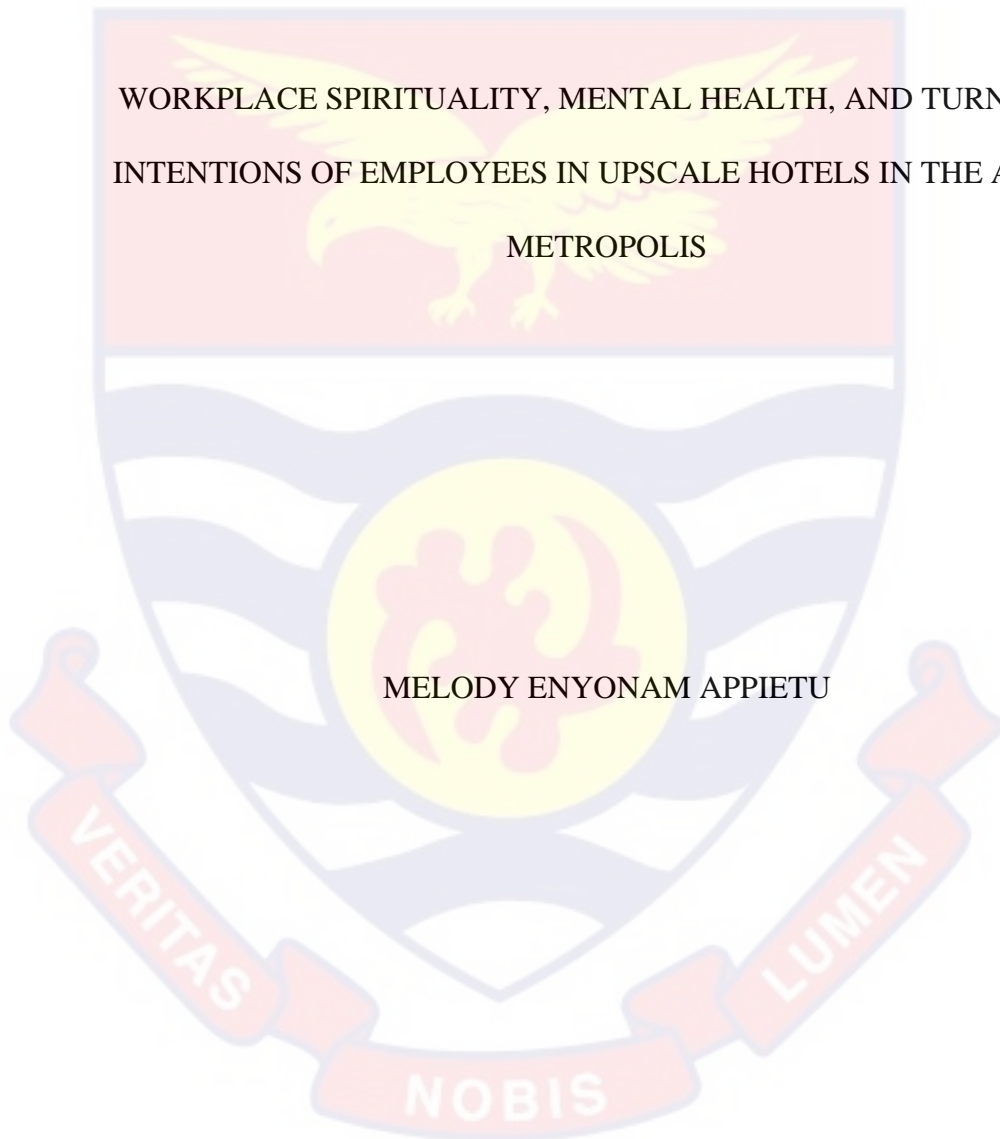


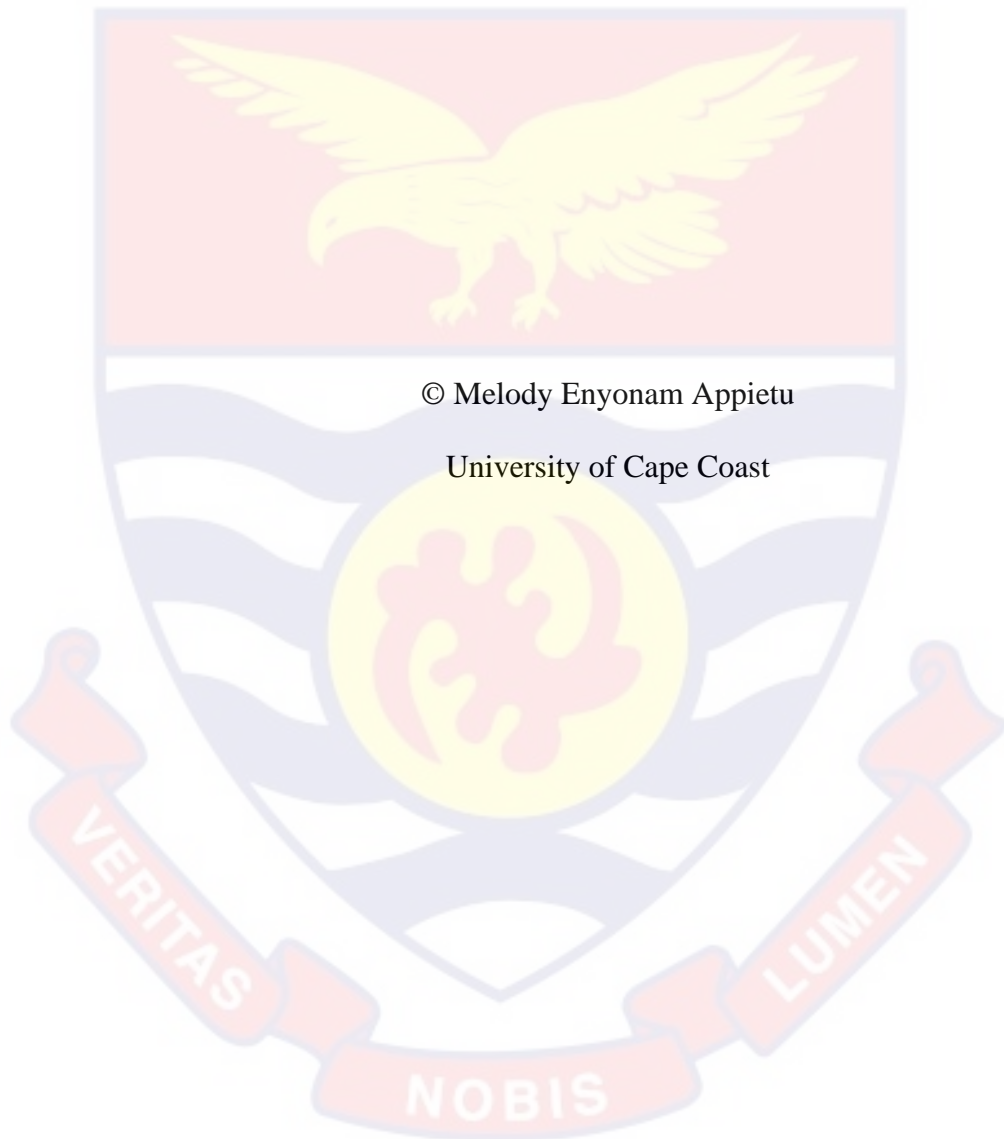
UNIVERSITY OF CAPE COAST

WORKPLACE SPIRITUALITY, MENTAL HEALTH, AND TURNOVER
INTENTIONS OF EMPLOYEES IN UPSCALE HOTELS IN THE ACCRA
METROPOLIS

MELODY ENYONAM APPIETU



2024



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WORKPLACE SPIRITUALITY, MENTAL HEALTH, AND TURNOVER
INTENTIONS OF EMPLOYEES IN UPSCALE HOTELS IN THE ACCRA

METROPOLIS

BY

MELODY ENYONAM APPIETU

Thesis Submitted to the Department of Hospitality and Tourism Management
of the Faculty of Social Sciences, College of Humanities and Legal Studies,
University of Cape Coast, in Partial Fulfillment of the Requirements for
Award of Doctor of Philosophy in Hospitality Management

OCTOBER 2024

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date

Name: Melody Enyonam Appietu

Supervisor's Declaration

We hereby declare that the preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of the thesis laid down by the University of Cape Coast.

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Co-Supervisor's Signature Date:.....

Name: Dr. Charles Adongo Atanga

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Name: Dr. Abednego Kofi Bansah

ABSTRACT

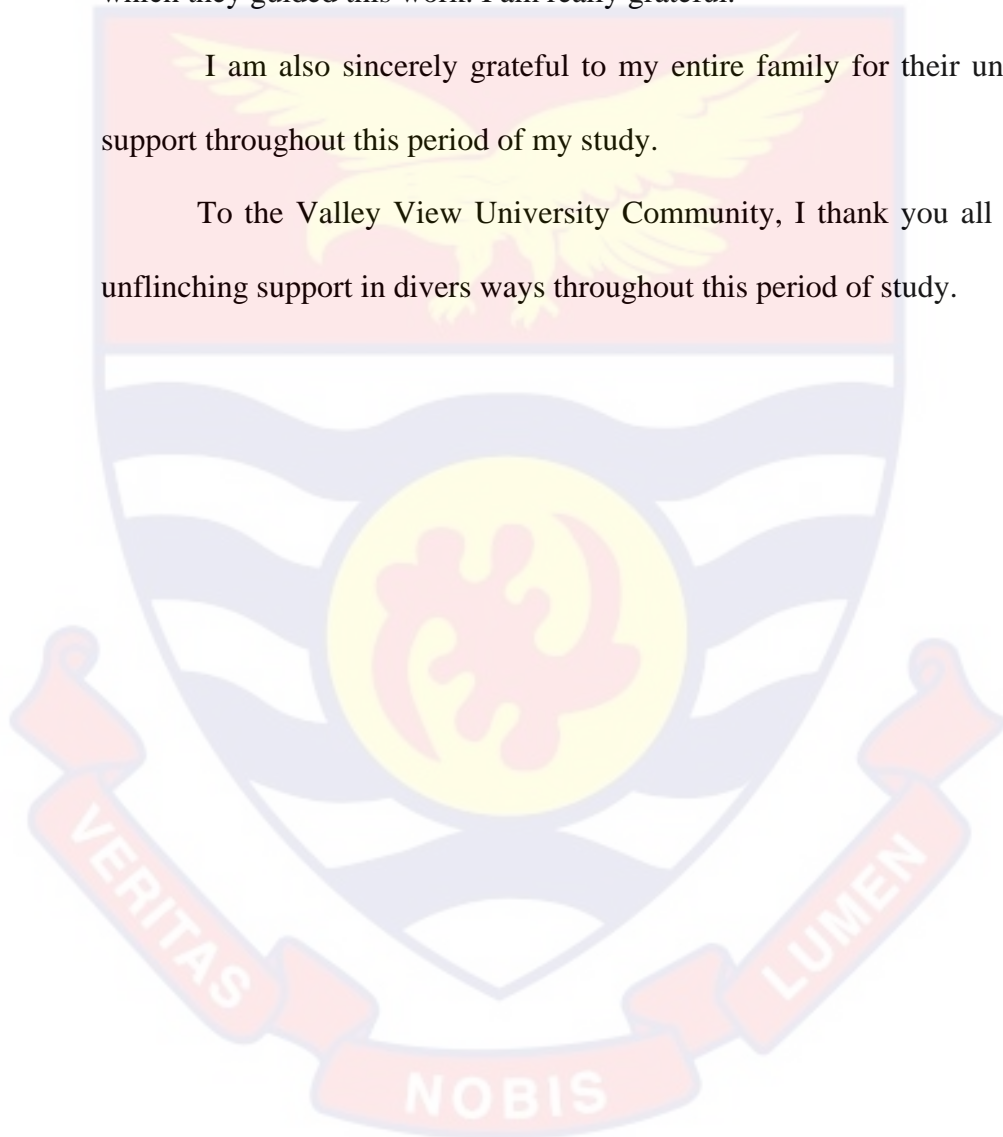
This study delves into the intricate relationships between workplace spirituality, mental health, employee engagement, and turnover intentions. Furthermore, it seeks to explore how mental health and employee engagement serve as mediators in these connections. The research also examines employees' coping strategies in relation to their mental health. The study utilized a pragmatic research approach and gathered data from 280 employees through self-administered questionnaires and semi-structured interviews with 28 employees working in luxury hotels in Accra. The data was analyzed using both descriptive and inferential statistics for quantitative data and thematic analysis for qualitative data. Structural equation modeling was employed to test the proposed hypotheses. The study found that the mental health of employees was impaired, and they exhibited a moderate level of engagement and turnover intentions. Socio-demographics played a role in employees' experiences with workplace spirituality, mental health, and engagement. Workplace spirituality had a direct influence on mental health and engagement, and indirectly on turnover intentions. Employee engagement and mental health individually mediated the connection between workplace spirituality and turnover intentions. Employees used various coping mechanisms such as problem solving, seeking social support, avoidance, and reliance on mhealth psychosocial support. However, the latter was the most common, and it significantly moderated the relationship between workplace spirituality and mental health. It is imperative for hotel managers to actively foster a strong sense of community among their staff and effectively promote policies, programmes, and practices to ensure a sustainable spiritually thriving work environment.

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I am also sincerely grateful to my entire family for their unweaving support throughout this period of my study.

To the Valley View University Community, I thank you all for your unflinching support in divers ways throughout this period of study.



DEDICATION

To my Husband

Mr. Francis Cudjoe Hadzah



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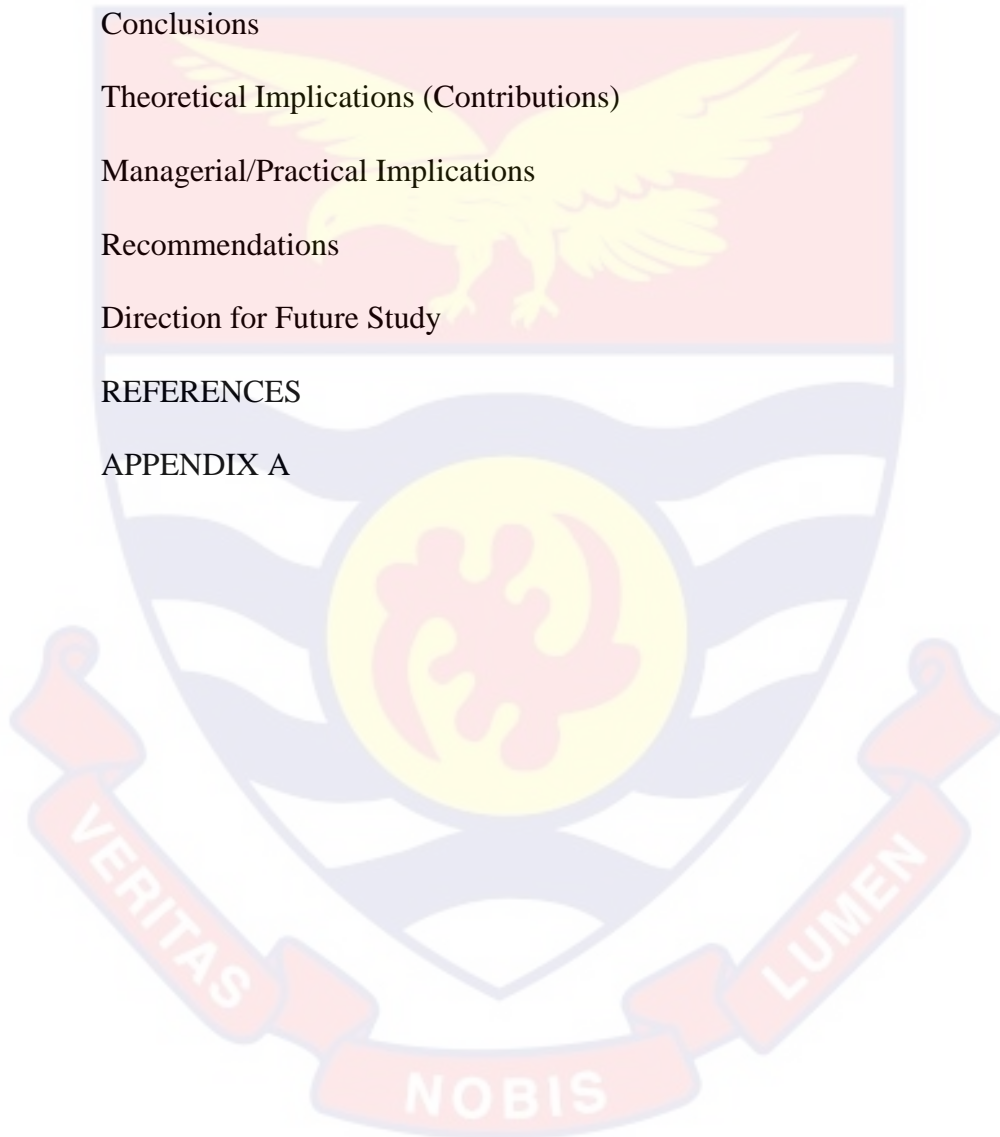
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LIST OF ACRONYMS



BBTPE	Broaden and Build Theory of Positive Emotions
CM	Coping Mechanisms
CMDs	Common Mental Disorders
CMHAP	Comprehensive Mental Health Action Plan
EE	Employee Engagement
IHME	Institute for Health Metrics and Evaluation
JD R	Jobs Demands Resources Theory
MH	Mental Health
mhGAP	Mental Health Gap Action Programme
OECD	Organisation for Economic Co-operation and Development
PAHO	Pan American Health Organization
PTSD	Post-Traumatic Stress Disorders
RMPS	Reliance on mHealth Psychological Support
SDG	Sustainable Development Goals
SDT	Self-Determination Theory
SET	Social Exchange Theory
SSA	Sub-Saharan Africa
TI	Turnover Intentions
TTSC	Transactional Theory of Stress and Coping
UWES	Utrecht Work Engagement Scale
WCO	World Customs Organization
WHA	World Health Assembly
WHO	World Health Organization
WPS	Workplace Spirituality
WTTC	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

Background to the Study

The hospitality and tourism industry has undergone significant changes in recent times due to globalization and technological advancements. As a result, it has become a crucial source of foreign currency earnings for numerous countries, while also generating substantial personal and corporate income. The industry is also known to create ample employment opportunities and contribute significantly to the revenue of governments. According to the latest data by the World Travel and Tourism Council (WTTC), the industry's contribution to the global economy in 2021 was 10.4% in terms of both Gross Domestic Product (GDP) and jobs.

The industry has made significant strides in advancing communication technologies and promoting access to the internet and intranet, enabling seamless interaction between employees and their workplace. However, with heightened competition and the current global economic downturn, there is mounting pressure to improve cost efficiencies, performance, and productivity. This has resulted in managers placing greater demands on employees, leading to longer working hours and heightened stress levels (Gonzalez-Mulé & Cockburn, 2020; Pradhan, Dash, & Jena, 2019).

Work is at the very core of contemporary adult life and contributes significantly to the general well-being of employees. There is no doubt that work essentially provides employees with financial security, personal identity, and opportunities to make meaningful contributions to life. Srivastava (2020)

observed that hotel employees spend a greater portion of their lives and their hours of maximum effort in the workplace usually with unfavorable work schedules and under grueling working conditions. Available evidence suggests that the hotel industry is characterized by high service interaction (Li, Mai, Yang, & Zhang, 2020) which partly places high physical, emotional, and/or mental demands on employees. The industry is also labor-intensive mainly operating with long hours between 24 hours per day and 7 days per week as confirmed by the 2017 American Time Use Survey (US Bureau of Labour Statistics, 2018).

Generally, the workplace is identified as an environment that precipitates and perpetuates common mental health conditions among employees. Significant among the factors accounting for these conditions are unfavorable working conditions. Chronic exposure to workplace stressors results in a variety of mental health disorders including depression, anxiety, stress, inability to concentrate, and emotional exhaustion (The Deloitte Center for Healthcare Solutions, 2017; Memish, Martin, Bartlett, Dawkins, & Sanderson, 2017). Empirical studies have shown that demanding working conditions and unfriendly work schedules are potential etiological factors for mental health disorders. For instance, stressors such as high workloads (Oshio, Lnoue, & Tsutsumi, 2018; Sahai & Mahapatra, 2020) long working hours, night and weekend work (Sato, Kuradab, & Owanb, 2020), high emotional demands, low job control, and poor interpersonal relationships among employees (Bluff, 2016O; Kuroda & Yamamoyo, 2018; Shio et al., 2018) have largely been reported.

The WHO defines health as a state of mental, physical, and psychological well-being in which every individual realizes his or her potential, can cope with the normal stresses of life, can work productively and fruitfully, and can contribute to his or her community (WHO, 2018). Globally, mental health problems are acknowledged as the leading cause of disability (Pan American Health Organization (PAHO, 2019; Saah, Amu, Kissah-Korsah, 2021; WHO, 2018) with incidents often hidden, neglected, and/or stigmatized mostly in developing countries (Anum, Washington-Nartey, & Dzokoto, 2020). According to Richie (2018), global estimates suggest that the prevalence rate of mental health disorders ranges between 11% to 18% among the general population and in particular, ranges between 26.1% to 59.6% among hotel employees in the industry (Lei & Chen, 2020; Kilic, Boz, & Koc, 2016). Significantly, mental health disorders cost approximately USD 2.5 trillion annually in poor health and reduced productivity (The Lancet Global Health, 2020).

The burden of mental health problems can negatively impact productivity, increase unemployment and poverty rates (Doran & Kinchin, 2019), intensify stress levels, reduce access to social capital due to social exclusion, and risk of violence for victims (Ljungqvist, Topor, Forssell, Svensson, & Davidson, 2016). Reports from a recent review conducted in Australia, New Zealand, Canada, and the United Kingdom revealed that at the societal level, individuals with mental health disorders are more likely to be absent from work and opt for early retirement (Doran & Kinchin, 2019).

In view of the extent and pervasiveness of mental disorders among the population, the WHO together with major stakeholders recognizes the

phenomenon as a top priority in achieving global development goals. Heightening concerns have led to the rollout of several interventions to improve mental health standards particularly among the working population. Among these interventions is the inclusion of mental health in the 17 Sustainable Development Goals to be achieved by the year 2030. In particular, the SDG three (3) focuses on ensuring healthy lives and promoting well-being for all at all ages while target 3.4 aims at promoting mental health and well-being for all (Johnston, 2016).

Recently, the WHO at its seventy-fourth World Health Assembly WHA74 (14) endorsed the updated Comprehensive Mental Health Action Plan (2013-2030). This comprehensive action plan retains the emphasis on a life course approach and actions to promote mental health and well-being for all. Further, it seeks to prevent mental health conditions for those at risk and to achieve universal coverage for mental health services (CMHAP, WHO, 2021).

