and backgrounds may experience job stress due to the COVID-19 pandemic (Yu, Park & Hyun, 2021). This may include hotel employees who work at the Front Office, Housekeeping, Concierge, Food and Beverage, as well as Sales and Marketing department.

There are four aspects of pandemic distresses that can be discerned by the hotel workers, which are physical distresses – aspects that consist of physical fatigue and discomfort, mental distresses – factors which contain psychological stress and anxieties, economic distresses – aspects that include financial worries and job insecurities, and lastly social perception distresses – factors that comprise of the hotel workers' concerns on other people's perception of them (Yu, Park & Hyun, 2021). These four attributes can be the source of job stress for the hotel workers and decline their performance (Yu, Park & Hyun, 2021). Moreover, it is revealed that job stress has significantly impacted the hotel workers' perception of their well-being and self-assessed mental health (Yu, Park & Hyun, 2021).

II. Review of Literature

Research in the United States has successfully identified job stress related factors that emerges among hotel workers during the COVID-19 pandemic which resulted in high anxiety and declined job satisfaction (Wong et al., 2021). These factors are work environment stressors such as concerns regarding lay-off, employee shortage, and unethical conducts such as forced unpaid leave and demand to cover other departments (Wong et al., 2021). Meanwhile, a study on an upscale hotel in Lombok identified personal factors that may cause job stress due to the COVID-19 pandemic such as insufficient personal income and difficulties in working from home (Ibrahim, Sidharta & Rodhi, 2020). Therefore, it can be seen that the physical, mental, economic, social and personal distresses related to the COVID-19 pandemic may contribute to the hotel workers' job stress.

The COVID-19 pandemic may also threaten the hotel workers' well-being which may affect their overall performance. According to the World Health Organization, well-being is a viewpoint of being content with life through physical, mental and social wellness

(Ruggeri et al., 2020). It can be measured through the World Health Organization's 5 Well-Being Index which examines self-reported answers related to feeling despair, uneasy, content, happy and satisfied towards life (McDowell, 2010). This can be important because previous study reveals how employees who are in good physical, mental and emotional well-being are more likely to work better than those who are not (Adams, 2019). Another study also suggests that higher well-being at work is positively correlated with a company's profitability (Krekel, Ward & De Neve, 2019). Thus, it can be critical to see how the hotel workers perceive their own well-being, especially on its relation to job stress during the COVID-19 pandemic.

In addition to well-being, mental health can be a critical issue for hotel workers as they may experience stress, anxiety and depression due to the fear of losing their jobs and drastic changes in their daily routines at work (Teng et al., 2020). In epidemiologic studies, mental health can be self-assessed through a single item asking the surveyed populations to describe their mental health status on a five-point scale (Ahmad et al., 2014). Although utilizing this single item can be efficient, it may also put limitations on the measurement (Fleishman & Zuvekas, 2007). Therefore, more specific measurements on mental health issues such as anxiety, depression, social dysfunction and loss of confidence on hotel workers may need to be addressed (Khan et al., 2021).

Moreover, research on two national Turkish upscale hotels found that mental health issues were significantly increased among hotel workers who were at risk of being infected of COVID-19 (Karatepe, Saydam & Okumus, 2021). Past study also found that mental health issues may affect service quality provided by the employees which may become a concern for the managers especially during the COVID-19 pandemic (He & Harris, 2020). Hence, self-assessment of the hotel workers' mental health may become necessary (Yu, Park & Hyun, 2021). This can be relevant particularly on its correlation to job stress.

Overall, this literature review recognizes critical issues regarding to hotel workers' job stress, well-being and self-assessed mental health due to the COVID-19 pandemic, which can be reflected on the framework below:

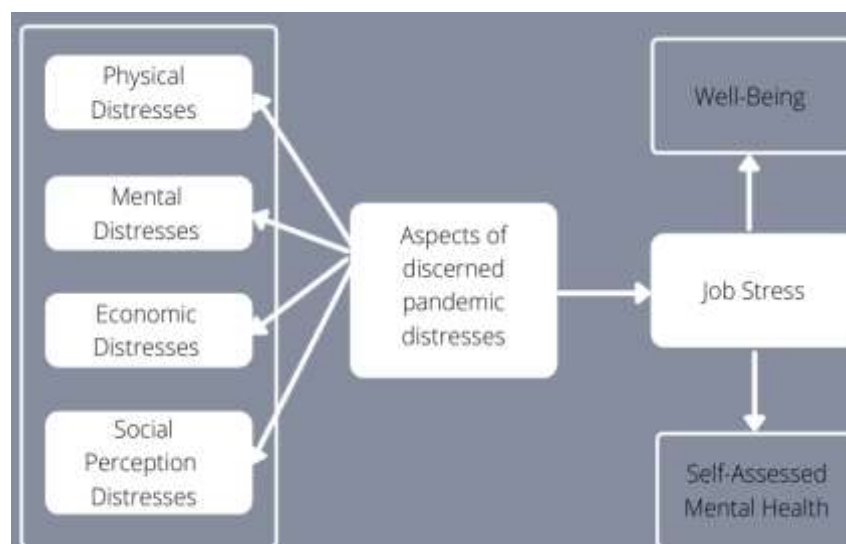


Figure 1. Proposed Conceptual Model (Adapted from source: Yu, Park & Hyun, 2021)

The literature review also identifies the gap in knowledge where these issues have not been addressed in the context of Indonesian upscale hotel workers. Hence, the aim of this research is to identify the impacts of the COVID-19 pandemic on hotel workers' job

stress, well-being and self-assessed mental health at The Nusa Dua luxury tourism complex in Bali. Based on previous literatures, the following hypotheses are to be tested in this study:

H1: Discerned pandemic distresses will positively impact job stress

H2: Job stress will negatively impact well-being perception

H3: Job stress will positively impact self-assessed mental health

III. Research Method

This research implemented deductive approach as the hypotheses were build upon theory where numerical data were collected and analyzed, specifically aimed to test the hypotheses and confirm the theory (Suliyanto, 2018; Muijs, 2004). The data were collected from hotel workers of 21 upscale international and local hotel brands at The Nusa Dua luxury tourism complex, where they acted as subjects of this study. The population was 3,475 permanent and contractual hotel employees working at The Nusa Dua, and the Cochran's formula was implemented to pull a sample that was representative of the population, which resulted in 346 respondents (Cochran, 1977). In this research, 400 respondents were acquired in order to have a better representation on the population.

The sampling frame was provided by the Indonesia Tourism Development Corporation. The sampling method was non-probability as the sample was chosen based on non-random criteria (Vehovar, Toepoel & Steinmetz, 2016). The sampling technique was purposive sampling where permanent and contractual employees were intentionally chosen but not the daily workers and interns, because the first two have higher chances of being able to work during the COVID-19 pandemic. Furthermore, this research did not differentiate between the hotel front of house and back of house employees because they may all come in contact with the guests due to the possibility of replacing job duties with other departments in the course of the COVID-19 pandemic (Wong et al., 2021).

As a systematic means to collect the data, a web-based questionnaire was sent to the respondents in the format of Google Form by clicking on a URL (Uniform Resource Locators). This survey was distributed through the Indonesia Tourism Development Corporation where the data collection was conducted from 10 – 17 October 2021. The questionnaire had 40 measurement items which were assessed on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was largely divided into 5 main categories which were the demographics, discerned pandemic distresses, job stress, well-being, and self-assessed mental health.

More specifically, the questions for discerned pandemic distresses were derived from the studies of Yu, Park & Hyun (2021). Meanwhile, the questions for job stress were obtained from the research of Wong et al. (2021) and Ibrahim, Sidharta & Rodhi (2020). The questions for well-being were attained from the World Health Organization's 5 Well-Being Index from the study of Topp et al. (2015) and for the last category, the questions for self-assessed mental health were acquired from Peterson et al., (2007) as cited on Ahmad et al., (2014) and General Health Questionnaire by Goldberg (1992) as cited on Montazeri et al., (2003). Hence, the questionnaire for this study was constructed from measurement items and theories that were proven valid and reliable from previous studies. However, some items were modified to suit the context of this research. Some variables and dimensions from the study of Yu, Park & Hyun (2021) were also taken out due to the time limitation of this study.