Ghana's support for mental health promotion is evident in the promulgation of the Mental Health Act, 2012 (Act 846) to address mental health issues and protect the rights of persons with mental illnesses (Magna & Yemoh, 2018). Following the enactment of the Mental Health Act, the Mental Health Authority was established in 2013 to propose, promote, and implement mental health policies and also provide culturally appropriate, humane, and integrated mental health care throughout the country (Ministry of Health, Ghana, 2018).

Similar efforts are evident in Ghana's collaboration with the WHO in the initiation of the Quality Rights in Mental Health Ghana Initiative program (WCO GHANA Annual Report, 2020; Ghana Annual Report, 2019) aimed at assessing and improving the quality and human rights conditions of mental

health facilities. Also, in response to the Mental Health Gap Action Programme (mhGAP) launched by the Department of Mental Health and Substance Abuse of the WHO (Santana, 2018), the Ministry of Health facilitated the training of 443 primary mental health care providers to build and improve capacity in managing mental health conditions in the country (WCO GHANA Annual Report, 2020).

Despite these efforts, mental health disorders are predominant, particularly in Sub-Saharan Africa (SSA), and remain a major public health challenge (WHO, 2017). Data compiled by the Global Burden of Disease Collaborative Network revealed that 12.17% of the general population experience some form of mental disorder in Sub Saharan Africa (SAA) (Dattani, Ritchie, & Roser, 2021). At the national level, the Institute for Health Metrics and Evaluation (IHME, 2016) reports that mental health conditions in Ghana are in the lead for years lived with disability (YLDs). Comparable data revealed a prevalence rate of 11.40% of mental health disorders in the domains of depression, anxiety, bipolar, stress, and eating disorders among the Ghanaian populace (Dattani, et al., 2021).

Mental health problems are ubiquitous and inevitable in the hotel industry. Growing evidence suggests that the industry is facing a mental health crisis across the globe. According to the Royal Society for Public Health (2021), one in every five hotel employees suffers from work-related mental disorders in the United Kingdom. In the Eastern part of Africa, Gacau, Kombe, Ngayo, and Mwaniki (2016) report that a significantly high proportion of hotel workers in Nairobi suffer from mental health disorders. Similar reports from West African countries including Ghana, and in particular, the Accra Metropolitan area which

constitutes the study area indicates that there is a high prevalence of poor mental health among Upscale hotel employees. Specifically, the authors report that 38.3% of these employees experience depression, while 52.3% anxiety and 34.4% stress (Saah, Amu, & Kissah-Korsah, 2021; Saah & Amu, 2020).

Indeed, the ramifications of this situation partly account for the high turnover rates posing significant challenges to the industry presently (Agovino, 2019; Ghani, Zada, Memon, Ullah, Khattak, Han, Ariza-Montes, & Araya-Castillo, 2022; Wen, Zhou, Hu, & Zhang, 2020). According to Agovino (2019), the global estimates of voluntary turnover rates of employees in the hospitality industry average range between 60 to 120 percent compared to other service sectors. In Ghana, for example, available empirical evidence suggests that voluntary turnover among hotel employees in the Accra Metropolitan Area is persistent (Deri et al., 2021).

Undeniably, it is widely acknowledged that experiences of role stress over time lead to dysfunctional employee reactions such as voluntary turnover from the organization (Shrestha & Jena, 2021; Wen et al., 2020). High turnover rates imply labour and skill shortages, resulting in high costs of recruiting, staffing, and training. Turnover also has negative impacts on service quality (Wen, et al., 2020) and the sustainability of hotel businesses in the long term (Holston-Okae & Mushi, 2018) as organizations not only lose valued and skilled employees but also incur huge costs in hiring new employees and so on (Jena & Pradhan, 2020).

In curbing this perennial phenomenon of the industry, compensations and benefits have become prominent dimensions of employee turnover and retention mechanisms (Williams, Harris, & Parker, 2008) where specific

attention has been directed at increasing salaries and remunerations of employees. These mechanisms have however not yielded the desired benefits as salary and remuneration increments have not adequately decreased employee voluntary turnover (Bryant & Allen, 2013). In the Accra Metropolitan area, for example, hospitality researchers have reported high voluntary turnover among hotel employees (Deri, 2021; 2020) reflecting the limited ability of these mechanisms to influence turnover intentions. Indeed, the issue of voluntary turnover is not likely to go away anytime soon as there is sufficient empirical evidence to suggest that the blurring of work and personal life in the hospitality industry, as well as growing tensions in the global economy, aggravates occupational stress levels which in turn may continuously result in higher levels of employee turnover (Chiang, Birtch, & Kwan, 2010; Mulvaney, O'Neill, Cleveland, & Crouter, 2007). Consequently, hoteliers are faced with the responsibility of establishing an organizational culture that improves employee mental health, motivates their engagement towards their work roles, and enhances their retention.

Workplace spirituality (WPS) is now one of the imperative management practices that have recently attracted more academic attention throughout the stressed situation (Jena, 2022; Utami, Spata, Verawati, & Astakoni, 2021). Workplace spirituality (WPS) is defined as the “lived experiences and expressions of one’s spirituality in the context of work” (Sheep, 2006) and is reflected in the dimensions of meaningful work (Rocha & Pinheiro, 2021), sense of community (Bal & De Lange, 2015) and alignment with organizational values (Milliman, Czaplewski, & Ferguson, 2003; Smet, Patchod, Relyea, & Sterndels, 2020).

In this study, workplace spirituality (WPS) is distinctly different from workplace religiosity. Workplace religiosity embraces the articulation and perhaps the propagation of a particular kind of denomination and its beliefs, ideologies, rules, rites, and practices within the organizational culture (Cash & Gray, 2000). Nurturing workplace spirituality (WPS) generates organizational connection among employees and elicits contentment and harmony resulting in improved mental health, a higher level of work engagement, and a reduction in attrition rate amongst others (Pawar, 2016, Rahman et al., 2019; Salim, Ouissal, Mohamed, Afak & Rachid, 2020). It is common knowledge that spirituality is something everyone possesses and can neither be ignored nor neglected. It is considered an inborn and integral part of human quality that allows for the expression of spiritual identities (Lata & Chaudhary, 2021) and the experience of positive emotions at work. Drawing from the Broaden and Build Theory of positive emotions, (Fredrickson, 2013), hotel employees who experience positive emotions at work, will have improved mental health (Otaeye-Ebede, Shaffakat, & Foster 2020; Zhang, 2020), will be less likely to leave their organization (Aboobaker et al., 2019), and therefore will more likely be engaged with their respective organizations (Milliman et al., 2018; Sandhya & Sulphey, 2020).

Employee engagement has emerged as an important organizational behavioral construct (Saks, 2011) and is increasing as a result of fostering spirituality in the workplace (Khan, Usman, Saeed, Ali, & Nisar, 2022; Sun & Bunchapattansakda, 2019;). Owing to the significant role of highly motivated upscale hotel employees in the customer service experience through the delivery of quality service (Elmadağ & Ellinger, 2018; Kim, Gazzoli, Qu, & Kim, 2016),

the most effective way to improve and sustain this is by effectively engaging them (Hughes & Rog, 2008).

Significant relationships have been established between the experience of workplace spirituality (WPS) and its influence on employees' levels of engagement (Milliman et al., 2018; Sandhya & Sulphey, 2020) with their organization and intention to leave (Aboobaker et al., 2019). According to Sibley et al. (2020), the potential and positive link between WPS and employee engagement is highlighted within the framework of the Social Exchange Theory (SET; Cook, Cheshire, Rice, & Nakagawa 2013). SET's emphasis on relationship building is based on a subjective cost-benefit analysis and options assessment (Liu, Min, Zhai, & Smyth, 2016, p. 54; Robert-Lombard, Mpinganjira, & Svensson, 2017, p. 2). Thus, hotel employees who benefit positively and constructively from workplace spirituality (WPS) across individual, group, and organizational levels, will feel indebted, obligated, and sufficiently disposed toward their organization. Subsequently, they will contribute positive outcomes by engaging in reciprocal beneficial exchange relationships with co-workers, customers, and the organization (Zhang, 2020) and therefore will be less motivated to leave their organization.

The dimensions of workplace spirituality (WPS) further connect to the central tenets of the Self-Determination Theory (SDT; Deci & Ryan, 1985; Ryan & Deci, 2017) and accentuate the influence of workplace spirituality (WPS) in improving employee mental health, work engagement, and subsequently, their retention. The Self Determination Theory examines the extent to which an individual's behaviour is intrinsically motivated and thrives on three core psychological needs of autonomy, competence, and relatedness

(Deci & Ryan, 2008). These psychological needs are inborn and must continually be satisfied throughout life for employees to attain optimum functioning levels and experience ongoing personal growth, improved health, and well-being (Ryan & Deci, 2017). Interestingly, these psychological intrinsic needs are echoed in the dimensions of workplace spirituality (WPS): searching for deeper meaning, sense of community, and alignment with organizational values (Bal & De Lange, 2015; Petchsawang & McLean, 2017; Rocha & Pinheiro, 2021). This therefore suggests that intrinsic motivation urges a natural desire for self-development which leads to higher engagement, improved mental health, and well-being as per SDT and WPS.

Recognizing the potential contribution of workplace spirituality (WPS) to the long-term sustainability of business in the 21st century, particularly in the current situation where organizations are witnessing a paradigm shift from wealth maximization and economic growth towards the quest for sustainability (Amui, Jabbour, de Sousa Jabbour, & Kannan, 2017; Houghton, Neck, & Krishnakumar, 2016), cultivating spirituality should be a pertinent characteristic of the organizational culture of upscale hotels in the Accra Metropolitan Area. A working milieu where employees experience joy, compassion, integrity, respect, harmony, trust, teamwork, and personal growth, inter alia is a workplace in which spirituality thrives (Milliman et al., 2003). Such organizations will have a competitive edge over others because employees are more likely to be highly motivated and engaged.

Statement of the Problem

Gradual changes in hotel work settings present growing complexity in the personal and professional lives of employees which is likely to impair their mental health (Chen, 2020; Karsavuran, 2021). Employees nonetheless are also interested in mutually sharing some common goals, values, ethics, and objectives with their employers. Workplace spirituality (WPS) therefore becomes the panacea that provides a unique platform to facilitate common grounds of connectedness among employees and employers in a contemporary business environment (Aboobaker, Edward, & Zakkariya, 2021; Khanna & Khanna, 2019).

Currently, there is a burgeoning interest in the concept of WPS with the reason being that employees are increasingly being motivated by spirituality rather than material benefits. Most especially in a technologically sophisticated and hyper-competitive working environment to improve their mental health and well-being, hence, longing for a more profound sense of purpose (Farmer, Allen, Duncan, & Alagaraja, 2019) and fulfillment in life. Despite this critical need, Tutar and Oruç (2020) maintain that adequate consideration has not been given to employees' spiritual needs. Similarly, researchers observed limited attention in this line of inquiry (Aboobaker et al., 2019; Garg, Punia, & Jain, 2019; Lizano, Godoy, & Allen, 2019; Saxena & Prasad, 2022) and have urgently called for the development of empirical studies focusing on the phenomenon (Afsar & Badir, 2017) given its myriad benefits.

Presently, it appears available studies on workplace spirituality (WPS) have focused on describing employees' personal experiences of spirituality at the workplace with limited attention directed at the influence of the dimensions

of WPS on work-related outcomes (Sapta, Rustiarini, Kusuma, Astakoni, & Nazarian, 2021; Saxena & Prasad, 2022; Srivastava & Gupta, 2022). An examination of available empirical studies indicates that researchers have explored workplace spirituality from different perspectives and scientific domains and correlated it with multiple concepts. For instance, Aboobaker, et al. (2021) in a study focused on examining the influence of WPS on teachers' loyalty towards their organization mediated through well-being in India's gig economy. Another study also examined workplace spirituality, mindfulness, and self-compassion as antecedents of mental well-being among employees from the state of Kerala in India (Jnaneswar & Sulphay, 2021) as well as experiences of WPS among employees in service industries in Malaysia (Ahmad, Omar, & Jamah, 2018).

In the context of hospitality and tourism however, Soliman, Di Virgilio, Figueiredo, and Sousa, (2021) concluded that only a limited number of empirical studies have been found. In particular, these studies focused on perspectives such as service quality, recompense systems, and customer service experience (Table 1). To have a holistic appreciation of the concept of WPS, Abu Bakar (2020) and Paul, Jena, and Shaoo (2019) recommend that both theory and empirical research in this field must be significantly extended within the hospitality literature.

The major shortcomings in the hospitality literature in line with the focus of the present study include; firstly, there is substantial empirical evidence to suggest that episodes of mental health conditions in the domains of depression, anxiety, and stress inter alia are highly prevalent among hotel employees globally (Royal Society for Public Health, 2021).

Table 1: Studies on Workplace Spirituality in Hospitality Literature

Author	Theme	Study Context
Crawford, Hubbard, Lonis-Shumate, & O'Neill, (2009);	Employee Attitudes	USA
Gatling, Kim & Milliman (2016)	Employee Attitudes	USA
Lee, Lovelace, & Manz (2014)	Service Quality	USA
Pandey, Gupta, & Arora, (2009)	Customer Service Experiences	India
Ming-Chia (2012)	Recompenses Systems	Taiwan
Milliman, Gatling, & Kim (2018)	Employee Engagement, intention to stay and service delivery	USA
Rezapouraghdam, Ali-pour, & Darvishmotevali (2018)	Employee Organizational Citizenship Behaviour	North Cyprus
Rezapouraghdam, Alipour, & Arasli (2019)	Employee Sustainable Behaviour	Turkey
Biswakarma (2018)	Employee Productivity	Nepalese
Soliman, Di, Figueiredo, & Sousa (2021)	Lecturers' Attitudes	Italy and Portugal

Source: Field survey, Appietu (2023)

Specific to the Ghanaian context, similar trends exist as some researchers have continuously reported cases among employees in hotels across the country (Wireko-Gyebi & Ametepah, 2016; Wireko-Gyebi, Adu Frimpong, & Ametepah, 2017) and most especially upscale hotels in the Accra Metropolitan Area (Saah & Amu, 2020; Saah, Amu, & Kissah-Korsah, 2021; Mensah, Azilla-Gbettor & Appietu, 2021) which constitutes the study area for the current study.

It is needful to state that employees' mental health is of utmost importance and a primary responsibility of hotel organizations (Sharma & Kumar, 2020), and as such employers are increasingly becoming interested and are inquiring into mechanisms aimed at improving same due to its multiple benefits (Burford, Davey, Knight, King, Cooke, & Coggins, 2017). Regrettably,

the effect of WPS and its association with employee mental health is sparsely researched (Table 1) as confirmed by Houghton et al. (2016) who concluded in their study that this area has not been adequately researched. Secondly, available studies on WPS provide scarce evidence on the direct and mediational effects of employee engagement and mental health on the relationship between workplace spirituality (WPS) and turnover intentions (TI). In addition, there is limited information on employees' turnover intentions as a dependent variable in the context of WPS (Table 1). As a methodological gap, only very few studies have examined the concept of WPS from the perspective of the pragmatic research paradigm (Table 1).

Thirdly, literature on hotel employees coping mechanisms with prevailing mental health conditions are largely dominated by problem focused, emotion focused, and cognitive-appraisal (Table 2). Data on how upscale hotel employees in the Accra Metropolitan Area are activating the coping resources of mobile health psychological support (mental health mobile application features) is extremely scarce although technology has advanced and employees have access to a number of information resources to explore in a contemporary work environment. Indeed, these evident dearth's in research on the concept limit its extension, development, and application (Gatling et al., 2016).

Finally, with reference to Table 1, the majority of empirical hospitality studies on WPS are skewed towards the developed countries. Yet, in West Africa and particularly Ghana, where spirituality is perhaps considered a very significant factor in individual and organizational lives, research in the Ghanaian hospitality literature on WPS is extremely scarce as no study as of now has examined the relevance of employee engagement in the context of

WPS experiences, mental health, and turnover intentions among employees of upscale hotels in the Accra Metropolitan area.

Table 2: Hospitality Studies on Coping Mechanisms

Author	Theme
Tsaur & Tang (2012)	Planned-breather leisure coping Avoidant coping
Kondratyuk & Morosanova (2014)	Cognitive-appraisal coping Problem-solving coping Emotion-focused coping
Jung & Yoon (2015)	Cognitive-appraisal coping Problem-solving coping Emotion-focused coping

Source: Field survey, Appietu (2023)

Research Question

Therefore, to further extend knowledge and understanding among workplace spirituality (WPS), mental health (MH), employee engagement (EE) and turnover intentions (TI), the present study seeks to answer the following research questions;

- What are the WSP experiences of hotel employees?
- What is the status of hotel employees' mental health?
- What is the level of employee engagement with their respective organizations?
- What are the turnover intentions of upscale hotel employees in the Accra metropolitan Area?
- How does WPS influence hotel employees' mental health?
- How does employees' choice of coping mechanism affect their mental health status?

In answering these questions, the present study aims to test a research model which integrates workplace spirituality (WPS), employee engagement (EE), mental health (MH), and turnover intentions (TI) among employees in upscale hotels in the Accra Metropolitan Area.

Objectives of the Study

The main objective of the study is to examine the effects of workplace spirituality, employee engagement and mental health on turnover intentions of employees in upscale hotels in the Accra Metropolitan Area. The specific objectives are to;

1. Explore the WPS experiences of hotel employees;
2. Assess the mental health of employees;
3. Examine the level of hotel employees' engagement with their organizations;
4. Assess the turnover intentions of hotel employees;
5. Assess the effect of WPS on employees' mental health;
6. Examine the coping mechanisms employees adopt in managing their mental health conditions;

Significance of the Study

The significance of this study focusing on workplace spirituality (WPS), mental health (MH), employee engagement (EE), and turnover intentions (TI) of upscale hotel employees in the Accra Metropolitan Area stems from calls by hospitality researchers (Abu Bakar, 2020; Paul et al., 2019) to extend empirical studies on WPS. This study contributes to the nascent literature on spirituality by positioning WPS as a contextual psychosocial organizational resource that

can facilitate the improvement of hotel employees' mental health, engagement, and turnover intentions. In addition, it will unearth the intervening effect of employee engagement and mental health on the relationship between workplace spirituality (WPS) and turnover intentions. Furthermore, this study will highlight the significance of the reliance on mhealth psychological support as an effective coping mechanism used by hotel employees in the 21st century thereby extending the measurement scale on coping mechanisms in the entire hospitality literature.

Apropos of the contributions this study makes to stakeholders of upscale hotels in the study area, it is widely acknowledged that emotional labour remains an integral part of the upscale hotel business particularly those in the Accra Metropolitan area and extant literature has provided support for its detrimental effects on employees' mental health, engagement, and their intention to quit (Amissah et al., 2021; Blankson-stiles-ocran et al., 2017; Mensah, Azilla-Gbettor & Appietu, 2021; Saah & Amu, 2020; Saah, Amu, & Kissah-Korsah, 2021).

Results from this study will help managers and stakeholders of these upscale hotels to understand the implications of meaningful work, sense of community, and alignment with organizational values. Subsequently, devise and/or refine targeted policies, practices, programs, and mechanisms to support transcendence and connectedness in the hotel work environment. This will ultimately create a working environment where taxing aspects of emotional labour as well as extraneous tensions will be minimized and employees can better manage stressful working conditions which are unavoidable in upscale hotel businesses.

Furthermore, employees will be more likely to experience authentic emotional synergy among themselves. In addition, the organization will reap the benefit of heightened loyalty and engagement from their employees which engenders positive mental health and retention of qualified and experienced employees. Counting on the cascading effect of experiencing positive emotions as well as the norm of reciprocity, employees will unconsciously extend these experiences to customers by ensuring a high standard of quality service delivery. Ultimately, the hotel organization will continuously win a sustainable competitive advantage.

Following from the need for greater theory development in the context of WPS (Giacalone & Jukiewicz, 2010), the present study makes theoretical contributions through the lenses of the Broaden and Build Theory of Positive Emotions (Fredrickson, 2013), Self Determination Theory (Ryan & Deci, 2017), Job Demands Resources Theory (Bakker & Demerouti, 2014), and the Social Exchange Theory (Cook, Cheshire, Rice, & Nakagawa, 2013) by proposing and providing empirical evidence for the aforementioned theoretical frameworks.

At the national level, this study will make significant contributions towards the reduction of mental health cases in Ghana. Presently, data from a situational analysis by the WHO-Ghana (2020) indicates 650,000 people suffering from severe mental disorders while 2,166,000 are suffering from moderate to mild mental disorders. The Ghana Mental Health Authority (2019) supports the WHO's report by providing evidence of 27,837 OPD-reported cases of mental illness at the Accra Psychiatric Hospital alone.

With only 1.4 percent of the total health budget allocated to mental health (Magna & Yemoh, 2018), a staggering 1 psychiatrist per every 800,000 patients, and the huge deficit in mental health infrastructure, this study is in place and indeed timely to encourage managers of organizations to embrace, implement, and promote the concept of WPS. Consequently, the aim of the Sustainable Development Goal Three (SDG 3) which is targeted at reducing poor mental health among the population by 2030 will be achieved.

Delimitations of the Study

Although several organizational resources can influence the mental health of upscale hotel employees and subsequently their work-related outcomes, this study specifically focused on workplace spirituality, construed as a psychological organizational resource with the potential of positively influencing the mental health, engagement, and turnover intentions of upscale hotel employees in Accra Metropolitan Area. The study could have been addressed collectively from the perspective of the customers, employers, and/or employees, however, the study restricted itself to consider the perspectives of employees because it is an important area that remains under researched in extant literature.

For the present study, a combination of theoretical frameworks as well as the pragmatism research paradigm is used to examine the workplace spirituality experiences of upscale hotel employees in the Accra Metropolitan Area. Further, the study looks at the effect of the dimensions of workplace spirituality on the mental health, engagement, and turnover intentions of employees of upscale hotels in the aforementioned study area. Indeed, the study is delimited by the above-mentioned objectives specifically focusing on upscale

hotel employees in the Accra Metropolitan Area. This notwithstanding, findings from this study will have great value for understanding the importance of cultivating workplace spirituality within the entire hospitality industry.

Limitation of the Study

This study has some limitations within which the findings need to be interpreted. First of all, the generalizability of the results is limited to only upscale hotel since the study was conducted on a sample drawn exclusively from upscale hotels in the Accra Metropolitan Area. In addition, the collection of data from self-reporting questionnaires potentially has implications for common method biases. Finally, the measurement scales adopted in this study although validated are developed with the Western cultural background and organizational situations. This is likely to have implications for the outcomes of the data collected.

Definition of Terms

Workplace spirituality is “the effort to find one’s ultimate purpose in life through the work one does, to develop a strong connection with co-workers and other people associated with work, and to have consistency between one’s core beliefs and the values of their organization (Mitroff & Denton, 1999; Milliman et al., 2003).

Employee Engagement is a positive, fulfilling, work-related state of mind operationalized in the context of vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002, p. 74).

Mental Health is a condition of physical, social, and mental well-being in which every individual realizes his or her potential, can cope with normal

stresses of life, can work productively and fruitfully, and can contribute to his or her community (WHO, 2004).

Turnover Intentions refer to the moment an employee begins thinking and purposefully searching for another job concerning a time at some point soon either within the next three, six months, or a year (Elangovan, 2001).

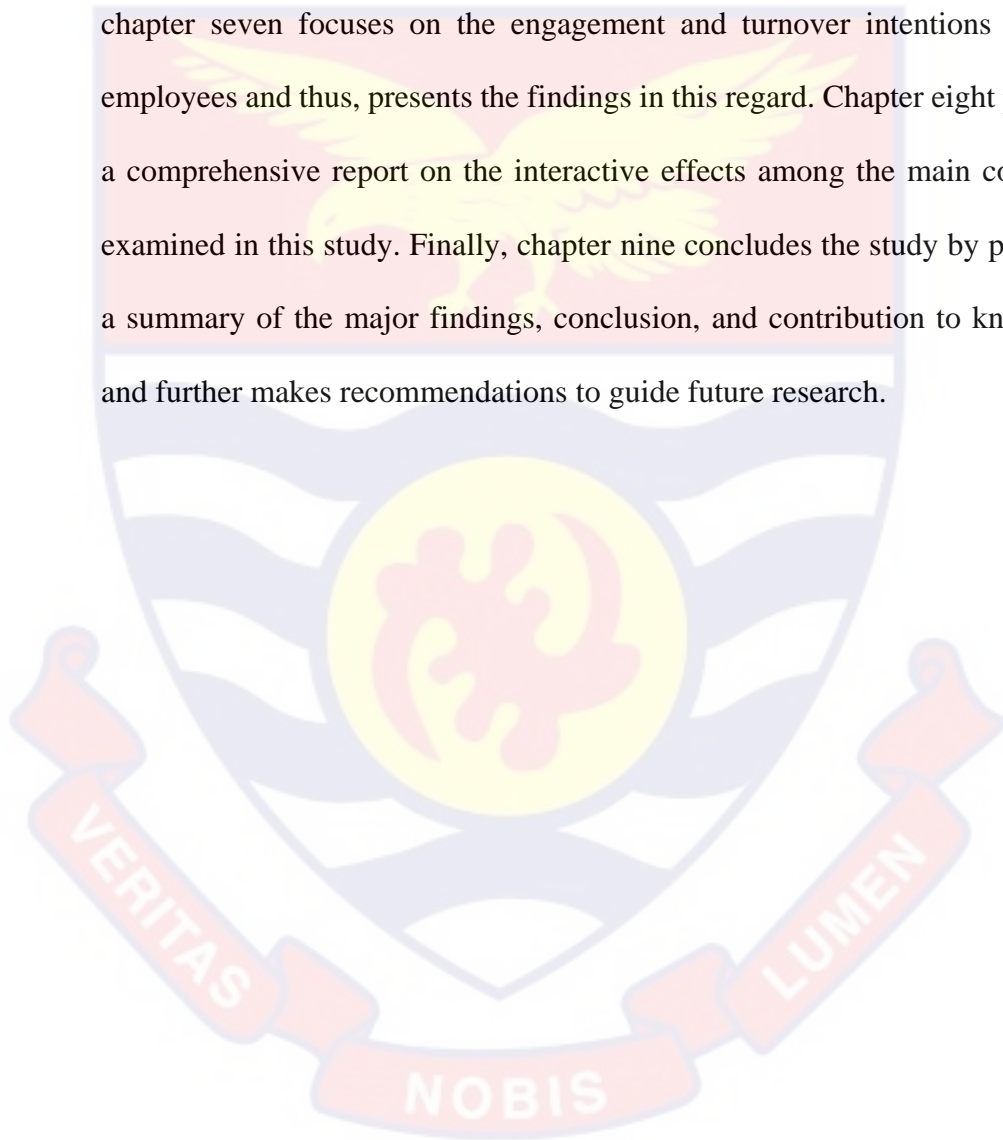
Coping Mechanisms refer to the efforts used by hotel employees including their resources and perceptions of challenges to reduce the negative effects of stress, depression, and anxiety related to their mental health (Cheng, Mauno, & Lee, 2014, p. 73).

Organization of the Study

This thesis is organized into nine chapters. Chapter one sets the tone for the study by providing a background to the mental health of employees in the hotel industry and the relevance of workplace spirituality in influencing their mental health conditions and turnover intentions. The chapter further identifies major gaps in existing literature in line with the focus of the study and sets objectives to guide the progress of the thesis. Chapter two, constituting the literature review section provides a vivid description of the conceptualization and operationalization of the study constructs. In addition, the chapter discusses the theoretical frameworks underpinning the constructs and provides justification for their relevance to the study.

As a continuation of the literature review, Chapter three reviews empirical studies on the constructs mentioned in chapter two and proposes hypotheses based on the objectives of the study. Chapter four discusses the research methodology by outlining the techniques for sample size

determination, sampling, data collection, and analysis. Chapter five presents the findings on the workplace spirituality experiences of upscale hotel employees in the Accra Metropolitan Area. Chapter six presents result on the mental health status of employees in upscale hotels and in addition, reports on their choice of coping mechanisms in managing their mental health conditions. Further, chapter seven focuses on the engagement and turnover intentions of hotel employees and thus, presents the findings in this regard. Chapter eight provides a comprehensive report on the interactive effects among the main constructs examined in this study. Finally, chapter nine concludes the study by providing a summary of the major findings, conclusion, and contribution to knowledge and further makes recommendations to guide future research.



CHAPTER TWO

REVIEW OF CONCEPTS AND THEORIES

Introduction

This chapter is in two parts. The first part conceptualizes and operationalizes the constructs of interest to the study while the second part discusses the theories underpinning the study. In addition, the second part provides justification for the relevance of these theories in the study and further situates the proposed relationships within the frameworks of these theories.

Conceptualization of Study Constructs

Workplace Spirituality (WPS)

The concept of WPS emerged in response to the paradigm shift among employees whose spiritual lives had been neglected for many years (Parumasur & Govender, 2016; Shuck & Rose, 2013) and hence, endeavored to find meaning and purpose in their working lives beyond materialistic gains (Aboobaker et al., 2021). Synonyms such as ‘workplace spirituality’ (Ashmos & Duchon, 2000), ‘spirit at work’ (Urban & Wanger, 2013), ‘spirituality at work’ and ‘spirituality in the workplace’ (Faro Albuquerque, Campos Cunha, Dias Martins, & Brito Sà, 2014) are used interchangeably to denote the idea of spiritually thriving organizations. As a relatively new construct, it is gaining the attention of academicians, practitioners, “new age” managers, theorists, and researchers as a salient area of inquiry and a major management issue of contemplation globally (Nosheen, Omar, & Waqas, 2020).

The developing interest in workplace spirituality has continuously resulted in several conceptual and empirical research studies aimed at exploring and examining the antecedents and consequences of the concept (Houghton et

al., 2016; Milliman et al., 2003). However, despite this growing interest in understanding the complexity of the construct, Dirkx (2013) observed that the construct remains under-theorized with no agreed-upon or generally accepted definition (Alas & Mousa, 2016; Hassan, Nadeem, & Akhter, 2016) and operationalization partly due to the highly personal and subjective nature of the concept. Consequently, there exist over 70 conceptualizations of WPS (Markow & Klenke, 2005 cited in Do, 2018) categorized into individual experiences, organizational facilitation, and an interaction between individual experiences and organizational facilitation (Petchsawang & McLean, 2017).

An individual experience of WPS is conceptualized as “the lived experiences of one’s spirituality or a sense of connection between own self and the workplace (Rathee & Rajain, 2020; Sheep, 2006 p.358)”. It is considered a multidimensional paradigm that aspires one to search for meaning and purpose in life within an organizational framework (Krishnakumar & Neck, 2002; Marques, Dhiman, & King, 2007; Milliman et al., 2003). Giacalone and Jurkiewicz’s (2003, p. 13) definition expressed as “a framework of organizational values that promotes employees’ experience of transcendence through the work process and facilitates their sense of connection to others in ways that provide feelings of completeness and joy” demonstrates WPS as organizationally facilitated. Representing the third category, Ashmos and Duchon’s (2000 p. 137) ground-breaking conceptualization of WPS as “the recognition that employees have an inner life that nourishes and is nourished by meaningful work in the context of community” reflects WPS as an interaction of both the individual experiences and organizational facilitation.

Guided by the latter conceptualization of Ashmos and Duchon (2000, p. 137) which demonstrates workplace spirituality as an interaction between individual experiences and organizational facilitation, this study conceptualizes WPS as “ the effort to find one’s ultimate purpose in life through the work one does, to develop strong connections with co-workers and other people associated with work, and to have consistency between one’s core beliefs and the values of their organization (Milliman et al., 2003; Mitroff & Denton, 1999).

In line with these conceptualizations, the manifestations of WPS are reported to exist in several dimensions. Ashmos and Duchon (2000) in their pioneering study identified seven unique dimensions in which WPS manifests. These include meaning at work, inner life, blocks to spirituality, personal responsibility, positive connection with other individuals, contemplation, and conditions for community. Similarly, Rahman, Zaman, Hossain, Mannan, and Hassan (2019) reported five dimensions of WPS namely, team sense of community, alignment between organizational and individual values, sense of contribution to the community, sense of enjoyment at work and opportunities for the inner life.

According to the works of Milliman et al. (2003), only three of these dimensions existing at three levels (Meaningful work - individual level, sense of community-group/team level, and alignment with organizational values-organizational level) have been confirmed by researchers as showing strong association with organizational and work outcomes. They further developed and validated the WPS measurement scale consistent with the three dimensions reported. Subsequently, several researchers (Benefiel, Fry, & Geigle, 2014;

Chawla & Guda, 2013; Gupta, Kumar, & Singh, 2014; Karakas, 2010) have noted a common definition of WPS emerging around these three dimensions.

Considering the focus of the present study which examines workplace spirituality within the context of the hotel organization, the operationalization of WPS by Milliman et al. (2003) namely, meaningful work, a sense of community, and alignment with organizational values is adopted as a suitable predictor to explain its effects on employees' mental health, engagement, and turnover intentions. In addition, because WPS is distinctly different from religion, this study focuses on WPS from the perspective that an employee has an inner life that is not mutually exclusive to work and life's decisions (Michaelson, 2019; Shin, Vu, & Burton, 2021) but complementary in determining the moral worldview and provides a normative content for ascribing meaning to the work context (Burton & Vu, 2020). Instead of the connotation of accepting, establishing, and converting employees to some form of belief system in the workplace.

Mental Health (MH)

Mental health is a crucial aspect of the human development process. Therefore, the most reliable way to perceive it is by assessing how effectively and successfully individuals function in competence, the ability to handle normal levels of stress and maintain satisfying relationships. There exist varied conceptualizations of the concept, however, with similar themes emerging. For example, the Merriam-Webster dictionary (2000) defines mental health as “a state of emotional and psychological well-being in which an individual can utilize his/her cognitive and emotional capabilities, functions in society, and

everyday life”. Similarly, Hales and Hales (1995) define mental health as a term to describe the capacity to think rationally and logically and to cope with the transitions, stresses, traumas, and losses that occur in a way that allows for emotional stability and growth.

This study adopts the holistic conceptualization from the WHO which is stated as “a condition of physical, social, and mental well-being in which every individual realizes his or her potential, can cope with normal stresses of life, can work productively and fruitfully, and can contribute to his or her community (WHO, 2022). Indeed, hotel employees’ mental health condition plays a critical role in the employee-customer interaction process. This is because it incorporates their capacity to cope with both internal and external needs within the workspace. As empirically confirmed, the nature of the hotel work environment suggests the likelihood of hotel employees being prone to poor mental health conditions. This study however operationalizes employees’ mental health as a positive expression in the absence of depression, anxiety, and stressful conditions (Pilgrim, 2014) where employees are expected to report the absence of these disorders.

Employee Engagement (EE)

According to Schaufeli as cited in Rothmann (2017), work engagement refers to the relationship of an individual with his or her job, whereas employee engagement refers to the relationship of an individual with both his or her job and the organization. Throughout literature, work engagement and employee engagement are used interchangeably due to their relatedness (Petchsawang & McLean, 2017). This study therefore regards work engagement and employee

engagement as similar concepts and uses employee engagement hereafter. Employee engagement has attracted considerable attention in contemporary business community and among human resource management (HRM) practitioners (Margaretha, Saragih, Zaniarti, & Parayow, 2021). The construct is considered a functional, pragmatic, and pleasant mental state related to high energy, passion, commitment, and intense concentration towards work roles (Bakker & Albrecht, 2018; Håvold, Håvold, & Glavee-Geo, 2020; Karatepe, Rezapouraghdam, & Hassannia, 2020).

Initially introduced by Kahn (1990) in a journal article titled “Psychological Conditions of Personal Engagement and Disengagement at Work”, employee engagement is conceptualized as “the harnessing of organization members’ selves to their work roles in which people express themselves physically, cognitively, and emotionally during role performances.” (Kahn, 1990, p. 694). Granted that Khan provided an apt conceptualization of employee engagement, he provided no scale of measurement for the concept. Hence, the emergence of another conceptualization stated as “a positive, fulfilling, work-related state of mind operationalized in the context of vigor, dedication, and absorption” (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002, p. 74).

Following from the explanation by Coetzee and De Villiers (2010) who attempts to link the conceptualizations of Kahn (1990) with Schaufeli, Taris, and Van Rhenen (2008), vigor denotes the physical component of employee engagement which includes high levels of energy and mental resilience while working, willingness to invest effort in one’s work and persistence in the face of difficulties. Dedication on the other hand, refers to the emotional side of

employee engagement which includes characteristics such as a sense of significance, efficacy, enthusiasm, inspiration, pride, and challenge. Finally, absorption is linked to the cognitive component of employee engagement and includes aspects such as being fully focused on something and experiencing a high level of concentration while performing a task to the extent that time passes quickly and detachment from work becomes difficult.

Based on the latter conceptualization, Schaufeli et al. (2002) developed and validated the Utrecht Work Engagement Scale (UWES) with accumulated evidence suggesting that the three measures of the UWES are stable, valid, and reliable (Schaufeli, Bakker, & Salanova, 2006; Schaufeli & Salanova, 2007; 2008) thus, widely used in most hospitality studies (Lee & Ok, 2015; Kanjanakan, Zhu, Doan, & Kim, 2021; Wu, Jin, Cheng & Wang, 2021). The present study therefore adopts the conceptualization and operationalization of employee engagement as posited by Schaufeli et al. (2002) and measures same using the Utrecht Work Engagement Scale (UWES).

Turnover Intentions (TI)

Labor turnover continues to be the most persistent and frustrating issue of concern among service organizations with an annual increase from 2010-2018 across the globe (Soelton, Visano, Noermijati, Ramli, Syah, & Sari, 2020; Wonowijoyo, 2018). Specifically, the hospitality sector is noted to be predisposed to higher employee voluntary turnover rates (McGinley, Hanks, & Line, 2017) ranging from 60 to 120 percent in all positions and departments compared to other service sectors (Agovino, 2019). The construct

synonymously stated as intention to quit, intention to leave, and intention to leave in extant literature exists in varied conceptualizations (Takase, 2010).

Awang, Amir, and Osman (2013) define turnover intention as the behavioral attitude of a person desiring to withdraw from an organization. In the view of Mappamiring, Akob, and Putra (2020), turnover intentions can be referred to as the intention of an employee to resign from his or her job and seek employment in other organizations. Another conceptualization is expressed as the conscious and deliberate cognitive process of an employee thinking, planning, and desiring to leave his or her current job (Hee & Ling, 2011; Sousa-Poza & Henneberger, 2004).

Although these conceptualizations have significantly attracted the attention of academic researchers, one notable limitation is that it does not consider the duration within which the actual voluntary turnover is likely to manifest. Subsequently, the comparison of results remains an arduous and pointless task to undertake. However, to adequately cater to this limitation, this study conceptualizes turnover intention as the moment an employee begins thinking and purposefully searching for another job concerning a time at some point soon (Elangovan, 2001) either within the next three, six months, or a year.

Consistently, researchers have argued that tracking the actual voluntary turnover behavior of employees is difficult after they have left the organization. Nevertheless, drawing from the organizational behavior literature, measuring the turnover intentions of employees while at work is considered a proximal precursor to actual turnover (Holston-Okoe & Mushi, 2018; Kosi, Ibrahim, Boateng, & Mensah, 2015). Two distinct reasons have been put forward to support this argument. Firstly, as posited by the attitude theory, intention is the

best predictor of actual behavior. Thus, turnover intention is expected to be the strongest predictor of actual turnover. Secondly, it is a scaled measure with better statistical properties than an actual turnover measure which is dichotomous (Cohen, Blake, & Goodman, 2016).

Further, it provides an opportunity to comprehend early symptoms of determinants and allows for remedial actions to be taken before developing into actual turnover (Lambert & Hogan, 2009). For this study, turnover intention is positioned as a dependent variable and uses three scale items developed by Colaerlli (1984) to measure the tendency of hotel employees to leave their present jobs within a reasonable time frame of either six months or one year. The scale is reported to have very good psychometric properties and has proven to be reliable in most empirical studies (McNall, Masuda, & Nicklin, 2010; Saks, 2006).

Coping Mechanisms (CM)

A coping mechanism is defined as a system that individuals, groups, and/or organizations have worked out to minimize or deal with the effects of a social and/or emotional situation that would otherwise be intolerable (Belal, Hassan, & Rusnah, 2009; Last, 2007). Alternatively, a coping mechanism can be defined as “any activity in thought or deed which focuses on the elimination or adjustment of a threat to identity” (Breakwell, 1986, p. 78). The abilities of individuals to cope may be considered as the presence or absence of coping skills (Ryan, Rapley, & Dziurawiec, 2014, p. 1069). However, this may differ in the extent to which contextual factors, such as social factors as opposed to individual factors prevail (Ryan et al., 2014, p. 1069). This study therefore

conceptualizes coping mechanisms as the efforts used by hotel employees including their resources and perceptions of challenges to reduce the negative effects of stress, depression, and anxiety related to their mental health (Cheng, Mauno, & Lee, 2014, p. 73).

Practically, coping mechanisms are examined in parallel with occupational stress (Ma, Ren, Zhao, 2021; Huang, Veen, & Song, 2018) where empirical studies on stress, depression, and anxiety have emphasized the relevance of coping mechanisms in averting detrimental consequences. The pioneering seminal study of Lazarus and Folkman (1987) categorized coping mechanisms into two dimensions namely; emotion focused and problem focused. In the hospitality context for example, the former is best utilized when employees activate emotions to better respond to feelings of distress emanating from a stressful work environment whereas the latter denotes an employee's strategy and tendency to exert actions to directly tackle the demanding task in the stressful work environment.

Similarly, Billings and Moors (1981) developed active cognitive, active behavioral, and avoidance coping strategies. In their view, active coping involves attempts to manage the appraisal of the stressful nature of an event; active behavioral coping deals directly with the problem and its effects; avoidance coping attempts to prevent active confrontation with the problem or reduce emotional tension indirectly. Other intellectuals have proposed different types including seeking instrumental support, seeking social support, problem solving, avoidance, denial, emotional ventilation, acceptance, seeking a religious soothing, avoidant leisure, cognitive appraisal, and planned-breather leisure (Amirkhan, 1990; Carver, Scheier, & Weintraub, 1989; Kondratyuk &

Morosanova, 2014; Jung & Yoon, 2015; Scheier, Weintraub, & Carver, 1986; Tsaur & Tang, 2012). These have however been criticized by Amirkhan (1990) who in an attempt to amalgamate the various coping mechanisms developed a more widely applicable one namely problem solving, social support, and avoidance which are believed to have ubiquitous applicability and are well underpinned theoretically (Huang, van der Veen, & Song, 2018).

More recently, empirical studies are confirming the willingness of individuals to rely on the psychological support of mobile health (mHealth) applications particularly, mental health mobile apps as coping mechanisms (Alhasani, Mulchandani, Oyebode, Baghaei, & Orji, 2022) to manage their stress, depression, and/or anxiety relief needs (Apolinário-Hagen, Hennemann, Fritche, Drüge, & Breil, 2019). Mobile health has emerged as a result of the swift and broad-scale introduction of mobile technologies in the healthcare system (Varshney, 2014) to improve access to real-time monitoring and healthcare resources (Huckvale, Torous, & Larsen, 2019; Tighe, Shand, Ridani, Mackinnon, De La Mata, & Christensen, 2017). It is defined as the day-to-day practice of medicine and public health using devices such as mobile or cell phones, tablet, computers, personal digital assistants (PDAs), and wearable devices (Monteiro, 2014; Sadiku, Shadare, & Musa, 2017; WHO, 2017).

MHealth is increasingly gaining popularity in the 21st century. MHealth applications for mental health are growing rapidly and impacting the quality of service and lifestyles of employees in the workplace (BinDhim, Alanazi, Aljadhey, Basyouni, Kowalski, Pont, Shaman, Trevena & Alhawassi, 2016; Naslund & Aschbrenner, 2019). Partly because they are free, inexpensive, and easy to access, especially for hotel employees who are unable to receive

treatment due to tight work schedules among others. It can also be integrated into daily habits requiring little effort while providing an optimum pleasurable experience (Chandrasekhar, 2018). Mhealth apps provide a unique opportunity to expand the availability and quality of mental health treatment among individuals with mental health concerns including depression, anxiety, stress, substance abuse, and post-traumatic stress disorders (PTSD) (Chandrashekar, 2018; Firth, Torous, Nicholas, Carney, Pratap, Rosenbaum, & Sarris, 2017).

Agreeably, these coping mechanisms have become a necessity and useful in ameliorating varied health-related conditions as well as securing better results in most hospitality studies (Labrague, McEnroe-Petitte, Gloe, Thomas, Papathanasiou, & Tsaras, 2016). Therefore, this study operationalizes coping mechanisms in the domains of problem solving, social support, avoidance, and reliance on mobile health (mental health apps) psychological support. As observed by Ma et al. (2021), problem solving, seeking social support, and avoidance forms of coping mechanisms were developed almost three decades ago, have ubiquitous applicability, and are well underpinned theoretically. However, they may perhaps be less effective in capturing the actual coping resources hospitality employees are using in the contemporary business world. Hence, the inclusion of reliance on mobile health psychological support as a coping strategy to empirically explore the possibility of hotel employees relying on this support to manage their mental health conditions.