In order to achieve the aim, this study implemented three statistical techniques which were the exploratory factor analysis, confirmatory factor analysis and path analysis. The exploratory factor analysis was considered to be appropriate because this multivariate statistical method may identify the underlying connection between the measured variables and explore the principal dimensions of the constructed interest (Watkins, 2018; Effendi et al., 2019). Meanwhile, the confirmatory factor analysis was implemented to test the model and investigate the correlation as well as the covariance between the variables and the factors (Brown & Moore, 2012). Lastly, the path analysis was implemented to prove the hypothesis and describe the directive dependencies among a set of variables in the model (Streiner, 2005).

IV. Results and Discussion

The demographic of this study (N=400) revealed that 65% of the respondents were male. In regards to the age group, 60% of the respondents were around 31-50 years old where 80% of them were currently married. Moreover, 44% of the respondents were currently employed as hotel staff while 32% of them were employed as managers. Only 6% of the respondents were employed as directors and 0.5% as general managers. It was also found that during the COVID-19 pandemic, 50% of the respondents had a monthly income below US\$ 350. The data gathered from the respondents were analysed by using three statistical techniques which were the exploratory factor analysis, confirmatory factor analysis, and path analysis.

4.1 Exploratory Factor Analysis

In order to implement the exploratory factor analysis, the Kaiser-Meyer-Olkin (KMO) and Bartlett measurements were performed. These tests were aimed to reveal the quantitative index in order to measure the extent of the relationship between the variables based on zero-order and partial correlations, while also quantifying the sampling acceptability for every variable and the overall model. The result can be seen in the table below:

Table 1. Result of KMO and Bartlett's Tests

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.857
Bartlett's Test of Sphericity	Approx. Chi-Square	311
		6.407
	Df	105
	Sig.	.000

Table 1 reveals that the KMO value was 0.857 while the Bartlett's value was 0.000 which suggested that the independent variable can be analysed by implementing the exploratory factor analysis. The KMO value indicated that the sampling variables were greatly adequate (Effendi et al., 2019). Meanwhile, the Bartlett's value was statistically significant ($p < 0.001$) which suggested that the variables were appropriately selected and that every item on the questionnaire was an appropriate measurement for the variables. Meanwhile, the result of total variance, factor loading and reliability test were shown in the table below:

Table 2. Result of the Exploratory Factor Analysis

Factors	% Variance	Factor Loadings	Cronbach's Alpha
Factor 1: Economic Distresses	37.514		.675
I think the hotel might under-achieve its goals due to the pandemic		.868	
I think I might lose my job because of the new pandemic		.850	
I think my income might decrease due to compulsory unpaid leave		.836	
I think I might use up my vacation days because of the new pandemic		.808	
Factor 2: Mental Distresses	13.367		.647
I worry about the high possibility that my family might also be exposed to the pandemic because I am prone to be exposed to, and infected by the pandemic		.872	
I worry that I might get infected by the pandemic and spread it to customers		.870	
I am anxious that I might also be infected by customers		.855	
I provide passive care to customers when I attend to them in order to minimize face-to-face contact due to the possibility of being infected		.551	
Factor 3: Physical Distresses	11.319		.643
Additional work such as frequent cleaning and disinfecting of the shared equipment or article is physically tiring		.810	
Wearing a mask or safety equipment when attending to customers is physically uncomfortable		.783	
Surge in customer complaints due to limited services increases physical fatigue		.722	
Washing more frequently and paying more attention to personal hygiene due to the pandemic increases physical fatigue		.640	
Factor 4: Social Perception Distresses	8.184		.637
I worry about national or social isolation due to discrimination and rejection of specific countries or races due to the pandemic outbreak		.792	
I think I might have problems in my interpersonal relationships because I refrain from gatherings (e.g., family gatherings, weddings, and gathering with friends)		.777	
If I was infected by the pandemic, I felt awkward for being sick and as if I was guilty of something		.770	

In table 2, it is shown that the economic distresses had four items which explained 37.514% of variance. The mental distresses also had four factors that were accounted for 13.367% of variance. Meanwhile, the physical distresses had four attributes which described 11.319% of variance, and the social perception distresses had three items that explained 8.184% of variance. The eigenvalue was greater than 1 while the total variance was 70.384%. This indicated that the factors had a high variance that was adequate to represent the population.