Theoretical Framework

As a result of the lack of theory development on WPS (Giacalone & Jurkiewicz, 2003; 2010), this section of the thesis attempts to establish the proposed relationships within the frameworks of relevant theories put forward

in the extant literature. This helps to better explain the influence of WPS positioned as a contextual construct on hotel employees' mental health, engagement, and subsequently, their turnover intentions, thereby providing theoretical foundations for the current study. The theoretical review is limited to the Broaden and Build Theory of Positive Emotions (Fredrickson, 2013), the Job Demands Resources Theory (Bakker & Demerouti, 2014), the Self-Determination Theory (Deci & Ryan, 2017), and the Social Exchange Theory (Cook, 2013; Blau, 1964) as subsequently discussed.

Broaden and Build Theory of Positive Emotions (BBoPE), Workplace Spirituality, Mental Health, and Turnover Intentions.

The Broaden and Build Theory of Positive Emotions (BBT) can provide an insightful explanation of how workplace spirituality influences employees' mental health and turnover intentions. This theory was proposed to account for the unique effect of positive versus negative emotions that could not be explained by existing theories of emotions (Conway, Tugade, Catalino, & Fredrickson, 2012). Emotions are described as “multiple elements of response tendencies which relatively unfold within short time spans” especially when individuals begin to experience personal meanings in their work or other life events (Fredrickson, 2001, p. 218). Positive emotions, on the other hand, are “brief multisystem responses to some changes in the way people interpret or appraise their current circumstances and therefore individuals who appraise those circumstances as good, experience positive emotions (Fredrickson, 2013, p. 3). Positive emotions reflect signs of well-being leading to optimal functioning levels.

The BBTPE (Fredrickson, 2001; 2013) assumes two key prepositions. Firstly, the theory posits that experiencing positive emotions momentarily broadens people's thought-action repertoire and empowers them to draw flexibly on the higher-level connection (the broaden effect) in the short term. Secondly, the recurrence of the micro moments of positive emotions and broadened awareness prompts growth (the build effect) and helps people build survival-promoting, personal, and psychological resources (build effect) (Fredrickson, 2013, Fredrickson & Kurtz, 2011) in the long term. These resources encourage individuals to discover novel thoughts and actions due to the widening of their scope of attention and increase in intuition and creativity (Fredrickson & Losada, 2005) and further helps heal the psychological harm caused by work stress. In contrast, negative emotions narrow attention, and cognition, and physiologically limit immediate thought-action repertoire that truncate the ability to effectively cope with stress (Fredrickson, 2000). Extreme, prolonged, or contextually inappropriate negative emotions produce many grave problems for individuals, ranging from phobias and anxiety disorders, aggression and violence, depression and suicide, eating disorders, and sexual dysfunction, to a host of stress-related physical disorders (Fredrickson, 2004).

Positive emotions are directly linked to the concept of workplace spirituality which involves emotions and social connection (Vaillant, 2008). Emotions including love, hope, trust, gratitude, interest, serenity, amusement, inspiration, compassion, and joy among others constitute an essential component of spiritual practices (Van Cappellen, & Rimé, 2014). Research studies have modestly but consistently shown a significant association between positive emotions and spirituality (Koenig, King, & Carson, 2012; Smith, Ortiz,

Wiggins, Bernard, & Dalen, 2012). For example, Davidson et al. (2003) and Fredrickson et al.'s (2008) studies concluded that spirituality significantly induced positive emotions. King, Hicks, Krull, and Dell Gaiso (2006) found that positive emotions enhanced people's feeling that life is meaningful and further helped them to find positive meaning in ordinary events and adversities of life (Folkman & Moskowitz, 2000; Fredrickson, 2001). This function of positive emotion is closely linked to the meaningful work dimension of WPS in which employees desire to find meaning in their endeavors.

In addition, positive emotions suggest feelings of unity with other people and ensure a more complex understanding of others (Waugh & Fredrickson, 2006) than self (Johnson & Fredrickson, 2005) thereby enabling people to see both self and others as belonging to one superordinate group (Dovidio, Gaertner, Isen, & Lowrance, 1995) thus, reflecting the sense of community dimension of WPS. The alignment with organizational values dimension of WPS shares some similarity with positive emotions as the latter facilitate and enhance people's ability to see the 'big picture' beyond self and others (Basso, Schefft, Ris, & Dember, 1996; Fredrickson & Branigan, 2005) and further associate with this 'big picture' which is in tandem with their values. In this regard, positive emotions and spiritual experiences cannot be disentangled (Vaillant, 2008), hence, its critical role as an overarching theoretical framework underpinning the current study.

The relationship between all positive emotions and well-being is also established (Fredrickson, 2013). Positive emotions increase well-being by broadening thought-action repertoires and building psychological, social, and physical resources of individuals (Cohn, Fredrickson, Brown, Mikels, &

Conway, 2009; Fredrickson, Cohn, Coffey, Pek, & Finkel, 2008). For example, Fredrickson and Levenson (1998) found that positive emotions significantly reversed health-damaging cardiovascular reactivity that lingered as a result of negative emotions. Specific to mental health, positive emotions also have beneficial effects in protecting individuals against depression and generalized anxiety disorders as well as improving same (Buhk, Schadegg, Dixon, & Tull, 2020; Höhn, Menne-Lothmann, Peeters, Nicolson, Jacobs et al., 2013).

Positive emotions influenced the effect of stress (Dowd, Zautra, & Hogan, 2010; Geschwind, Peeters Jacobs, Delespaul, Derom, et al., 2010), decreased the likelihood of depressive symptoms (Dowd et al., 2010; Tugade & Fredrickson, 2004; Raes, Smets, Neils, & Schoofs, 2012) and facilitated the recovery of depressive episodes (Geschwind, Nicolson, Peeters, van Os, Barge-Schaapveld, et al., 2011; Wichers, Peeters, Geschwind, Jacobs, Simons et al., 2010). Consequently, in the light of this theory, hotel employees who experience workplace spirituality are more likely to have improved mental health. In addition, drawing from the concept of behavioral intention which remains an important precursor of actual behavior (Fishbem & Ajzen, 1975), these employees will have lower intention to quit their current job (Avey, Luthans, & Youssef, 2010) regardless of the pressures at play within the work environment.

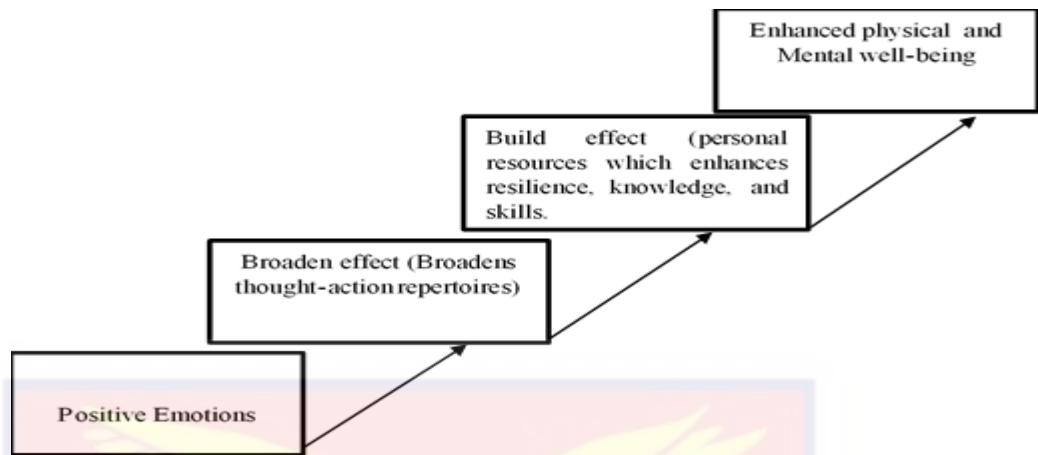


Figure 1: Broaden and Build Theory of Positive Emotions
Source: Fredrickson (1998)

Job Demands-Resources Theory, WPS, Employee Engagement and Turnover Intentions

The job demands-resources theory (Bakker & Demerouti, 2014) first proposes that job resources aid employees in managing unavoidable job demands. Job resources are defined as the physical, psychological, social, or organizational features that help employees reach work-related goals, and mitigate job demands and their adverse physiological and psychological consequences while stimulating personal growth, learning, and development (Jay, Junghoon, Michael, & Chihyung, 2015). Job demands on the other hand are those physical, psychological, social, or organizational aspects of work that require sustained physical and/or psychological efforts and, hence, are associated with certain physiological and/or psychological costs (Tews, Noe, Scheurer, & Michel, 2016).

A second proposition of the JD-R theory is that job demands and resources are the triggers of two fairly independent processes, namely a health impairment process and a motivational process. Thus, whereas job demands are

generally the most important predictors of outcomes such as stress, depression, and anxiety disorders, job resources are generally the most important predictors of work enjoyment, motivation, employee engagement, improved mental health and well-being (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Bakker, van Veldhoven, & Xanthopoulou, 2010). The reasons for these unique effects are that job demands cost effort and consume energetic resources, whereas job resources fulfill basic psychological needs.

The job demands-resources theory has been used in numerous academic scholarships to explain how organizational resources influence psychological and behavioural work-related outcomes. In addition, other studies have also explored the interaction between job demands and resources and its effects on various work-related outcomes. Crawford, LePine, and Rich (2010) reported a positive influence of task significance, autonomy, feedback, and supervisory support acting as job resources on employee engagement and burnout. Hakanena, Wimar, Schaufelb, and Kirsi Aholaa (2008) in a longitudinal study found the influence of job resources on employees' future engagement, which, in turn, predicted their organizational commitment, whereas, job demands predicted employee burnout and future depression. In examining how the interaction between job demands (emotional demands, patient harassment, workload, and physical demands) and job resources (autonomy, social support, performance feedback, opportunities for professional development) affect the core dimensions of employee burnout, Xanthopoulou, Bakker, Dollard, Demerouti, Schaufeli, Taris, and Schreurs (2007) used the JD-R theory as a theoretical framework.

In the context of this study, the relevance of employing the job demands-resources (JD-R) theory (Bakker, Demerouti, & Sanz-Vergel, 2014; Bakker & Demerouti, 2017) stems from the positioning of workplace spirituality as a psychosocial organizational resource which is critical and can enable hotel employees to meet their work demands through the higher experience of meaningful work, sense of community and alignment with organizational values. The experience of meaningful work facilitated by managers ensures challenging, clear, and authentic work designs that allow employees to enjoy and find purpose in their work. The experience of a sense of community relates to the togetherness experienced among co-workers, the opportunity to experiment with new ideas, taking initiative, autonomy, and the freedom to express opinions (Indhira & Shani, 2016). This is reflected in an organizational culture that nurtures and nourishes team spirit and good personal relationships. Ertas (2015) found that employees are willing to stay with organizations if they are able to appreciate and align themselves with their organization's values, mission, and culture.

As a trigger of the motivational pathway, workplace spirituality positioned as an organizational resource increases employees' engagement resulting in a fulfilling state of vigor, dedication, and absorption (Schaufeli & Bakker, 2004). According to Karatepe et al. (2020), employees who are fully immersed in their work have high motivation and excitement levels and are thoroughly focused on their workplace activities. Furthermore, positively engaged employees are happier, more productive, have a deeper emotional connection with their employer (Gutermann, Lehmann-Willenbrock, Born, & Voelpel, 2017; Van Mierlo & Bakker, 2018) and have a healthier lifestyle

including feelings of pleasure and improved psychological capabilities. Ultimately, based on the hypothetical assumption of this theory, these traits of highly engaged employees potentially lower their intention to leave their respective organizations. Also providing support for this theory is a report indicating that unengaged employees are found to be nine times more likely to leave their organization compared to engaged employees (Corporate Leadership Council, 2004).

Although the JD-R theory remains robust in terms of providing an elegant and parsimonious account of the way demands, resources, psychological states, and outcomes are associated and as such used pragmatically in many occupational settings to improve employee health, well-being, and organizational effectiveness, it has been so far criticized for its flexibility which comes at the cost of limited generalizability. The JD-R theory is an open and heuristic theory that allows for all sorts of demands and resources to be included rather than a specific set of well-defined concepts (Schaufeli & Taris, 2014). While the theory also specifies what kind of job and personal characteristics lead to what kind of psychological states and outcomes, it does not address the reason for this relationship and therefore provides limited insight into the psychological mechanisms involved in these interactions.

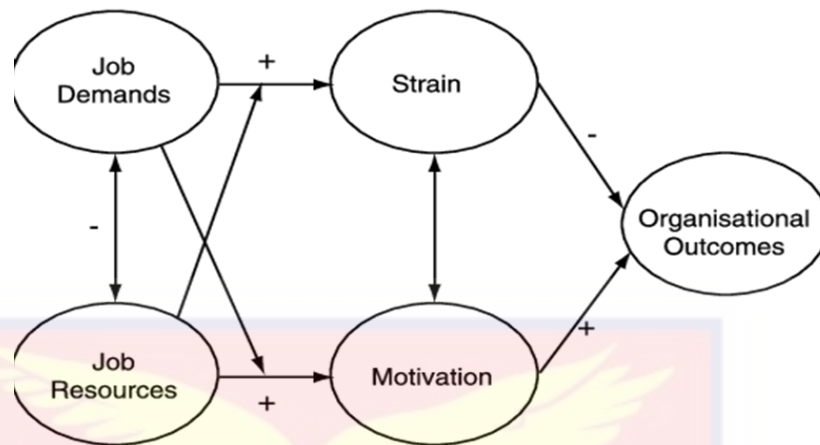


Figure 2: Job Demands Resources Theory
Source: Bakker and Demerouti (2001)

Self-Determination Theory, WPS and Turnover Intentions

The tenets of the self-determination theory are established in cognitive evaluation studies on the effects of intrinsic and extrinsic work motivation in relation to basic need fulfillment (Deci, Koestner, & Ryan, 1999; Deci & Ryan, 2000; Ryan, & Deci, 2017). The Self-Determination Theory (SDT) is one of the prominent approaches to human motivation globally and has been applied in several domains of life including the workplace. A key proposition of the theory states that human beings possess three basic needs of autonomy, competence, and relatedness. These needs are innate, organismic, and psychological and are required to be satisfied throughout the lifetime of individuals so that they can reach optimal functioning levels and experience ongoing growth and well-being (Deci & Ryan, 2000a; Ryan & Deci, 2000a; Ryan & Frederick, 1997).

The SDT acknowledges that the motivation to satisfy these needs is individual-specific. Employees who are intrinsically motivated are more likely to engage in activities that satisfy their needs for autonomy, competence, and

relatedness (Kasser, Ryan, Couchman, & Sheldon, 2004). Their intrinsic motivation increases when the work environment is congruent with their needs and desires for growth and self-actualization (Baard, Deci, & Ryan, 2004). Empirically, research scholarship has provided support for SDT's avowal that intrinsic motivation elicited from the fulfillment of these three basic needs is more positively related to numerous life and work attitudes including turnover intentions than work values linked with extrinsic motivation (Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte, & Van den Broeck, 2007; Vansteenkiste, Lens, & Deci, 2006).

The present study employs the SDT as a suitable theoretical framework to explain why hotel employees seek to satisfy the three dimensions of workplace spirituality and the effect of satisfying these needs on their turnover intentions. Akin to the key proposition of the SDT, workplace spirituality is also inborn as it drives an individual to satisfy deeper intrinsic needs. According to Palouzian, Emmons, and Keortge (2003, p. 124), "spirituality is seen as being built into people's psychological makeup and guides their thoughts, feelings, and behaviors towards the achievement of a transcendence experience".

In likewise manner, Mitroff and Denton (1999) explained that workplace spirituality involves the expression of some form of inner beliefs, needs, or desires to develop their complete selves at work. In addition, workplace spirituality involves an individual seeking to integrate his/her deeper, personal values with the values expressed by his/her organization through its culture, systems, processes, and goals (Hoffman, 2003). Evidently, these studies show that workplace spirituality is all about people seeking to satisfy their own needs, desires, beliefs, and values as per SDT's prepositions that individual are

intrinsically motivated to fulfill the three core needs of autonomy, competence, and relatedness.

SDT's autonomy and WPS's meaningful work

The SDT's need for autonomy is defined as the need for "self-determination and to being the perceived source of an individual's behavior" (Deci & Ryan, 2002, p. 7-8) which provides the drive for a person's activities to agree with his/her integrating sense of self or self-cohesion (Deci & Ryan, 2000, p. 231). Similarly, WPS dimension of meaningful work holds the perspective that everyone has his/her inner motivations, truths, desires, and quest to be involved in spiritual activities that provide greater meaning to his/her life and the lives of others (Ashmos & Duchon, 2000). In other words, meaningful work can be viewed as a deeper existential level in which meaning is self-determined and brought by a need for self-development and growth to address the central question of "why I am here" (Lips-Wiersma & Wright, 2012). Clearly, the understanding of SDT's need for autonomy constitutes the underlying force of why people exhibit self-determination to fulfill the WPS's dimension of meaningful work and further create their own highly personalized sense of purposeful work.

SDT's autonomy and WPS's alignment with organizational values

The SDT's autonomy need can also be seen as an initiator of employees' need for the WPS dimension of alignment with organizational values (AOV) which occurs when individuals experience a fit between their values and those of the organization's mission and purpose. AOV can be further defined as when employees feel engaged not just socially and cognitively but also at a spiritual level with their organization's values and beliefs. Essentially, AOV occurs

when employees identify with and feel connected to their organization's goals (Milliman et al., 2003), believe that the organization cares about them (Ashmos & Duchon, 2000), and experience a close interaction between their spiritual values and the organization's spiritual values (Kolodinsky, Giacalone, & Jurkiewicz, 2008; Whitaker & Westerman, 2014).

Indeed, both the SDT's autonomy need and the WPS's AOV dimension share a similar conceptualization of how the process of alignment between an employee and his/her employer occurs. For example, the process of WPS's alignment with values can occur when hotel organizational culture is designed to provide for greater employee empowerment and fuller expression of their whole selves (Milliman et al., 1999) and to promote hotel employees' feelings of self-determination, belonging and being valued as human beings (Rego & Cunha, 2008). Such an alignment can also occur when hotel employees seek to create a fit with their employers' values by either finding ways to act genuinely or authentically in accordance with existing organizational systems or by acting as agents to alter the organizational environment so that it is more consistent with their values (Hoffman, 2003).

STD's competence and WPS's meaningful work

SDT's need for competence also shows comparability with WPS's dimension of meaningful work. According to Deci and Ryan (2002, p. 7-8), "competence refers to feeling effective in one's ongoing interaction with social environments and experiencing opportunities to express one's capacities". SDT postulates that the need for competence leads people to seek challenges and activities that are optimal for their capacities, resulting in the development of greater potential for adaptive capacities and the pleasure associated with being

effective. Humans' determination to fulfill this need for competence is like Mitroff and Denton's (1999) finding that one aspect of what individuals are seeking in WPS is developing their complete selves at work, including fulfilling their creative and intellectual potential. It is also consistent with other previous research (Cheney et al., 2008; Duchon & Plowman, 2005) which indicates that meaningful work is derived in part from the opportunity to demonstrate one's skills and capabilities in the act of positively impacting the lives of others.

SDT's relatedness and WPS's sense of community

The WPS's dimension of sense of community has been conceptualized as when people have a deep connection or personal relationship with others at work (Ashmos & Duchon, 2000). The notion of the importance of a sense of belonging (Maslow, Frager, McRaynolds, & Cox, 1970) or community at work (Bellah, Bellah, Tipton, Sullivan, Madsen, Swidler, & Tipson, 2007) has been advanced in earlier studies. With reference to these studies, sense of community is considered the most well-established dimension of WPS (Moore & Casper, 2006) and remains mandatory for achieving a spirit-friendly work setting (Fry, 2003). Sense of community has been conceptualized as involving a deeper meaning of relationships at work, such as the feeling of being part of a family (Milliman et al., 1999) as well as caring strongly about co-workers both professionally and personally (Ashmos & Duchon, 2000). Furthermore, the WPS concept of community goes beyond traditional conceptualizations because it pertains to experiencing some type of connection between an individual's inner self and the inner selves of others (Maynard, 1992; Miller, 1992) as well as giving and receiving support from others (Milliman et al., 2003).

The sense of community in WPS shares many similarities with SDT's need for relatedness. Relatedness in SDT is defined by Deci and Ryan (2000, pp. 7-8) as "feeling connected to others, to caring for and being cared for by those others, to having a sense of belongingness both with individuals and with one's community". Relatedness satisfies the need to be affiliated with others, to be effective in the social world, to care for people, and to be part of a cohesive group. According to SDT, the extent to which an individual's values and behavior are strongly identified with the values and behavior of their group is positively related to attaining an integrative personal experience which in turn can impact goal achievement and performance (Ellemers, De Gilder, & Haslam, 2004) and lead to personal growth (Deci & Ryan, 2000). As such, the intrinsic human drive to satisfy one's relatedness need as postulated in SDT can be seen as one important reason why individuals are motivated to attain the sense of community dimension of WPS.

In general, there is sufficient empirical evidence to suggest that satisfaction of these three basic psychological needs has a major effect on employees' outcomes in the workplace (Wilson, 2022). Gillet, Morin, Huart, Colombat, and Fouquereau (2020) found a relationship between satisfaction with employee's psychological needs and an increased level of helping behaviors and work engagement. The study by Chiniare and Bentein (2016) also found that satisfying basic needs was correlated with increased task performance, helping behaviors, and work engagement. Thibault Landry, Egan, Crevier-Braud, Manganelli, and Forest (2018) in likewise manner found that the satisfaction of employees' three basic needs was significantly and positively

related to employees' intentions to perform, use the discretionary effort of OCBs, endorse the organization, and stay with the organization.

On the contrary, the lack of adequate satisfaction of these needs results in negative outcomes including increased turnover intentions (Urbanaviciute, Lazauskaite-Zabielske, Vander Elst, & De Witte, 2018; Olafsen, Niemiec, Deci, Halvari, Nilsen, & Williams, 2021; Williams, Halvari, Niemiec, Sørrebø, Olafsen, & Westbye, 2014). This theory has received criticisms from varied perspectives. For example, some researchers found that the need for autonomy and competence (Deci & Ryan, 1991; Vallerand, 1997) are often the main cause of motivation rather than relatedness which is not so essential in the motivational progression. SDT is also found to be limited in terms of its inability to identify individual differences in basic psychological needs (Deci & Ryan, 2000). Following a review of SDT by Van den Broeck, Ferris, Chang, and Rosen (2006), the researchers considered that these three needs generally represent the main criteria for basic psychological needs and therefore recommended further wide-ranging research within the organizational context.

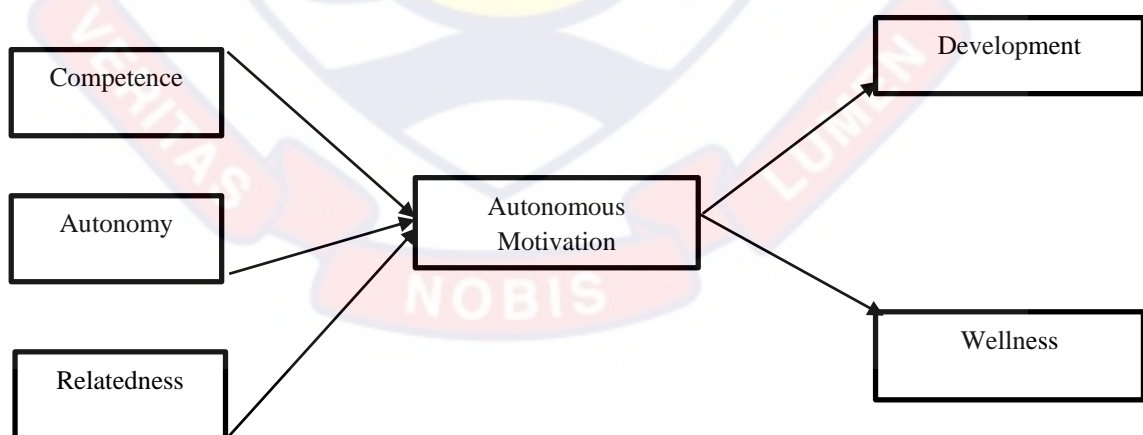


Figure 3: Self-Determination Theory
Source: Deci and Ryan (1985)

Social Exchange Theory, WPS, Employee Engagement and Mental Health

This study situates the hypothesized relationship between WPS, employee engagement, and mental health within the theoretical framework of the social exchange theory (SET, Blau, 1964). The SET is an extremely broad conceptual framework that has proven to be capable of describing almost any reasonable pattern of relationships in research studies. The theory is often used to understand workplace behavior and organizational outcomes as it is based on social human resource exchange relationships (Shehawy, 2021). A proposition of SET states that when employees are content with their work and workplace, they reciprocate in kind with something that is of value to the organization. In other words, employees who appreciate the benefits received from their organizations including pay, fringe benefits, and/or favorable working conditions, will ultimately reciprocate with more positive work attitudes (Plessner & Haar, 2006). Yee, Yeung, and Cheng (2010) in a study found that employees were more likely to feel indebted to reciprocate to their organization when they individually benefited from organizational characteristics and resources either in monetary or non-monetary terms.

SET proposes a relationship of mutually dependent, tangible, and intangible exchanges between the employee and the organization (Cropanzano & Mitchell, 2005). From the perspective of the present study, hotel employees' exchange for the psychological resources gained at the workplace in terms of the dimensions of workplace spirituality (meaningful work, sense of community, alignment with organizational values) will reflect in their higher levels of engagement with their organization leading to the experience of improved mental health. Indeed, the role of economic, social, and emotional

resources as predictors of employees' engagement and mental health has been reported in many studies (Bambacas & Kulik, 2013).

However, drawing from the norm of reciprocity as explained in social exchange theory, hotel employees who may comprehend the benefits of workplace spirituality as strong non-monetary rewards will exchange extra-role behaviors with the organization in terms of higher levels of engagement. Engaged employees have been found to exhibit greater physical and mental well-being and therefore are less likely to suffer from work-induced stress or health issues (Crabtree, 2005). It is therefore expected that workplace spirituality will have a positive effect on employees' engagement and eventually improve their mental health, regardless of the benefits offered by competing hotels in the industry.

As one of the most prominent conceptual perspectives that span several social scientific disciplines including management, sociology, anthropology, and social psychology, many important and relevant issues of concern in these disciplines have been examined through the lens of SET. For example, SET constituted the conceptual framework of a study that examined the influence of workplace spirituality on employee's loyalty toward their organization (Aboobakar et al., 2022). Jahan and Kim (2021) fruitfully explored the understanding of online community participation behavior and perceived benefits among participants in Bangladesh using SET constructs.

Despite the achievements of the theory, continuous empirical assessment suggests that the utility of the theory is marginally challenged. Cropanzano, Anthony, and Hall (2017) observed that there are many overlapping and similar constructs used to operationalize initiating actions and

target responses. In their view, since the tests of SET contain a minimum of three parts i.e., an initiating action, a relationship between parties, and a reciprocating response, each of these parts can be represented by multiple constructs at the discretion of the researcher, making the theory non-parsimonious. This generosity has led to the use of myriad constructs that often play similar functional roles within the three parts of the theory. According to Vadera, Pratt, and Mishra (2013), although these constructs may not be empirically identical, Cropanzano et al. (2017) argue that they are likely to be theoretically similar and highly correlated, and therefore the difficulty in psychometrically disentangling them is likely to occur. Evidently, the SET is deficient in discouraging the proliferation of closely related constructs.

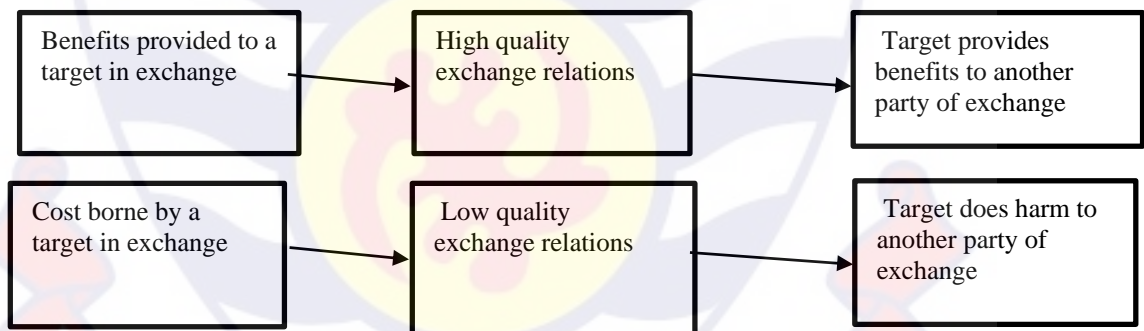


Figure 4: Social Exchange Theory

Source: Blau (1964)

Transactional Theory of Stress and Coping, WPS and Mental Health

The Transactional Theory of Stress and Coping (TTSC) (DeLongis et al., 1988; Lazarus & Cohen, 1977; Lazarus & Folkman, 1984) also provides an overarching theoretical framework for the current study to explain the moderating effect of employees' choice of coping mechanisms on the relationship between their WPS experiences and mental health. The theory, as

put forth and refined by Lazarus (1999; Lazarus & Folkman, 1984), emerged initially from the historic conceptualizations of stress and evolved as an alternate meta-theoretical process system from the previous behavioral premises of stress as a stimulus or response. TTSC was developed by Lazarus and Folkman (1984) to emphasize the transactional nature of stressful encounters in which the path from a stressful situation to an outcome is a process that is highly individualized, situationally specific, and inseparable from the cognitions that accompany the experience.

Relative to TTSC, peoples' appraisal of their work environment affects their mental health as well as their choice of coping strategies, which in turn influences their mental health and other work-related outcomes. In particular, the TTSC together with some empirical shreds of evidence suggests that stressful tasks and working environments are potential causes for mental health issues and turnover intentions (Jung, Yoon, & Kim, 2012). For example, when hotel employees experience excessive role stress which is partly a result of the lack of WPS in its entirety, and are unable to obtain the required resources adequate to relieve them, they consider coping the depressed situation with turnover. The moment employees begin to feel that their working situations cannot be improved, and they are also not able to get the resources to ameliorate the prevailing condition, their attitudes and behaviors may be affected (Kristof, 1996) and eventually, consider leaving the workplace to achieve a better balance.

Recent research studies among hospitality employees show that coping mechanisms play a critical role in work stress and individual outcomes. For example, using a sample of 455 employees from seven star-rated hotels in

Shandong Province, China, Huang, van der Veen, and Song (2018) found that problem solving as a coping strategy predicted lower levels of occupational stress and positively impacted employee turnover intentions. Similarly, Levine and Scotch (2013) found problem solving to reduce stress levels among the samples studied. Therefore, applying the cognitive appraisal and coping components of the transactional theory of stress and coping to explain its moderating effect on employees' mental health helps to establish an empirical evidence base upon which future interventions can be explored.

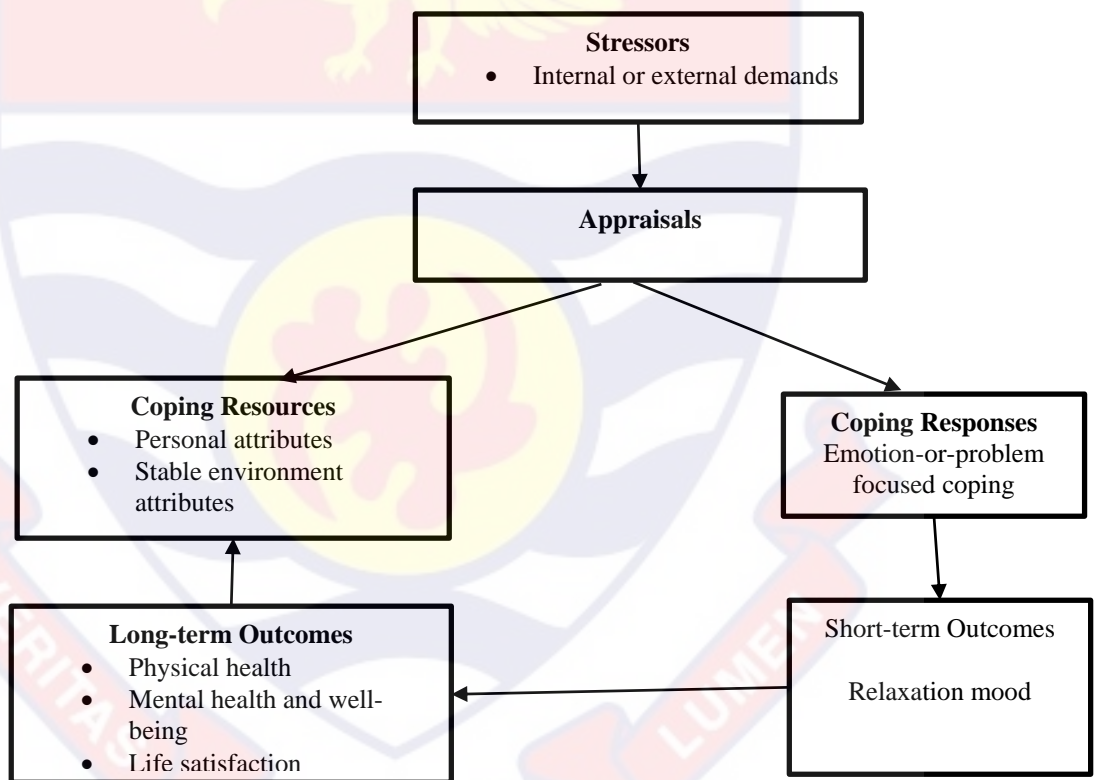


Figure 5: Transactional Theory of Stress and Coping
Source: Lazarus & Folkman, (1984)

Chapter Summary

This chapter provided a review of related literature on the concepts in the study. Specifically, the chapter begun with a conceptualization and

operationalization of the study constructs. It further provided a review on the relevant theories underpinning the study and a justification for their relevance in the study. Subsequently, the conceptual framework was constructed guided by the theories and hypothetical relationships established.



CHAPTER THREE

EMPIRICAL REVIEW ON WORKPLACE SPIRITUALITY, MENTAL HEALTH, EMPLOYEE ENGAGEMENT AND TURNOVER INTENTIONS IN THE HOSPITALITY INDUSTRY

Introduction

Continuing from the previous chapter, this chapter is in two sections. The first section provides an empirical review of workplace spirituality and mental health studies conducted in the hospitality industry. It highlights the research gap in the industry's workplace spirituality and mental health literature that needs to be explored. The section further examines empirical studies on the relationship between workplace spirituality and employee mental health, engagement, and turnover intentions. The second section concludes the chapter with a conceptual model to examine the interactive effects of workplace spirituality, mental health, engagement, and turnover intentions among employees in upscale hotels in the Accra Metropolitan Area.

Workplace Spirituality in the Hospitality Industry

Literature on workplace spirituality (WPS) in the hospitality and tourism industry is scanty and evolving. This is expected because although empirical investigation and discourse on the concept emerged in the later years of 1990 and early 2000s (Ashmos & Duchon, 2000; Milliman, Ferguson, Trickett, & Condemi, 1999; Milliman, Czaplewski, & Ferguson, 2003; Mitroff & Denton, 1999), the concept first caught the attention of hospitality and tourism researchers in 2009 when the seminal study of Crawford, Hubbard, Lonis-Shumate, and O'Neill (2009) explored workplace spirituality and employee attitudes within the lodging environment.

Subsequently, a few more hospitality and tourism researchers are making significant contributions to the phenomenon of WPS and from varied perspectives (Afsar & Badir, 2017; Biswakarma, 2018; Chia, 2012; Fatoki, 2019; Gatling et al., 2016; Lee et al., 2014; Milliman, Gatling, & Kim, 2018; Pandey, Gupta, & Arora, 2009; Rezapouraghdam, Alipour, & Darvishmotevali, 2018; Rezapouraghdam, Alipour, & Arasli, 2019; Soliman, Di, Figueiredo, & Sousa, 2021). A critical review of workplace spirituality studies in the context of the hospitality industry therefore focuses on the status of WPS in hospitality organizations, the dimensions of WPS, and the relationship between employees' socio-demographic characteristics and their WPS experiences.

The status of WPS in the hospitality industry

Hospitality employees by nature have an innate desire to be of service to other people (Nicolaidis, 2016). Evidently, this is demonstrated by their commitment, strong sense of service orientation, and deep concern for colleagues and customers as well as their desire to be unified with the mission and vision of the organization beyond materialistic gains (Miller, 1998). This reflects their interest in upholding issues of WPS. However, drawing from organizational behavior literature, most workplaces including the hospitality industry appear to harbour the belief that emotional and spiritual issues are to be less regarded if such organizations are to operate efficiently and effectively (Nicolaidis, 2016). Rather, attention should be paid to issues of rationality to the detriment of spirituality. Consequently, the status of spirituality in the workplace has attracted the attention of researchers as most employees have reported a lower sense of meaning, self-worth, interconnection, collective purpose, and interdependence (Afsar, Badir, & Kiani, 2016). Ultimately,

resulting in damages to their ‘souls’ due to the over-dependence on rationality rather than spirituality in the workplace (Mitroff & Denton, 1999b).

In the study of Fatoki (2019) for instance, a quantitative research approach and a causal research design were used to examine the effect of leadership behavior, institutional support, and WPS on the pro-environmental behavior of 359 employees drawn from various departments of forty-two hotels in the Gauteng Province of South Africa. Results from the study indicated that employees experienced a high level of WPS in the hotels studied. Similarly, with a mixed sample of 87 hotel employees selected from the frontline to the managerial levels with varying degrees of experience, Crawford et al. (2009) reported a moderate and a high level of WPS in the lodging environment studied.

Another mixed sample of 495 comprising front office, reservation, housekeeping, uniformed services, sales and marketing, food and beverage, accounting, engineering and maintenance, security, and human resource employees selected from five international-level five-star hotels located in Beijing, China, showed that employees experienced a high level of WPS (Afsar & Badir, 2017). Workplace spirituality was similarly found to be high in upscale hotels in North Cyprus where 380 employees were studied (Rezapouraghdam et al., 2018). Evidently, scholarship within the Ghanaian hospitality context is comparatively underdeveloped in this regard, thereby limiting knowledge on the status of WPS in the hospitality literature as results on the status of WPS in the hospitality industry are emerging from various developed and developing countries excluding Ghana.

Dimensions of employees' workplace spirituality experiences

Employees' experiences of WPS reflect in the dimensions of meaningful work, a sense of community and alignment with organizational values which typically manifests at the individual, group, and organizational levels. Further in this review, the study concentrates on employees' experiences of each of the dimensions and draws results from other WPS studies due to the limited studies within the hospitality context.

Meaningful work (MW)

Meaningful work constitutes the first dimension of WPS and is fundamental to an individual's experience. Hence, manifests at the individual level. Available empirical evidence suggests that meaningful work appears to be the most experienced by respondents surveyed with higher mean scores reported among varied samples. Quite unfortunately, only one study within the hospitality context measured the WPS experiences of employees in relation to the meaningful work dimension. Ahmad, Omar, and Jamal's (2018) study in Malaysia revealed that employees were much more concerned about meaningful work and therefore derived meaning from their respective work.

Comparable results from India where Aboobakar et al. (2020) examined the relationship between dimensions of WPS and employee loyalty among millennials showed high experiences of meaningful work. Higher levels were also reported among public sector workers in Malaysia (Yunan, Ahmad, & Omar, 2017) and among university lecturers in Nigeria (Ule, Idemudia, & Aberes, 2020). In all, the results reflect how employees viewed work to connect with their inner selves and lend a sense of purpose to their daily tasks (Milliman et al., 2003).

Beyond employees' experiences of meaningful work, its relationship with a few work-related outcomes is also reported. For example, in a study aimed at investigating the impact of WPS dimensions on organizational commitment, meaningful work was found to have a positive and significant relationship with organizational commitment (Hisam & Sanyal, 2021). Similarly, an Indian study that employed partial least squares structural equation modeling (PLS-SEM) to verify the hypothesized relationships found meaningful work to significantly relate to respondents' intention to stay with their organization (Aboobakar et al., 2019). In addition, other studies reported a highly significant positive relationship between meaningful work and job satisfaction (Sapra & Mathur, 2020; Zhang, 2018) as well as dimensions of employee engagement i.e., vigor, absorption, and dedication (Ule et al., 2020).

Sense of community (SC)

Manifesting at the departmental level, sense of community (SC) constitutes the second dimension of workplace spirituality where spiritual employees have a deeply connected relationship with their coworkers (Ashmos & Duchon, 2000). Sense of community (SC) has been part of several studies investigating the dynamics of workplace spirituality experiences. Akin to the meaningful work dimension of WPS, sense of community (SC) is also appraised by respondents in most research studies with high levels of experiences recorded. For example, Yunan et al. (2017) in their study reported a high experience of the sense of community among respondents engaged in poverty alleviation programs in a rural sector in Malaysia.

Similarly, moderate and high levels of SC were also reported by Aboobakar et al. (2020) and Ahmad et al. (2018) in Indian and Malaysian

studies respectively. Consistently, SC has also shown a strong correlation with depression, mental health, and community participation (Peterson, Speer, & McMillan, 2008). Sense of community is also found to have a strong positive correlation with job satisfaction (Zhang, 2018), employee productivity (Biswakarma, 2018), and a significant positive effect on organizational commitment (Hisam & Sanyal, 2021).

Alignment with organizational values (AOV)

Being the third dimension of WPS, alignment with organizational values (AOV) manifests at the organizational level and remains one of the most important dimensions of workplace spirituality. Results on alignment with organizational values (AOV) signify strength as well as its important role in workplace spirituality (Gatling et al., 2016). However, only a few studies have reported the experiences of employees regarding how well their values align with those of their organizations. Specifically, Aboobakar et al. (2019) reported that employees' values moderately aligned with that of their organization. Similarly, Ghadi (2017) also reported employees moderately aligned with their organizational values. In terms of alignment with organizational values relationship with work-related outcomes, positive correlations were found with job satisfaction (Zhang, 2018), employee well-being, intention to stay (Aboobakar et al., 2019), and employee productivity (Biswakarma, 2018) whereas negative correlations were found with loneliness in work and turnover intentions (Ghadi, 2017).

Socio-demographic characteristics and workplace spirituality experiences

The fundamental human desire in the context of workplace spirituality is partly dependent on the socio-demographic characteristics of individuals. Researchers have attempted to explore the influence of some demographic variables including age, gender, educational level, and organizational tenure on workplace spirituality experiences. Of the few studies that have made efforts in this line of inquiry, available results are divergent.

With respect to age, results from a survey among employees from various industries and locations mainly in North America revealed that age had a significant relationship with respondents' workplace spirituality experiences (Roof, 2015). Similarly, findings from a study by Sprung, Sliter, and Jex (2012) using the U.S. 2004 General Social Survey data found a positive association between age and workplace spirituality experiences. A comparable result is also found in Grag's (2017) study among Indians from selected manufacturing and services companies located in the National Capital Region where workplace spirituality experiences were found to increase with age. Specifically, respondents below 25 years had lower WPS experiences compared with respondents in the age category above 45 years. In contrast, Wan Yunan, (2017) reported age as having no influence on respondents' workplace spirituality experiences.

While educational level is reported to inform the workplace spirituality experiences of employees in which those with college or university levels of education had higher experiences compared with those with high school level of education (Wan Yunan, 2017), differing results from Swanepoel (2015)

revealed no significant difference between workplace spirituality experiences and educational level of respondents.

Considering respondents' gender, Garg (2017) found out that workplace spirituality experiences were higher for female employees than their male counterparts whereas organizational tenure showed some level of difference between WPS experiences. Specifically, employees whose work experiences were below 5 years had lower WPS experiences than respondents whose work experience was between 5 to 10 years and above 10 years (Garg, 2017). Based on the foregoing evidence, it is hypothesized that

H1 Employees' socio-demographic characteristics will significantly influence their workplace spirituality experiences.

Mental Health in the Hospitality Industry

The industry is currently lauded as one of the largest employers globally. In the UK for example, the industry is rated as the third largest private sector employer with about 3.2 million employees representing 10% of the UK's employment and generating £39 billion in revenue for the government (UK Hospitality Workforce Commission Report, 2018). Similarly, Kenya's hospitality industry employs over 9 million people and is rated among the top three revenue earners contributing 1.2 billion US Dollars which represents a 20% increase from previous years (Central Bank of Kenya, 2020). Ghana's hospitality industry also employs more than 525,374 thousand people and is rated among the top revenue earners contributing about 5% to the country's Gross Domestic Product (GDP) translating into GHC 17,497.3 million (World Travel and Tourism Council, 2020).

Owing to the notable performance of the industry worldwide, research focusing on hotel employees' mental health has received attention in mammoth proportions across the globe (Shani & Pizam, 2009; Vargas-Jiménez, Castro-Castañeda, Agulló Tomás, & Centeno, 2020; Saah et al., 2021; Srivastava & Gupta, 2022). This section critically reviews empirical studies on employees' mental health in the hospitality industry with specific emphasis on the status of hotel employees' mental health, the domains of mental health disorders experienced by employees, the prevalence rate in the industry, as well as the relationship between employees' socio-demographic characteristics and their mental health disorders as discussed.

The Status of hotel employees' mental health

Generally, there can be “no health without mental health” (Prince, Patel, Saxena, Maj, Maselko, Phillips, & Rahman, 2007) as the status of employees' mental health accounts for their entire well-being. The hospitality industry over the years has continuously been reported as precarious (Li, Mai, Yang, & Zhang, 2020) compared to other service industries (Walmsley, Partington, Armstrong, & Goodwin, 2019) and perhaps facilitates conditions that could undermine mental health. Typically, employees are inundated with pressure, anguish, and fear arising from lower and unpredictable wages (Jayaram, 2016; Bureau of Labour Statistics, 2018), lack of control over work hours and assigned shifts (Boushey & Ansel, 2016; Scott, King, Reddy, 2017). In addition, employees face high-performance demands (Giousmpasoglou, Marinakou, & Cooper, 2018), incidents of sexual harassment (Jayaraman, 2016), and bullying (Ram, 2018) which is commonly used to maintain high standards (Giousmpasoglou et al., 2018).