Through conducting the factor loading analysis, it was revealed that the main factor in this study was economic distresses, followed by mental distresses, physical distresses and social perception distresses. This shows that economic distresses were the most significant issue for the respondents. This finding was different from the study conducted by Yu, Park & Hyun (2021) where physical concerns became the main factor. This may happen because the financial well-being for the hospitality workers in Korea where the aforementioned study took place was significantly better. In Korea, 80% of luxury hotels were still operating and most of the hospitality workers had a monthly household income between US\$ 1,600 to US\$ 3,000 during the COVID-19 pandemic. (Park & Voellm, 2020; Kang et al., 2021). In contrast, the majority of respondents in this research had a monthly earning around US\$ 350 which was a decline compared to the pre-pandemic income. This may happen because the respondents may have to accept unpaid leaves, adjustment in their employment benefits, changes in their working hours and job responsibilities in the course of the pandemic (Khawaja et al., 2021; Wong et al., 2021).

Cronbach's alpha was utilized to quantify the internal consistency among the factors (El-Hajjar, 2018). The alpha was 0.675 for economic distresses, 0.647 for mental distresses, 0.643 for physical distresses and 0.637 for social perception distresses. These numbers were all above >0.6 which indicated an acceptable index and reliability (Nunnally & Bernstein, 1994). Overall, the exploratory factor analysis revealed that the discerned pandemic distresses formed four factors where the cumulative variance showed that these factors were appropriate to represent the population. Among all factors, the economic distresses were considered as the most concerning issue by the respondents of this study.

4.2 Confirmatory Factor Analysis

In preparation of implementing the confirmatory factor analysis, the CMIN and RMSEA tests were performed. These tests were aimed to verify the model being implemented in this research. The seven variables and forty indicators showed that $P = 0.000$, which was found by using the calculation below:

Table 3. Result of the CMIN test

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	85	2320.519	618	.000	3.755
Saturated model	703	.000	0		
Independence model	37	11184.533	666	.000	16.794

Table 3 indicated that $P < 0.001$ which was considered to be statistically significant. This implies that the measurement items can be implemented to measure the factor analysis. Moreover, the model also indicated a good fit of CFI (Comparative Fit Index) and IFI (Incremental Fit Index) where they usually ranged between 0 to 1 in which a higher value suggested a better fit. In this model, the CFI was 0.838 and the IFI was 0.839 which indicated a good fit because they were close to the upper limit (Shi, Lee & Maydeu-Olivares, 2018). Meanwhile, the adopted criterion for the RMSEA was ≤ 0.08 (Hair, 2010). Therefore, the RMSEA value of 0.08 in this sample was considered to be adequate. In other words, the CFI, IFI and RMSEA values suggested that the model was proven to be acceptable.

Meanwhile, the correlation and covariance between the variables can be seen in below table:

Table 4. Result of Confirmatory Factor Analysis

	Economic Distresses	Mental Distresses	Physical Distresses	Social Perception Distresses	Job Stress	Well-Being	Self-Rated Mental Health
Economic Distresses	1.000						
Mental Distresses	.417 *	1.000					
	(.345) **						
Physical Distresses	.368	.381	1.000				
	(.316)	(.373)					
Social Perception Distresses	.426	.444	.547	1.000			
	(.359)	(.427)	(.546)				
Job Stress	.670	.404	.606	.675	1.000		
	(.463)	(.318)	(.495)	(.541)			
Well-Being	-.186	-.112	-.168	-.187	-.278	1.000	
	(-.147)	(-.101)	(-.158)	(-.172)	(-.209)		
Self-Rated Mental Health	.325	.196	.294	.327	.485	-.135	1.000
	(.247)	(.169)	(.264)	(.288)	(.350)	(-.111)	
Mean	1.76	2.79	3.01	3.30	2.78	3.47	3.72
Standard Deviation	.979	1.172	1.193	1.199	1.042	1.020	1.100
Composite Reliability	.906	.873	.829	.823	.943	.932	.922
AVE Values	.707	.638	.550	.608	.562	.734	.746
*Correlations between the variables are below the diagonal							
**The squared correlations between the variables are within the parentheses							

The correlations in Table 4 indicated a good result across the variables. The variables had both positive and negative correlations where most variables were positive except for those that were correlated with the hotel workers' well-being. For instance, when the hotel workers' well-being had a higher score, other variables had a lower score in contrast. This may indicate that the economic distresses, mental distresses, physical distresses, social perception distresses, and job stress had a negative correlation to the hotel workers' well-being.