Based on the above conditions prevailing in the industry, some studies have concluded that the industry is one of the worst places to work as it mainly accounts for the high levels of mental health disorders among employees (Hellebuyck, et al., 2017; Pan American Health Organization, 2017). In a report compiled by the Substance Abuse and Mental Health Service Administration (SBMHSA, 2015), the industry was ranked as the highest for illicit drug use and third highest in alcohol consumption. Similarly, a study examining substance use among Michelin-starred kitchen staff throughout Britain and Ireland revealed that alcohol and drugs are commonly used as a means of self-medication as well as a coping strategy for most hotel employees. While alcohol is mainly used to unwind after a grueling working day and to cope with a harsh working environment, drugs, and other substances are primarily used to maintain and/or improve performance (Giousmpasogloua et al., 2018).

Hospitality employees have also indicated how devastating the conditions of the industry affect their personal lives and mental health. For example, more than 70% of hospitality employees in the UK report feeling overworked and 45% also take time off their work schedules because of stress at some point in their career (Davis, 2015). Similar reports from frontline hotel employees in Ghana also showed that 39.9 percent of the respondents' experience frustration, anxiety, and difficulty in concentration (Wireko-Gyebi & Acheampong, 2014) due to stress emanating from the working conditions.

Indeed, the evidence of several occurrences observed in the industry highlighting the vulnerable nature of hospitality employees' mental health is largely documented. For instance, Anthony Bourdain who was a prominent

and world-renowned celebrity chef was reported to have committed suicide at the Le Chambard Hotel in France in 2018 due to chronic depressive disorders arising from stressful working conditions. Preceding his demise, 12 other hospitality employees were reported to have also died in Sacramento, California in 2018 from suicide, substance use, and other mental health disorders such as stress, depression, anxiety, and health-related problems (Dunn & Pickett, 2019). Consequently, stakeholders of the industry have described the state of hotel employee's mental health as poor needing urgent intervention to improve their working conditions and psychosocial health (Saah, 2021; Saah et al. 2020).

Prevalence of the Domains of Mental Health Disorders in the Hospitality Industry

Several forms of mental disorders have been reported among hotel employees. These include stress, schizophrenia, anxiety, depression, and substance use. Among these, the WHO (2017) describes stress, anxiety, and depression as Common Mental Disorders (CMDs) because of their high prevalence among the population and their devastating impact on the moods and feelings of affected persons (WHO, 2017). Considering the focus of this study, this section reviews the prevalence of the domains of CMDs in the hospitality industry.

Worldwide, research has shown that the experiences of stress, depression, and anxiety are very common among hospitality employees. So far, a prevalence rate ranging between 26.1% to 59.6% (Gacau, Kombe, Ngayo, & Mwaniki, 2016; Kilic, Boz, & Koc, 2016; Lei & Chen, 2020; Saah et al., 2021) is reported across all sectors of the industry. Indeed, the experiences of these

mental disorders trigger several forms of physiological and psychological illnesses (Alhasani, Mulchandani, Oyebode, Baghaei, & Orji, 2022) with adverse effects on employees' work-related outcomes.

Specific mention is made of stress as a major disease among the working population of the hospitality industry and a pandemic of the 21st century (Ahmad, Ahmad, Hussain, Saleem, Qureshi, Mufti et al., 2015; Godifay, Worku, Kebede, Tafese, Gondar, et al., 2018; Hsieh & Tsai, 2019). As of now, the prevalence rate of stress in aggregate among hotel employees is reported to be as high as 93.33 % (Kulkarni, Mishra, & Sinha, 2021). However, individual studies reporting employees' experiences across varied sectors of the industry showed relatively considerable levels. For example, results from a Ghanaian study conducted among 384 waiters working in upscale restaurants in the Accra Metropolitan Area showed that 34.4% of the employees reported experiencing stress at work (Saah et al., 2021). Similarly, among a sample of 170 hotel employees studied in China, 8.2% of them were reported to experience stress at work (Teng, Wu, Lin, & Xu, 2021).

Also of major concern is the prevalence of depression among employees in the industry. Several researchers have painstakingly explored the prevalence of this mental disorder and have reported higher rates. For example, the pioneering study of Shani and Pizam (2009; 452-453) which focused particularly on work-related depression among hotel employees in Central Florida revealed an initial indication of the incidence of depression among the workers. Further examination showed that the occurrence of work-related depression was on average 12.5% while in some instances the figure was as high as a 24% prevalence rate.

Comparable results from hotels in China showed a 43.5% prevalence rate among surveyed samples (Teng et al., 2021). In the State of Arkansas where a study was conducted to provide evidence of the decline in mental health among hotel employees, 27.93% reported experiences of depressive disorders (Izell, 2022) whereas in Ghana, 38.3% of hotel employees reported experiences of depressive disorders (Saah, et al., 2021). Anxiety on the other hand showed a prevalence rate ranging between 30 to 70 percent among hospitality samples. Teng et al. (2021) reported as high as 68.2% of employees experiencing anxiety at work. Other results revealed that 37.39% and 52.3% of hospitality employees were found to experience anxiety disorders from Arkansas and Ghana respectively (Izell, 2022; Saah et al., 2021).

Socio-demographic characteristics and mental health disorders

The onset of mental health disorder is frequently attributed to a group of factors resulting from the interaction of social variables, environmental factors and individual attributes which evolve throughout the course of life. Carefully reviewing the causal structure, prevalence and relationship of the individual factors including gender, educational level, age, marital status, and income level concomitant with mental health disorders is an essential prerequisite to understanding the mechanisms through which socio-demographic characteristics and mental health disorders interact.

Gender

In most psychiatric studies, gender differences in mental disorders are the most intriguing and stable findings as significant differences exist particularly in terms of their prevalence (Riecher-Rössler, 2010). Much of the

extant literature directs attention to gender differences to the issue of internalizing (feminine) and externalizing (masculine) behaviors. Internalizing behaviors involve actions directed at oneself that cause disturbances in feelings, for example, social withdrawal, the feeling of loneliness and guilt, feelings of sadness etcetera while externalizing behaviors involve disturbance in conduct aimed at harming others rather than self, for example, physical aggression, verbal bullying, defiance and so on (Boysen et al., 2014).

Women's preponderance in mental disorders is consistently identified within the internalizing spectrum of behaviors (Otten, Tibubos, Schomerus, Brähler, Binder, Kruse, Ladwig, Wild, Grabe, & Beutel, 2021) and therefore have a higher lifetime prevalence of stress, depression and/or anxiety disorders (Boyd, Van de Velde, Vilagut, 2015; Luppá, Sikorski, Luck et al., 2012; Riecher-Rössler, 2010; Wittchen, Jacobi, Rehm, et al., 2011). Contrariwise, men's preponderance in mental disorders is related to the externalizing spectrum of behaviors leading to their high prevalence in substance abuse, anger management problems (Boysen et al., 2014:547, 561; Holtberg, Olson, & BrownRice, 2016:225) and antisocial personality disorders (Eaton, Keyes, & Krueger, 2012) rather than depression and anxiety in most instances.

On the global front, attempts have been made to provide accurate estimates of the prevalence rates of common mental disorders (CMDs) on gender-based on medical, epidemiological, and survey data beyond reported diagnosis. Data from countries including Africa, Europe, and North America compiled by the Institute for Health Metrics and Evaluation (2019) for the period 1990 to 2019 revealed that though mental disorders can be common in both men and women, the domains of depression, anxiety, bipolar and eating

disorders are highly prevalent among women than men. For example, the prevalence rate for depression and anxiety among the population in the UK is reported as high for females (5.04% and 5.89%) and low for males (3.96% and 3.85%) (Institute for Health Metrics and Evaluation, 2019). Similar trends are observed in Ghana as a higher prevalence rate is reported for females in depression (5.17%) and anxiety (3.44%) than males (3.65%, 2.66%) (GBD, 2019; Dattani et al., 2021).

Exploring from the hospitality industry's perspective, the prevalence of gender-based common mental disorders (CMDs) is also reported. For example, in a Turkish study aimed at exploring the level of depression and turnover intention among 104 hotel employees in five (5) star rated hotels, the majority (51.7%) of female employees were reported to be highly depressed compared to a minority (32%) of males who experienced depression (Kilic et al., 2016). Comparable findings are observed in the Ghanaian hospitality industry with a high prevalence rate of depression (41.6%), anxiety (56.9%), and stress (38.2%) reported among female participants compared to their male counterparts (30.8%, 25.6%, 41.9%) respectively (Saah et al., 2021).

Educational level

The educational level appears to have consistently proven to be one of the strongest predictors of most life outcomes including employment, income, social status, and improved mental health (Williams, 2021). Regarding the latter, the major reasons touted are that the recipients of higher education develop skills that enhance their ability to process information and solve problems that are likely to be detrimental to their mental health (Ross & Mirowsky, 2013) while sidestepping the negative life events, stress exposures,

and other risk factors that are thought to precipitate the onset of mental health disorders (Lorant, Deliége, Eaton, Robert, Philippot, & Anseau, 2003). In addition, higher education tends to generate additional social and economic resources for recipients and further provides a broader scope of choices and more control over their lives and security. Eventually, they are more likely to experience fewer chronic stressors, better coping mechanisms, healthier lifestyles, more social support, and ultimately, a more autonomous lifestyle (Søndergaard et al., 2012).

On the contrary, lower educational levels have been linked to a lack of sense of control and resilience. Consequently, most beneficiaries of low and/or no educational levels are predisposed to lower socioeconomic status (Williams, 2021) and a lack of psychosocial resources (Neimeyer et al., 2020) including the ability to process scientific knowledge, a sense of control, resilience, limited skills in managing stressors and so on. Hence, their inability to manage exposure to numerous stressors and their related outcomes.

Ultimately, these conditions have strongly correlated with the onset and experiences of most CMDs. Following a worldwide survey data on a self-reported prevalence of CMDs among adults aged 25 to 64 years across countries affiliated with the Organization for Economic Co-operation and Development (OECD), the lowest level of prevalence in depression for example was reported among respondents with tertiary education (1.6%) while the highest prevalence was reported among respondents who did not reach upper secondary education (5.4%) (OECD, Indicators, 2017). Similarly, respondents with tertiary education were 68%, 65%, and 50% less likely to experience depression,

anxiety, and stress, respectively compared to those with no formal education (Amu et al., 2021).

Age

Age is an important factor in predicting the course of illness and psychosocial factors in an individual (Leach & Butterworth, 2012). Although the onset of mental disorders can occur at any stage of the human growth process, it is particularly identified to begin at the early stages of adolescent life (Jones, 2013) and may interfere with young people's ability to complete age-relevant tasks in important development years. A research report published by the American Psychiatric Association (2018) indicates that 50% of the incidents of mental disorders occurring in adulthood begin by the age of 14 years. Also, a report compiled by the OECD (2014) shows that three-fourths of all mental disorders begin by age 24 and three-quarters at an inception age of 25 years (Rickwood et al., 2015). The early stages of adolescent life are described as vulnerable and susceptible to mental issues naturally (Walsh, Sela, De Looze, et al., 2020). This is because adolescence is a time of great psychological and physical change (Bilsen, 2018) with many social and physical conditions likely to impact their health and heighten their risk of mental disorders.

The prevalence of mental disorders based on the age of respondents is continuously acknowledged by researchers due to the differences in emotional maturity across ages. Available reports are inconclusive in terms of the relationship between age and mental disorders. For example, some researchers report negative (González-Sanguino et al., 2020; Tang et al., 2020; Wang et al., 2020), insignificant (Meng, Hua, & Bian, 2020; Song, Béthoux, Shin, Donath, Letsch, H., & Liu, 2020; Zhang, Bastard, Liu, Le Pen, Moncada-Velez, Chen,

et al. 2020a) and positive (Qui et al., 2020) relationships. However, overall, several mental disorder cases are reported among young people aged 18 to 33 years (Gustavson et al., 2018). Specifically, a higher prevalence of lifetime depression (14.3%) is reported among the age group of 20 to 24 years while the lowest rate (4.3%) is in the age group of 75 years and over (Akhtar-Danesh, & Landeen, 2007).

Marital Status

Marital status is one of the most important variables widely investigated in relation to mental conditions given its significance to the epidemiology of psychiatric disorders and its potential as a modifiable indicator (Wood, Goesling, & Avellar, 2007). The high prevalence of CMDs among individuals with single, separated, divorced, and/or widowed status is well documented. In societies where greater emphasis is placed on marriage, being married is related to lower depression, lower anxiety, lower suicide risk, and lower substance abuse.

A growing body of research provides convincing evidence that most married people have positive mental health compared to their unmarried counterparts (Bulloch, Williams, Lavorato, & Patten, 2017; Wadsworth, 2016). For example, Kader Maideen, Mohd Sidik, Rampal, and Mukhtar (2015) in their study found married couples reported lower levels of anxiety compared to divorcees who reported the highest prevalence rate followed by separated couples, the widowed and the single. Similarly, results from a study conducted to examine the association between depression and shift work in Seoul among 659 hotel workers revealed a significant relationship between marital status and depression as a higher prevalence of depression was reported among unmarried

employees than married employees (Moon, Lee, Lee, Lee, & Kim, 2015). Marital status was again found to have a significant relationship with depression where the highest rates of lifetime and 12 months of depression are seen in the divorced and the separated compared to the married respondents (Akhtar-Danesh, & Landeen, 2007).

Perhaps, marriage affords both partners a sense of stronger self-identity, improved psychosocial outcomes, increased economic or financial resources, and companionship, particularly during stressful life events (Kamiya, Doyle, Henretta, & Timonen, 2013; Soulsby & Bennert, 2015; Umberson, Thoomer, & William, 2013). Indeed, the social and emotional support experienced by married individuals may be an important catalyst for greater life satisfaction and better-coping mechanisms against the hardships of life leading to better mental health (Moss & Willoughby, 2018).

Level of income

The tradition of paying low wages and salaries is rife in the hospitality industry with employees usually bearing the brunt of the ruthless implementation of low-pay strategies. This partly accounts for the low economic status among most hospitality workers. Income levels and conversely poverty are important social determinants of physical and mental health (Braveman & Gottlieb, 2014). A growing body of evidence has shown that there is a strong gradient in mental health (WHO & Calouste Gulbenkian Foundation, 2014). Poverty is associated with a greater risk of CMDs (Adler, Glymour, & Fielding, 2016; Patel, Burns, Dhingra, et al., 2018).

Data from the US indicates that the prevalence of depression is higher for those with the lowest level of income compared to the highest income groups

(Weinberger, Gbedemah, Martinez, et al., 2018). Several hypothesized mechanisms have been used to explain this association. For example, a low level of income is found to reduce individuals 'cognitive bandwidth' which can affect decision-making abilities (Schilbach, Schofield, & Mullainathan, 2016) and increase the risk of developing a wide range of health-related determinants including poor nutrition, poor housing, less access to essential health services inter alia (Adler & Ostrove, 1999; Ostrove, Feldman, Adler, 1999; Caron, Latimer, & Tousignant, 2007). Low-income populations may also have greater exposure to chronic stressors, amplifying the risk of developing or exacerbating mental health disorders (Khullar & Chokshi, 2018). Following from the above discussions, it is hypothesized that:

H2 Employees' socio-demographic characteristics will significantly influence their mental health status.

Workplace Spirituality and Employees' Mental Health

Workplace spirituality primarily develops the physical, mental, emotional, and spiritual needs of employees (Dehler & Welsh, 2003). Drawing from the broaden and build theory of positive emotions and to further provide support for this theory, few studies have examined the direct effect of workplace spirituality on aspects of employees' well-being (Sheep, 2006; Honiball et al., 2014) including their mental health (Chand & Koul, 2012; Jnaneswar & Sulphay, 2021; Kranhnke, Giacalone, & Jurkiewicz, 2003; Sharma & Kumar, 2020; Tischler, Biberman, & McKeage, 2002) with varied results reported.

Sharma and Kumar (2020) examined the relationship between workplace spirituality and employees' mental health using data garnered from 344 information technology professionals working in India. In exploring the

relationships, the researchers employed Milliman et al. (2003) and Ashmos and Duchon's (2000) scale to measure workplace spirituality. The study also measured employees' mental health using the General Health Questionnaire Scale (Goldberg, 1972; Goldberg & Williams, 1988). The results from Structural Equation Modeling used to evaluate the model fit of workplace spirituality and mental health showed that workplace spirituality positively influenced employees' mental health. Their findings highlight the relevance of workplace spirituality in improving employees' mental health and further make a significant contribution to employee mental health issues.

A study by Sing, Fong, Au-Yeung, Law, Lee, and Ng (2015) examined the effects of burnout on the relationship between workplace spirituality and mental health among 312 healthcare workers in a mental rehabilitation institution in Hong Kong. Using a cross-sectional research design, the 14-item Hospital Anxiety and Depression Scale (Zigmond & Snaith, 1983) together with the 16-item Daily Spiritual Experiences Scale (Underwood & Teresi, 2002) were used to collect data on respondents' anxiety, depression, burnout, and daily spiritual experiences respectively. Results from the multivariate analysis after adjusting for age, education level, marital status, and staff ranking revealed that higher levels of daily spiritual experiences resulted in lower levels of employees' burnout, depression, and anxiety disorders.

Jnaneswar and Sulphrey (2021) in India used a cross-sectional research design to explore the effect of mindfulness and workplace spirituality on the mental well-being of 333 full-time employees working in diverse industries including manufacturing, telecom, information technology, retail, education, and healthcare. In gathering data for the study, the researchers measured

mindfulness, workplace spirituality, and employees' mental well-being with an 8-item Freiburg Mindfulness Inventory (Kohls et al., 2009), 12-item Spirituality Index of well-being (Daaleman, 2004) and a 7-item Short Warwick Edinburgh Mental Well-Being Scale (Stewart-Brown, & Janmohamed, 2008) respectively. The results showed that workplace spirituality significantly improved employees' mental well-being. These results corroborate the earlier findings of Mckee et al. (2011), Karakas (2010), Vandenberghe (2011), and Pawar (2016). Based on the foregoing results, it is hypothesized that:

H3 Workplace spirituality will significantly and positively affect employees' mental health.

Workplace Spirituality and Employee Engagement

Results from studies in response to the call for more research to explain the underlying fulfillment of an individual's inner needs (Havener, 1999) through the experience of spirituality (Ahmed, Halim, & Majkd, 2016; Cartwright & Holmes, 2006; Chalofsky & Krishna, 2009) leading to higher levels of engagement (Meyer & Gagne, 2008) report a direct relationship between workplace spirituality and employee engagement. These studies guided by the frameworks of the social exchange theory as well as the JD-R theory provide relevant and useful insights into the direct relationship between workplace spirituality and employee engagement. An example of such studies is that of Sharma and Hussain (2012) who conducted the first empirical study to examine the relationship between spirituality at work and employee engagement among 60 employees of non-government organizations in Delhi.

In this study, workplace spirituality was operationalized in the three dimensions involving meaningful work, sense of community, and alignment

with organizational values (Ashmos & Duchon, 2000; Milliman et al., 2003) and employee engagement measured using the Utrecht Work Engagement Scale (Schaufeli et al., 2002). The researchers found a positive relationship between workplace spirituality and employee engagement. This result indicates that the dimensions of workplace spirituality can be considered as one way in which individuals experience intrinsic motivation which in turn increases their level of engagement.

In Saks's (2011) study aimed at describing the relationship between workplace spirituality and work engagement, he developed a model that captured the transcendence, sense of community, and spiritual values dimensions of workplace spirituality (Ashforth & Pratt, 2010; Jurkiewicz & Gaicalone, 2004). In addition, two expanded conceptualizations of employee engagement namely, engagement maintenance and engagement generalization, and three psychological conditions (i.e. meaningfulness, availability, and safety) for employee engagement proposed by Kahn (1990) were included in the model. Reflected from the model, workplace spirituality is directly related to employees' engagement and indirectly through the three psychological conditions.

A more recent study by Petchsawang and McLean (2017) focused on workplace spirituality, mindfulness meditation, and work engagement. The researchers examined the relationships among mindfulness meditation, workplace spirituality, and work engagement and further compared workplace spirituality and work engagement in organizations that arranged and did not arrange mindfulness meditation courses for a total of 563 employees drawn

from the sectors of education, public health, and industrial organizations in Bangkok.

Findings from the Pearson correlation analysis revealed that workplace spirituality was positively related to mindfulness meditation, mindfulness meditation to work engagement, and workplace spirituality to work engagement. Further in the analysis, the researchers tested the hypothesized relationships among the constructs using Structural Equation Modeling, and the results showed a relationship between workplace spirituality and mindfulness meditation, work engagement and mindfulness meditation, and workplace spirituality and work engagement. From the above evidence, it is hypothesized that;

H4 Workplace spirituality will significantly and positively influence hotel employees' engagement.

Workplace Spirituality and Turnover Intentions

Lately, with workplace spirituality gaining prominence in exploring the antecedents of turnover intentions, some researchers are making efforts to establish a direct relationship between workplace spirituality and turnover intentions. However, results on the relationship between the two constructs are divergent as the few studies available have demonstrated inconsistent results. For example, using the self-determination theory as the overarching framework, Aboobakar, Edward, and Zakkariya (2019) examined the influence of workplace spirituality and well-being on teachers of technical education institutions' intentions to stay with their organization in India, Kochi. Data was gathered using self-reporting questionnaires from 523 teachers purposively selected for the study. In testing the hypothesized relationships, results from

structural equation modeling revealed that employees who experienced spirituality in their workplace had higher intentions to continue staying with their organizations.

Another study conducted by Ashfaq, Mustapha, and Irum (2020) developed a hypothesized model that examined the relationship between workplace spirituality and turnover intentions among 381 managerial employees from different commercial banks operating in Malaysia. By way of testing the efficacy of the proposed model, the researchers used SEM-PLS. Results from the analysis indicated that the experience of workplace spirituality limited employees' intentions to leave their employers.

Contrary to the above claims of positive relationships, Beehner and Blackwell (2016) carried out a quantitative experimental two-group pretest-posttest study to determine the effect of implementing a workplace spirituality program on the turnover intentions of 53 employees working in a multi-location quick-service restaurant in the state of Florida. The researchers conducted an analysis of covariance to compare turnover intention change scores as a function of participation or non-participation in workplace spirituality programs. After controlling for the pretest category, the experience of the workplace spirituality program showed no positive influence on employees' turnover intentions. This finding suggests that workplace spirituality may less likely be an appropriate mitigation for turnover intention within the food service industry. However, concerning the established link between the dimensions of self-determination theory and WPS which underscores the fact that satisfaction with the basic human needs increases the desire for an individual to remain with the source from which these satisfactions emanate, this study hypothesizes that;

H5 Workplace spirituality will have a negative significant effect on employees' turnover intentions.

Workplace Spirituality, Mental Health, and Turnover Intentions

Among the studies contributing to the discourse on workplace spirituality, only a limited number have concurrently examined the intervening effect of other variables on the relationship between workplace spirituality and employee turnover intentions in one study. According to Pennonen (2011), a variable is said to play mediation or an intervening role in a relationship when it provides additional information about why the relationship between the constructs may exist and whether a variable influences another with or without the presence of another. In other words, it answers the question of whether the variable functions as an intermediary mechanism in the relationship or not. Results from studies examining the mediational effects of constructs on the relationship between workplace spirituality and turnover intentions have reported positive effects.

Ghadi (2017) in a hypothesized model examined the influence of workplace spirituality on turnover intentions mediated by loneliness in work among 381 academics in Jordanian universities. The researcher in analyzing the results used the structural equation model and AMOS two-step modeling approach to determine the role of loneliness in work as a mediator between workplace spirituality and voluntary turnover intentions. The results contributed to the causal relations between workplace spirituality and turnover intentions as well as workplace spirituality and loneliness. Further analysis revealed that the influence of workplace spirituality on voluntary turnover intention was partially mediated by loneliness in work, thus, supporting a partial mediational

relationship as the total effect of workplace spirituality on voluntary turnover intentions weakened slightly but remained significant upon the introduction of loneliness in work.

In a similar study, Saralita and Ardiyanti (2020) explored the effect of workplace spirituality and perceived organizational support on turnover intentions mediated by organizational commitment among 235 employees working in private hospitals in Jakarta. The authors measured workplace spirituality using the scale developed by Ashmos and Duchon (2000), perceived organizational support by Eisenberger and Huntington (1986), organizational commitment by Mowday, Steers, and Porter (1979), and turnover intentions by Jones (1986). Results from the data collected through the self-administered questionnaires and analyzed using SEM revealed that there was a significant negative relationship between workplace spirituality, organizational commitment, perceived organizational support, and employees' turnover intentions. However, at the mediational level, organizational commitment was found to mediate the relationship between workplace spirituality and turnover intentions.

Anvari, Barzaki, Amiri, Irum, and Shapourabadi (2017) also explored the relationships between workplace spirituality and intention to leave mediated by organizational citizenship behavior among 345 nurses sampled from three public and general hospitals located in Johor Bahru, Malaysia. In measuring workplace spirituality, a 17-item scale was adapted from the work of Duchon and Plowman (2005). Intention to leave was measured using a 7-item scale (Camman, Fichman, Jenkins, & Klesh, 1979) and organizational citizenship behavior was measured with a 16-item scale developed by Lee and Allen

(2002). Findings from the study revealed that workplace spirituality had a negative effect on nurses' intention to leave and a positive effect on their organizational citizenship behavior while organizational citizenship behavior arbitrated the effect of workplace spirituality on their intention to leave. From the above empirical evidence, it is hypothesized that;

H6a Employee's mental health will negatively and significantly affect their turnover intentions

H6b Employee's mental health will mediate the relationship between workplace spirituality and turnover intentions.

Workplace Spirituality, Employee Engagement and Turnover Intention

There is empirical evidence to suggest that workplace spirituality has an immediate positive influence on the level of employee engagement (Ewen, 2003; Margaretha, Saragih, Zaniarti, & Parayow, 2021; Milliman et al., 2018; Yansens, Tecoalu, Wahyoedi, & Colline, 2021). What is unclear, however, is the mediational effect of employee engagement in the context of workplace spirituality and other employee work-related outcomes particularly, turnover intentions. Drawing from one of the key prepositions of the JD-R theory, job resources i.e. workplace spirituality through the motivational process enhance employees' level of engagement which eventually influences their intention to remain with their respective organizations. However, results emerging from empirical studies have reported some contradictions in the ability of employee engagement to arbitrate such relationships.

As an example, a study in Jakarta conducted among 214 volunteers working in a financial industry examined the influence of workplace spirituality

on employees' turnover intentions mediated by employee engagement (Yansens et al., 2021). Before analyzing the data, participants completed a self-administered questionnaire involving measurement scales on workplace spirituality (Ashmos & Duchon, 2000), employee engagement (Schaufeli et al., 2002), and turnover intentions (Widodo, 2010). Results from the study revealed that while workplace spirituality influenced employee engagement, employee engagement failed to mediate the relationship between workplace spirituality and turnover intentions. In a similar study conducted by Milliman et al. (2018) to examine the effect of workplace spirituality on employee engagement, intention to stay, and service delivery among 292 hospitality employees aged between 18 and 40 years in the United States, employee engagement was not found to play a significant mediating role in the relationship between workplace spirituality and intention to stay.

In India, a study that saw the participation of 344 employees randomly selected from the National Association of Software and Services Companies (NASSCOM) focused on examining the relationship between workplace spirituality, organizational justice, and mental health wherein employee engagement was considered a mediator. The results revealed that workplace spirituality and organizational justice significantly and positively predicted employee engagement, which is significantly related to employee mental health. However, further analysis of the results revealed that employee engagement significantly partially mediated the relationship between workplace spirituality and mental health as well as the relationship between organizational justice and mental health (Sharma & Kumar, 2020).

Finally, Mahipalan and Sheena (2018) also studied the interrelationships among workplace spirituality, employee engagement, and job involvement among 353 Generation Y professional consultants from the sectors of information technology, public relations, management and strategy, and Law. In this study, the researchers placed specific emphasis on examining the mediating effect of employee engagement on the proposed relationships. The initial findings of the regression analysis showed the existence of significant relationships between workplace spirituality, job involvement, and employee engagement. Further in the analysis, the researchers tested the mediation effect following Baron and Kenny's (1986) three-step procedure for assessing mediation. Employee engagement was found to partially mediate the relationship between workplace spirituality and job involvement. On the premise of the above discussions, it is hypothesized that;

H7a Employee engagement will negatively and significantly affect their turnover intentions.

H7b Employee engagement will positively and significantly affect their mental health status.

H7c Employee engagement will mediate the relationship between workplace spirituality and turnover intentions.

H7d Employee engagement will mediate the relationship between workplace spirituality and mental health.

Effects of Coping Mechanisms on Mental Health

Several studies have examined mental health as one of the antecedents of turnover intentions among hospitality samples (Jung, Jung, & Yoon, 2021;

Kim, Im, & Hwang, 2015) and results have shown positive relationships. Kuo, Lin, and Li (2014) and Wen, Zhou, Hu, and Zhang (2020) provided empirical evidence in their studies to suggest that generally, employees working in more stressful environments and under stressful conditions are more likely to have increased turnover intentions. Among hospitality employees, Boz, Yilmaz, Arslan, and Koc (2016) found that depressed employees are more likely to conceive the intention to leave their respective jobs. In a Turkish study investigating the relationship between stress and turnover intentions among employees working in a five-star hotel, the results showed a positive relationship between the constructs (Akgunduz, & Acar, 2019). Similarly, Akdemir, Sağbaş, and Sürücü (2022) in Alayna reported a positive relationship between stress and employees' turnover intentions.

Generally, researchers have found coping mechanisms as one of the major elements of mental health disorders (Addy, Agbozo, Runge-Ranzinger, & Grys, 2021; Modise, Mokgaola, & Sehularo, 2021). Coping mechanisms such as problem solving, seeking social support, avoidance and the use of mental health mobile apps have largely shown significant influence in moderating and influencing mental health problems among employees. For example, problem solving coping strategy has been found to be effective in reducing stress (Levine & Scotch, 2013) by increasing the sense of job control which is often found to reduce stress at work (Chiang, Birtch, & Kwan, 2010).

Similarly, empirical studies attest that social support buffers stress (Glozah & Pevalin, 2014; Mossakowski & Zhang, 2014; Reid & Taylor, 2015) even though limited studies exist reporting on the relationship between hotel employees' seeking social support as a coping strategy and their perceived

mental health. On the contrary, avoidance coping strategy is rather found to induce more psychological distress. For example, Hu and Cheng (2010) found that the avoidance coping strategy was positively correlated to emotional exhaustion, depersonalization, and lack of personal accomplishment as job burnout dimensions. It thus suggests that the avoidance strategy may not be effective in reducing occupational stress among upscale hotel employees.

More recently, mental health mobile applications are increasingly being prescribed to supplement the psychiatric treatment of anxiety and depression while helping patients to self-manage their mental health conditions (Chandrashekar, 2018; Marshall, Dunstan, & Bartik, 2020). For example, results from published reviews suggest that mental health apps reliably reduced anxiety (Firth, Torous, Nicholas, Carney, Rosenbaum, & Sarris, 2017) and depression (Firth, Torous, Nicholas, Carney, Pratap, Rosenbaum, et al. 2017) with an overall size effect of small to moderate (Lai, Jury, Long, Fergusson, Smith, Baxendine, & Gruar, 2018) among surveyed samples.

Results from meta-analyses also demonstrate the efficacy of mental health mobile apps in reducing symptoms of depression and anxiety among the population (Huckvale, Nicholas, Torous, & Larsen, 2020). For example, a meta-analysis of 18 randomized controlled trials (RCTs) revealed that using apps to alleviate symptoms and self-manage depression significantly reduced patients' depressive symptoms compared to control conditions (Firth et al., 2017). Similarly, a meta-analysis of nine RCTs that evaluated the effects of smartphone-delivered interventions on symptoms of subclinical and diagnosed anxiety disorders revealed that users experienced reductions in total anxiety

after using anxiety treatment apps (Ly, Topooco, Cederlund, et al., 2015).

Following the above empirical evidence, it is hypothesized that;

H8a Employee's coping mechanism will positively and significantly affect their mental health status.

H8b Employee's coping mechanism will moderate the relationship between their workplace spirituality and mental health.

Conceptual Framework for the Study

The thrust of the study, as presented in Figure 6 seeks to examine the interactive effects of workplace spirituality, mental health, engagement, and turnover intentions of employees in upscale hotels in the Accra Metropolitan Area, Ghana. The construction of this model is underpinned by integrating the hypothetical assumptions of the broaden and build theory of positive emotions, job demands-resources theory, social exchange theory, and the self-determination theory. The broaden and build theory underpins and explains how WPS influences employees' mental health subsequently, their turnover intentions. The job demands-resources theory also explains the influence of workplace spirituality construed as a psychosocial organizational resource on employees' engagement and turnover intentions. On the theoretical foundations of the social exchange theory, the relationship between WPS, employee engagement, and mental health is explored. Finally, the self-determination theory provides the theoretical foundation on which the relationship between WPS and turnover intentions is established.

In general, the framework proposes the following relationships; that the experiences of spirituality in the workplace will largely be dependent on the

socio-demographic characteristics of individual employees including their gender, age, marital status, educational level, organizational tenure, and level of income. Secondly, these demographic characteristics further play a major role in determining hotel employees' mental health status, their level of engagement with their respective organizations as well as their intentions to either leave or stay with same.

Just as the hotel work environment is characterized by heavy workloads leading to varied forms of stress, depression and anxiety disorders (Amissah et al., 2021; Blankson-stiles-ocran et al., 2017; Mensah, Azilla-Gbettor & Appietu, 2021; Saah & Amu, 2020; Saah, Amu, & Kissah-Korsah, 2021;), available studies conclude that employees who experience these disorders are likely to be disengaged from their work and eventually leave the organization (Kuo, Lin, & Li, 2014; Wen, Zhou, Hu, & Zhang, 2020). Positioning workplace spirituality as an organizational resource in line with the JD-R theory, the framework proposes a relationship that, higher levels of workplace spirituality experiences are more likely to directly improve employees' mental health and their levels of engagement with their respective organizations. In addition, employees improved mental health and higher levels of engagement are more likely to affect their turnover intentions. Reflected from the framework, a direct relational effect of workplace spirituality on employees' turnover intentions is also proposed.

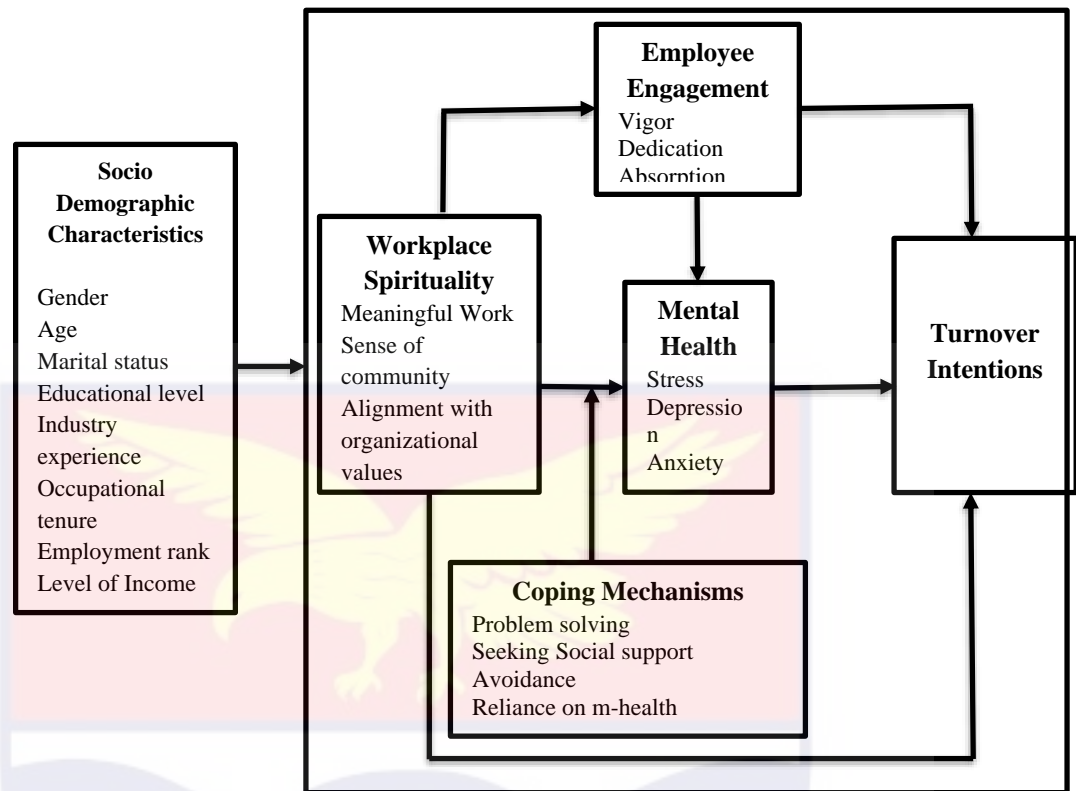


Figure 6: Conceptual Framework
Source: Field survey, Appietu (2023)

At the mediational level, the model specifically focuses on employee engagement and positions it as a mediating construct that can significantly arbitrate the relationship between workplace spirituality and employees’ perceived mental health as well as their turnover intentions. This model also proposes a mediating role of mental health in the relationship between WPS and turnover intentions. If hotel employees become victims of various forms of mental disorders including stress, depression, and anxiety which is conceivable, there are a variety of mechanisms they can use to deal with their mental health challenges. Individual coping mechanisms can broadly be categorized into problem solving, social support, avoidance, and their reliance on m-health psychological support. Differenced in their choice of any of these coping mechanisms will be based on their demographic characteristics. In this regard,

the model proposes that employees' coping strategies will affect their mental health status and possibly moderate the relationship between their WPS experiences and mental health.

Chapter Summary

This chapter discussed results from previous studies attesting to the fact that mental health disorders in the domains of stress, depression, and anxiety are highly prevalent in the hospitality industry in both developed and developing countries. Results from previous studies showing that hotel employees experience workplace spirituality in terms of meaningful work, sense of community, and alignment with organizational values were also discussed. In all, the existing literature is replete with studies establishing independent relationships between workplace spirituality, mental health, employee engagement, and turnover intentions among varied samples.

However, an obvious gap found is that the associations between workplace spirituality, mental health, and turnover intentions have not yet been explored in the hospitality industry. In addition, the mediational effect of employee engagement on the relationship between workplace spirituality, mental health, and turnover intention is not yet explored. Also, the efficacy of the reliance on mhealth psychological support as coping mechanisms to alleviate hotel employees' mental health conditions is yet to be explored. An even more compelling question that needs to be answered is the utility of the broaden and build theory of positive emotions to explain how workplace spirituality influences employees' mental health and subsequently their turnover intentions in Ghana's hotel spaces. This study partially fills the gaps in existing

knowledge by examining the ability of workplace spirituality to influence hotel employees' mental health and turnover intentions in the Accra Metropolis.



CHAPTER FOUR

METHODOLOGY

Introduction

This chapter provides a detailed description of the methods and philosophical positions that were used to examine the interactive effect of workplace spirituality, mental health, and turnover intentions of employees in upscale hotels in the Accra Metropolitan Area. The chapter begins with a description of the study area, a discussion, and a justification of the underlying paradigm guiding the study and the research design. Next, the various techniques and instruments which were used in garnering empirical data are discussed and justified. Also highlighted in this chapter are the sample size and sampling procedure, the sources of data, data collection methods, data analysis techniques, and process as well as ethical considerations.

Study Area

The study was conducted among licensed upscale hotels in the Accra Metropolis, the regional capital of the Republic of Ghana. Accra is geographically located on Longitude 05 35' and Latitude 00 06' and shares boundaries with La Dadekotopon Municipality to the East, the Gulf of Guinea to the South, Ga South and Central Municipalities to the West, and Ga West and La-Nkwanta-nang Municipalities to the North (Accra Metropolitan Assembly, 2021). The setting is ranked first in the country in terms of social life and economic activity (Accra Metropolitan Assembly, 2021). The city is a major supporter of the economic growth of Ghana, contributing one-third of the county's total financial output (Accra Metropolitan Assembly, 2021) in various

sectors including manufacturing, marketing, banking and finance, and tourism and hospitality services among many others. In addition, the city is the largest populated with a population size of about 2,605,000 as of the year 2022 (Ghana Metro Area population, 2022). This growth is expected to increase to 2,870,000 by 2025 (UN-Habitat World Cities Report, 2016).

The setting is considered ideal for the study because it is uniquely positioned as the central business hub of the Greater Accra Region and the country in general. It constitutes a traversing point from all parts of the country as well as the administrative capital of the region. This partly explains why the city is credited with a wide range of accommodation facilities providing various hospitality services for transit travelers, international business travelers, tourists, and holidaymakers. Currently, the hospitality industry in the Metropolis has experienced increased growth and expansion with a total number of 717 registered accommodation facilities of international standards out of which 187 are star-rated (GTA, 2020). Compared to 500 registered accommodation facilities with about 115 star-rated hotels as of 2019 (GTA, 2019).

The intense competition prevailing among the players in the industry as well as the poaching of skilled and experienced staff amidst the devastating impact of the recent pandemic (COVID-19) and recurrent economic crises is ultimately resulting in higher voluntary turnover of employees as reported by previous researchers (Deri et al., 2021). In this regard, it remains pertinent for managers of hotel firms to know the status of spirituality within their work setting and further understand how creating and maintaining a spiritually

thriving organizational culture beyond material mechanisms can significantly reduce the voluntary turnover of employees.

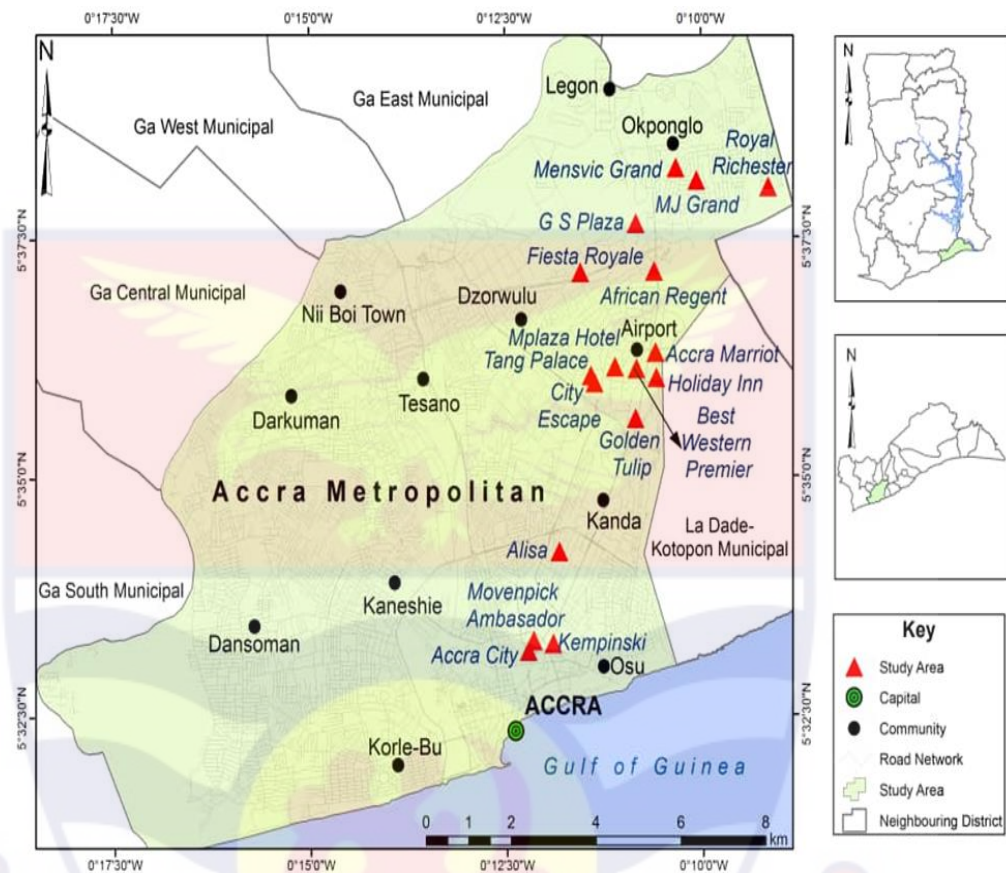


Figure 7: Map of the Study Area

Source: Department of Geography & Regional Planning, Remote Sensing and Cartography Unit, University of Cape Coast, (2022)

Research Paradigm

The set of beliefs or worldviews guiding the research process are commonly described as paradigms in the parlance of research methodology. Fundamentally, there exist three principal research paradigms in the social sciences (Tribe, 2001) namely, positivism, interpretivism and pragmatism. These paradigms individually and/or collectively provide strong support for any research process and therefore are unavoidable in any research endeavour.