There were two highest correlations of .675 and .670 which were indicated in job stress in correlation to economic distresses, and job stress in correlation to social perception distresses. Another significant correlation was between job stress and physical distresses with .606. Hence, it can be seen that job stress had a significant correlation to the factors in discerned pandemic distresses such as the economic distresses, mental distresses, physical distresses, and social perception distresses. This may happen due to the presence of some work-environment stressors such as the threat of job termination, having to take unpaid leaves, being duty-bound to cover other departments, and having insufficient personal income (Wong et al., 2021; Ibrahim, Sidharta, & Rodhi, 2020).

As for the covariant, the highest result was .546 where social perception distresses influenced the physical distresses. This means that the hotel workers were quite concerned of their interpersonal relationships, threat of social isolations, and they might feel guilty towards other people if they got infected with COVID-19. These concerns actually impacted the hotel workers' attention to physical hygiene and they started to feel some physical fatigues. Meanwhile, the second highest result was job stress which influenced social perception distresses with .541. This shows that the absence of job security and some income-related personal factors had impacted the hotel workers' concerns of other people's perception of them. Lastly, job stress was found to influence physical distresses with .495. This means that the job stress related factors which emerged among the hotel workers may result in feeling physically uncomfortable and tired. Overall, it can be seen that the social perception distresses and job stress had the highest correlation to other variables.

Meanwhile, the mean result of 1.76 indicated that economic distresses were the biggest concern for the respondents whereas self-rated mental health with a mean of 3.72 became the smallest concern. Moreover, the factor loading showed a range of 0.601-0.903 which suggested that the score for every factor was acceptable. As for the reliability test, the composite reliability shows a range of 0.823-0.943 which was considered reliable. Furthermore, the AVE values were in the range of 0.550-0.746. The lowest value was the physical distresses and job stress which were around 0.5. Furthermore, there was an extreme difference at 0.2 as the economic distresses, hotel workers' well-being and self-rated mental health had an AVE value of around 0.7.

4.3 Path Analysis

The path analysis revealed that the discerned pandemic distresses had a positive impact on job stress. It was also found that job stress had a negative impact on the hotel workers' well-being perception. Meanwhile, job stress had a positive impact on self-assessed mental health. In other words, the path analysis suggested that all hypotheses in this study were accepted. This can be seen on the structural equation model below:

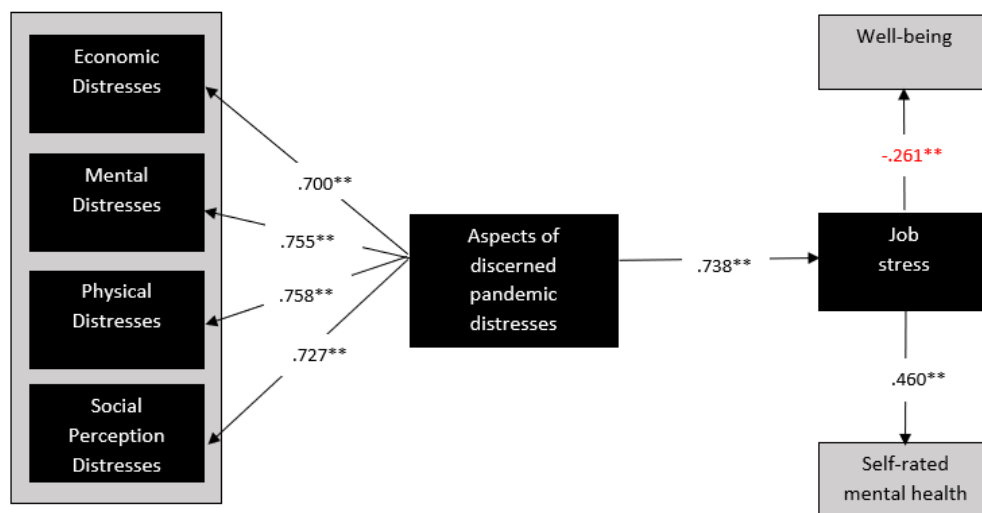


Figure 2. Result of Structural Equation Model

Figure 2 shows the t-values were mostly high as they were above 0.7 for the most part, which implies that the hypotheses were significantly accepted. There was a positive correlation between the aspects of discerned pandemic distresses with job stress where the impact was 0.738. There was also a positive correlation between job stress and self-rated mental health where the impact was 0.460. Although there was a negative impact between job stress and the hotel workers' well-being, the correlation was rather weak as the value of the impact was -0.261. This may indicate that there were other factors that were not explained in this research that may have affected job stress and the hotel workers' well-being.

In regards to the indirect effects, this study found that there was an indirect effect between the aspects of discerned pandemic distresses and the hotel workers' well-being through job stress, where the value was 0.193. Moreover, there was an indirect effect between the aspects of discerned pandemic distresses and self-rated mental health with 0.339. Meanwhile, the explained variance was around the range of 0.068-0.574.

In accordance with the previous study conducted by Yu, Park & Hyun (2021), the path analysis suggested that the discerned pandemic distresses had positively impacted job stress and that job stress had negatively impacted the hotel workers' well-being. As opposed to the past study, this study found that job stress had positively impacted self-assessed mental health. This may happen because in this study, the questions related to self-assessed mental health were constructed of negative statements indicating poor mental health condition, depression, anxiety and loss of self-confidence. Meanwhile, the sample question presented by Yu, Park & Hyun (2021) indicated that they may have utilized positive statements suggesting good mental health conditions.

Although the hypotheses of this study were all accepted, the correlation values were lower in comparison to the study of Yu, Park & Hyun (2021). This may happen due to some methodological and contextual differences where the past study conducted focus group discussions and in-depth interviews with hotel workers, hotel management professors and medical doctor to identify the relevant attributes. However, despite the differences, both this study and the past study agreed that the higher the job stress, the more impact it had on self-assessed mental health.

V. Conclusion

The aim of this research was to identify the impacts of the COVID-19 pandemic on hotel employees' job stress, well-being and self-assessed mental health at The Nusa Dua luxury tourism complex in Bali. This study found that the discerned pandemic distresses had positively impacted job stress and that job stress had negatively impacted the hotel workers' well-being. This research also revealed that job stress had positively impacted self-assessed mental health. In other words, all three hypotheses in this study were accepted.

The exploratory factor analysis revealed that the discerned pandemic distresses constructed four factors where the total variance indicated that these factors were relevant to represent the population. The analysis also suggested that the economic distresses were the most significant issue for the hotel workers at The Nusa Dua. This finding was different in comparison to the study conducted by Yu, Park & Hyun (2021) where physical concerns were the main issue. This may happen because the monthly household income and financial well-being of the hotel workers at The Nusa Dua were significantly lower than in Korea during the COVID-19 pandemic.

Meanwhile, the confirmatory factor analysis showed that there was a significant correlation between job stress and the factors in discerned pandemic distresses. This may happen because of the presence of some workplace stressors such as the possibility of being laid-off, forced to take unpaid leaves, and obliged to work in other departments. The analysis also revealed that the discerned pandemic distresses had a negative correlation to the hotel workers' well-being. It was also shown that in relation to the COVID-19 pandemic, the hotel workers were concerned of other people's perception which had a significant impact on their physical fatigue. Moreover, job stress had impacted the hotel workers' concerns of other people's perception of them. Overall, the social perception distresses and job stress had the highest correlation to other variables.

Lastly, the path analysis revealed that the correlation values in this study were lower compared to the previous research conducted by Yu, Park & Hyun (2021) which may occur due to some methodological and contextual differences. The past study implemented mixed methods where qualitative research was utilized to recognize the relevant factors before moving along with the quantitative research. Meanwhile, this study only utilized existing indicators from past literatures due to time constraints. Hence, there may have been other indicators relevant to the hotel workers at The Nusa Dua that may have not been identified. Therefore, this study suggested future research to conduct focus group discussion or in-depth interviews with suitable key informants to identify the relevant aspects that may better suit the context of Indonesian hospitality workers.

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