In the present study, workplace spirituality positioned as a psychosocial organizational resource constitutes a multifaceted construct whose understanding and/or explanation cannot be limited to simple objectification as advocated for by the positivist research paradigm. Indeed, the interpretation of workplace spirituality is entirely subjective to the extent that the perspective of what constitutes spirituality is likely to vary from one person to the other. As alluded to in extant literature, the lack of an objective definition of workplace spirituality is largely due to the influence of contextual variations. Following from the subjective and multifaceted nature of this construct, a wholly positivist scientific approach and its recommended quantitative rigorous methods is less likely to provide a sufficient understanding and interpretation hotel employees ascribe to workplace spirituality.

On the other hand, applying only the interpretivist research paradigm to understand workplace spirituality experiences and its influence on mental health, and turnover intentions of hotel employees is inadequate to address the objectives of the present study. This study is interested in examining the workplace spirituality experiences of hotel employees and how these experiences influence their mental health, and their turnover intentions. In achieving these objectives, I acknowledge the subjective nature of workplace spirituality and therefore, employ the pragmatic research paradigm to examine the phenomenon and its related constructs without necessarily leaning on the positivist-interpretivist divide which are unable to exclusively provide sufficient understanding of the phenomenon.

As the name implies, pragmatism is a philosophical position which is practical in nature and relegates the philosophical debate of singular or multiple

realities, in terms of epistemology and ontological arguments to the background (Shah, Shah, & Khaskhelly, 2018). It is concerned with applications- what works- and solutions to problems (Patton, 1990). Instead of focusing on methods, researchers emphasize the research problem and use all approaches available to understand the issue under investigation. Hence, pragmatism as a world view accommodates the use of both subjective and objective knowledge thereby, providing the philosophical underpinning for mixed methods studies. The use of mixed methods approach in this study will provide a deeper insight into the focus of the study and further enhance better understanding of the complexity of the workplace spirituality and its related constructs than the use of either approach alone (Gelo, Braakmann, & Benetka, 2008; Truong, Liu, & Yu, 2020).

Research Design

Considering a major function of a research design which is to limit the chance of drawing incorrect causal inferences from empirical data, Kumar (2005) maintains that critical attention should be paid to issues of control bias, objectivity in the research process as well as drawing of conclusions when choosing a research design. A research design is important and remains an integral part of a research process because it ensures the smooth implementation of the various research operations, thereby making research as efficient as possible while yielding adequate information with minimal expenditure of resources (Kothari, 2004).

In view of the nature of the present study, the mixed methods research approach is employed as earlier indicated. Creswell and Creswell (2018, p. 4)

define mixed method as “an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. In this study, the use of mixed methods approach is appropriate because neither the quantitative nor the qualitative approach is adequate to provide a comprehensive understanding of the research problem (Creswell, 2008; Creswell & Plano Clark, 2011). Thus, the mixed methods approach provides greater validity and reliability when compared to a single methodological approach. Specifically, this study adopts the explanatory sequential research design where the qualitative phase of data collection and analysis follows the quantitative phase (Fetters, Curry, & Creswell, 2013). The two data sets are merged by either bringing the separate results together in the interpretation or by transforming data to facilitate integrating the two data sets during analysis. The intent in adopting this design is to combine the differing strengths and non-overlapping weaknesses of quantitative methods with those of qualitative methods and ensure more accuracy in explaining the relationships hypothesized in this study.

Sources of Data and Information

Primary sources of data were solicited to answer the research questions in this study. Primary data was garnered from the research participants using a self-administered questionnaire and interview guides. Information in respect of the list of licensed hotels and accommodation facilities in the Greater Accra Region as of the year 2022 was obtained from the Ghana Tourism Authority, and this formed the basis for the selection of hotels to participate in the study.

Information was also sourced from scholarly journal articles, symposia and conference proceedings, books, government reports, and unpublished master's and doctoral theses.

Target Population

The population of interest for the current study consisted of all employees of upscale hotels licensed by the Ghana Tourism Authority (GTA) in the Accra Metropolitan Area between December 2022 and March 2023. Guided by GTA's categorizations for hotel star ratings, this study considers all hotel facilities offering high-end amenities, personalized services, and luxurious accommodations aimed at providing guests with a premium experience are considered upscale hotels. To ensure an effective measure of the constructs in this study, only employees who had a minimum of not less than six months work experience with their current employer were included in the study.

Sample Size and Sampling Technique

Prior to the determination of the sample size, it was important to determine the size of the target population from which the sample was to be drawn. Available data from the Ghana Tourism Authority indicated that the total number of licensed upscale hotel facilities ranging from 3 star up to 5 stars as per GTA's classification in the Accra Metropolis was 14 (GTA, 2022).

Table 3: Upscale Hotel Distribution by Categories and Estimated Number of Employees in the Accra Metropolitan Area

Hotel Category	Total Number of Hotels	Estimated Number of Employees
5 Star	4	1,128
4 Star	4	1,048
3 Star	6	792
Total	14	2,968

Source: Ghana Tourism Authority (2020; 2022)

Following a reconnaissance survey carried out to ascertain the total number of hotel employees as GTA was unable to officially provide the exact number of employees working in the upscale hotels, an estimated population size of 2,968 employees working in these facilities was arrived at as of the time the study was being conducted.

Based on the estimated population size of employees, the next important considerations were the number of hotels to participate in the study and the number of employees to be drawn from each participating hotel for the study. Sample size constitutes one of the four inter-related features of a study design which can influence the detection of significant differences, relationships, or interactions in a study. Several approaches exist in sample size determination: non-statistical estimations, statistical computations and estimations using tables (Sarantakos, 2005). Akin to previous researchers (Ng & Othman, 2002; Amisah & Amenumey, 2015) who determined their sample size using Krejcie's and Morgan's (1970) sample size determination table, this study also adopted the table and determined a sample size of 341 employees given the estimated population size of 2,968 (see Table 4) for the quantitative aspect of the study.

Table 4: Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	346
95	76	480	214	5000	351
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	397
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note: N=Population size; S=Sample size

Source: Krejcie and Morgan (1970)

With respect to the qualitative aspect of the study, 2 employees were selected from each participating hotel to be interviewed making a total of 28 respondents.

Further, the multi-stage sampling technique was used to select research respondents. Given the few numbers of upscale hotels available and the fact that the tendency of non-participation by some of these hotels is very high as experienced by previous researchers (Adam & Amuquandoh, 2013; Wireko-

Gyebi, Adu-Frimpong, & Ametepeh, 2017), all upscale hotels (14) were purposively selected and included in the study. From each stratum of the hotel category, quota sampling by proportional allocation was used to select respondents for the study (Table 5). In view of the reluctance of managers of hotels to grant access to employee data that could serve as a basis for constituting a sampling frame to facilitate the use of probability sampling to select respondents, the convenience sampling technique was used to select active respondents for the study as was done by earlier researchers (Grobelna, 2019; Teng, Wu, Lin, & Xu, 2021; Wireko-Gyebi et al., 2017).

Table 5: Sampled Hotels and Proportion of Respondents

Hotel Category	Hotel Participation	Employees	
		Population	Proportion
5 Star	4	1,128	129
4 Star	4	1,048	121
3 Star	6	792	91
Total	14	2,968	341

Source: Field survey, Appietu (2023)

Research Instrument

The study sought to examine the workplace spirituality experiences of employees in hotel spaces in the Accra Metropolis and further explored how these experiences affected their mental health, and turnover intentions. Given that subjectivism typified the experiences of workplace spirituality, this study used a mixed methods approach within the pragmatism research paradigm which included questionnaires (both printed and online) and semi-structured interview schedules to collect data to test the research hypotheses.

Questionnaires

A self-administered questionnaire based on validated instrument in existing literature was adapted to measure employees' responses on the focal constructs in the study. The questionnaire was divided into six sections. The first section elicited information on the workplace spirituality experiences of hotel employees. The twenty-one-item measurement scale developed by Milliman et al. (2003) measured on a five-point Likert Scale ("Strongly Disagree" 1; "Disagree" 2; "Neither Agree nor Disagree" 3; "Agree" 4; "Strongly Agree" 5) was used to evaluate employees' experiences of workplace spirituality across three dimensions of meaningful work, sense of community and alignment with organizational values. Six items were used to measure employees' experience of meaningful work. A sample of the statements includes "*I experience joy in my work in this hotel*".

In terms of the sense of community, seven items were used to measure this dimension. A sample question includes "*I feel there is a sense of being part of a family at my work place*". In measuring employees' alignment with organizational values, eight items were used. A sample question was "*I feel connected with the mission of my workplace*". The WPS measurement scale which has been used extensively (Ahmad et al., 2018; Fatoki, 2019; Rezapouraghdam, Alipour, & Darvishmotevali, 2017) in related studies is described as the most psychometrically sound measure of WPS (Milliman et al., 2003) with alpha reliabilities ranging between 0.87 and 0.93 for all three dimensions (Aboobakar et al., 2019). Respondents' responses to these items were averaged to determine their overall workplace spirituality experience score.

The second section of the questionnaire assessed the mental health status of hotel employees. The Depression, Anxiety and Stress (DASS-21) (Lovibond & Lovibond, 1995) 21 item scale was used to measure employees' mental health status across three subscales of depression, anxiety, and stress. The depression subscale assesses dysphoria, hopelessness, devaluation of life, self-deprecation, and lack of interest, anhedonia and inertia. The anxiety subscale measures autonomic arousal, skeletal muscle effects, situational anxiety, and subjective experience and anxious affect. The stress subscale measures relaxation difficulty, nervous arousal, being easily upset and over-reaction and impatient.

Each of the subscales consisted of seven items to be anchored on a four-point Likert Scale 0 (didn't apply to me at all), 1 (Applied to me to some Degree), 2 (Applied to me to a considerable degree), 3 (Applied to me most of the time). For depression, employees responded to questions such as "*I felt I had nothing to look forward to*", anxiety "*I felt I was close to panic*", and stress "*I found it difficult to relax*". The scores for respondents' depression, anxiety and stress were summed and multiplied by 2 to obtain the final score of the domains measured. Following the recommended cut-off range of normal, mild, moderate, and severe, respondents' mental health status were determined. According to Anthony, Bieling, Cox, Enns, and Swinson (1998), the subscales of DASS-21 have good reliabilities with Cronbach's alphas of 0.94, 0.87, and 0.91 for depression, anxiety, and stress respectively.

Table 6: Recommended cut-off range for Mental Health

Range	Depression	Anxiety	Stress
Normal	0-9	0-6	0-10
Mild	10-12	7-9	11-18
Moderate	13-20	10-14	19-26
Severe	21-27	15-19	27-34
Extremely severe	28+	20+	35+

Source: Lovibond and Lovibond (1995)

After measuring the mental health status of employees, the third section of the questionnaire requested employees to indicate the coping mechanisms they used to manage their mental health disorders using a checklist adapted from Amirkhan (1990). Problem solving was measured with 5 items (sample question: *Try to carefully plan a course of action rather than acting on impulse*), seeking social support was measured with 5 items (sample question: *Confide my fears and worries to a friend or relative*) and avoidance was also measured with 6 items (sample question: *Wish that people would just leave me alone*).

With regards to measuring the use of mental health mobile application features as a coping strategy, the survey instrument developed by Lipschitz, Miller, Hogan, Burdick, Lippin-Foster, Simon, and Burgess (2019) was adapted for the study. The original instrument consists of six major domains. For the purposes of this study, only one of the domains which align with the focus of the study was adapted and used namely, the use of mhealth application features for mental disorders. Specifically, the use of mhealth application features for mental disorders was anchored on a five-point Likert Scale (Never 5, Rarely 4, Sometimes 3, Always 2, and Often 1). A sample question is “*I monitor my daily walking using an app*”.

In the fourth section of the questionnaire, the shortened version (9 questions) of the Utrecht work engagement was employed to measure

employees' level of engagement with their respective organizations anchored on a five-point Likert scale (“*Strongly Disagree*” 1 to “*Strongly Agree*” 5). The scale comprised three dimensions which are vigor (sample question: “*at my work, I feel bursting with energy*”), dedication (sample question: “*I find the work that I do full of meaning and purpose*”) and absorption (sample question: “*it is difficult to detach myself from my job*”). Current literature supports the use of the nine-item Utrecht employee engagement scale with alpha reliability of 0.80 (vigor), 0.83(dedication) and 0.74(absorption) in hospitality studies (Lee & Ok, 2015; Karatepe, 2011; Schaufeli et al., 2006; Sulea, Vigna, Maricutoiu, Schaufeli, Dumitru, & Savai, 2012) due to its sound psychometric properties (Schaufeli, Bakker, & Salanova, 2006). Higher scores demonstrate higher employee engagement.

The fifth section of the questionnaire measured employees' turnover intentions adapting the three-item scale developed by Babakus, Yavas, and Karatepe (2008) which allows for an employee's tendency to leave his or her present job to be measured within a reasonable time frame (six months or one year). This scale is anchored on a five-point Likert scale from 1(*strongly agree*) to 5 (*strongly disagree*). A sample question of this instrument is “*I frequently think of changing my job*”. The scale is described as having good psychometric properties (McNall, Driscoll, Kelloway, & Kelley, 2011) and strong alpha reliability (0.82) (Saks, 2006). Table 7 provides a summary of the constructs in the study and their Cronbach alpha values.

Table 7: Reliability Analysis of Constructs

Constructs	Cronbach's Alpha
Workplace Spirituality	
Meaningful work	.95
Sense of community	.94
Alignment with organizational goals	.96
Mental Health	
Depression	.95
Anxiety	.96
Stress	.94
Employee Engagement	
Vigor	.92
Dedication	.93
Absorption	.89
Turnover Intentions	.90
Coping Mechanisms	
Problems solving	.95
Seeking social support	.93
Avoidance	.91
Reliance on mHealth Psychological Support	.98

Source: Field survey, Appietu (2023)

The final section of the questionnaire constituted respondents' socio-demographic profile which included gender, age, level of education, years of experience, department of work, range of income, and job rank etc.

Semi-structured interviews

Themes and issues discussed in the interviews were related to questions asked in the self-administered questionnaire survey including their socio-demographic characteristics and workplace spirituality experiences in the dimensions of meaningful work, sense of community, and alignment with organizational values. The focus of the interviews was to gain more insight into the workplace spirituality experiences of the research participants and this was achieved by encouraging the participants to clarify and provide detailed information on their workplace spirituality experiences. As expected, the

information derived from the interviews which were captured through note taking as participants denied being recorded supplemented the quantitative data obtained via the self-administered questionnaire. The interviews were held with participants at agreed scheduled times and lasted for approximately 45 minutes.

Twenty-eight of the respondents who completed the self-administered questionnaire were conveniently selected to participate in the interview. Fifteen (15) of the participants were females whiles seventeen (13) were males. The majority (15) of the respondents were aged less than 30 years. A few (11) of them were aged between 31 to 40 years whereas 2 were aged 41 and above. In terms of the department of affiliation, the majority were affiliated to the front office (14) with 6 and 5 affiliated to the food production and housekeeping departments respectively.

Pre-Testing of Research Instrument

In line with good practice of questionnaire construction, a pre-testing exercise was undertaken in two (2) upscale hotels in the Eastern Region involving 50 hotel workers. This exercise was to enable the detection of any content limitations that needed improvement (Altinay & Paraskevas, 2008) in terms of wording of questions and clarity, duration in completion of questionnaires by respondents and the internal consistency of scale items. Results from the pre-testing led to the restructuring of some questions. For example, the mental health measurement scale had questions such as 'I found it hard to wind down', 'I felt down-hearted and blue', 'I was unable to become enthusiastic about anything', and 'I felt that I was rather touchy'. These questions were restructured to ensure clarity for the respondents.

Further at the pre-test stage, respondents' were asked to indicate their personal reasons for using mhealth application features as coping mechanisms. This was with the intention of developing an instrument for measurement. The results revealed six (6) major themes which included access to information, security, data affordability and subscriptions charges, entertainment and pleasure, ease of use and socialization. These themes guided the development of an instrument for measurement on a dichotomous scale. Although the psychometric properties of the instrument are yet to be determined, its Cronbach's alpha value (.97) complied with the recommended threshold (Hair et al., 2010).

Data Collection Procedures

Undoubtedly, conducting fieldwork is one of the most challenging stages of the research process, especially in a developing country such as Ghana where a wider section of the population is less disposed to the culture of data collection therefore careful planning and tact are required for a successful data collection exercise. One of the most significant problems that researchers face in the field is gaining access to organizations. (Altinay & Paraskevas 2008). This issue of access is even more daunting in the case of hotels due to their busy nature and the consistent work pressure placed on employees. In addition, outsiders are not always welcomed in organizations, particularly those asking what might be perceived as sensitive and awkward questions (Jordhus-Lier, Hellvik, Loge, & Underthun, 2011). Official permission was obtained from the management of participating hotels to facilitate access to hotels and elicit cooperation among employees. Personal networks and contacts were also relied

upon to gain access to hotels, particularly in situations where formal permission was denied. After finally gaining access, questionnaires were self-administered as and when employees were available and willing to participate.

The fieldwork commenced from May 2023 to July 2023 with the aid of four field assistants whose main responsibilities were to distribute the questionnaires, make follow-ups, and retrieve completed questionnaires from the respective hotels under the supervision of the personal investigator. Upon arrival at the hotels, meetings with the human resource managers were held to discuss the objectives of the study as well as issues of confidentiality. These meetings were also aimed at winning their interest for participation in the study. There were instances where some human resource managers denied access to the premises and also refused to participate in the study citing reasons such as busy work schedules of employees and absolute disinterest in the survey.

However, for those who expressed interest, clear directions were provided to the employees prior to the distribution of the questionnaires to ensure adequate representation of respondents from different backgrounds in the study. To take care of non-response, misplacement of questionnaires, and refusal, a total of 400 questionnaires (both printed and online) were distributed among the 14 upscale hotels in the Accra Metropolitan Area participating in the study.

After three months of continuous follow-up exercises, 330 out of the 400 questionnaires distributed were retrieved but 70 of them were missing. Two hundred and eighty (280) questionnaires (both printed and online) were adequately completed and considered for data analysis while fifty (50) of them were discarded because they did not contain sufficient data to warrant their use.

In all, a total of 280 questionnaires were retrieved and used for the data analysis constituting a response rate of 70 percent.

Fieldwork Challenges

One major challenge encountered during the fieldwork was obtaining access to the upscale hotels in Accra. It was very challenging to go beyond the front desk to meet with the human resource managers to discuss the research agenda and procedures. A number of the human resource managers were consistently unavailable to meet the personal investigator because they were in meetings, too busy, or out of the hotel premises on work assignments. Front desk personnel were also hesitant to give out their contacts so the researcher could have a personal interaction with them. To overcome this impediment, personal contacts and those of friends and relatives were used to facilitate the distribution and collection of the questionnaires as recommended by Easterby-Smith, Thorpe, and Lowe (2002). This strategy is considered effective as Buchanan et al. (1998) cited in Saunders et al. (2009) confirm that they were most successful in their data collection exercise in institutions where they had friends, relatives, and/or students working there.

Another difficulty had to do with the outright refusal of human resource managers of some selected hotels to allow their workers to participate in the study. One of the main reasons that appeared to inform the refusal decisions was the total disregard for the research endeavor probably due to research fatigue and lack of appreciation for the significance of the research to the participating hotels and the hospitality industry as a whole. Indeed, in a country where there is a gap between theory and practice, it remains difficult for practitioners to

appreciate the relevance of research to their organizations. In view of this attitude, unwillingness, hesitancy, and apathy characterized the behavior of hotel employees as well as their managers during the data collection exercise resulting in non-completion and misplacement of some questionnaires.

Data Analysis

Statistical analysis of the garnered data was conducted using IBM SPSS statistic version 24.0 and PLS-SEM version 4.0 to validate the proposed hypotheses for the underlying relationships. Prior to entering the data into the software, the questionnaires were examined to ensure consistency, edited, and coded. The editing was undertaken to ensure the accuracy and precision of the data. The responses were assigned numeric values and entered into IBM Statistical Product for Social Sciences (SPSS) Statistics version 24.0 for statistical analysis to proceed.

To begin with, the Statistical Package for the Social Sciences (SPSS) was used to summarize the survey data. Descriptive analyses (e.g., mean, frequency), data coding, and reliability of scale items were performed and calculated by using SPSS. Frequencies provided simple counts and percentages for a range of quantitative variables and central tendencies represented average variables useful for only numerical or scale variables. Frequencies were used to explore and describe socio-demographic variables as well as the workplace spirituality experiences, mental health status, levels of employees' engagement, and turnover intentions. Frequencies also allowed for the calculation of the percentage of respondents in each response category ('Yes', 'No') regarding the use of mhealth applications features as coping mechanisms to manage mental health disorders. T-test and analysis of variance (ANOVA) were used to

examine the potential differences in employees' socio-demographic characteristics by the constructs measured. These tools were deemed appropriate for the analysis because the data met the required assumptions. Since the measurement scales were self-reported, additional checks were done to examine the influence of common method bias in the study. Harman test for common method bias was done and all items taken together accounted for 44.8% of the total variance

Second, the proposed research model was measured by the Smart PLS statistical software package, through the method of Structural Equation Modeling Partial Least Squares version 4.0 (PLS-SEM). This method is considered reliable and robust when measuring the survey data and many hospitality researchers have used it in their studies (Herath & Rao, 2009; Simkin & McLeod, 2010). Using the Smart PLS software, factor loadings, the Average Variance Extracted (AVE), and Cronbach's alpha levels were calculated to check the validity and reliability of measurements in the proposed research model. Afterward, the path coefficients in the structural model were calculated by using the bootstrapping method at a 95% confidence interval and bootstrap resamples of 5,000 (Preacher & Hayes, 2008).

Ethical Considerations

In ensuring the success of a research endeavor, ethical issues remain critical and require sufficient attention in the design of the research. In line with the nature of this study, an ethical clearance was secured from the institutional review board of the University of Cape Coast (IRB, UCC). Following the current guidelines from the University of Cape Coast, the consent of

respondents was verbally sought and participants were adequately briefed on the focus of the study. Respondents were given the opportunity to quit their participation at any stage of the data collection process. In conformity with issues of anonymity and confidentiality, the self-administered questionnaire used for data collection did not require the names of respondents and their respective hotels. In addition, their demographic data was limited to the most basic items to further ensure the anonymity and confidentiality of respondents. Given the sensitive nature of the interview session, respondents were interviewed at the hotel premises to ensure their comfort. Also, data from the interviews were kept solely by the researcher and not distributed to any other person.

Chapter Summary

This chapter presented the methodological issues which guided the progression of the current study. The chapter began with a detailed description of the Accra Metropolitan Area as the study area and provided a justification for the choice of the study area bearing in mind the gap in existing literature. Next, the pragmatic research paradigm which was deemed appropriate for the study was discussed. The justification for this choice was informed by the subjective nature of the construct of workplace spirituality in particular which can best be understood when individuals are given the opportunity to express their personal experiences. Further, the appropriate research design, reliable sources of data and information as well as the target population were discussed. In relation to the latter, only a respondent who have had a minimum of one year work experience with his/her employer was deemed qualified to be included in the study. Guided by the population size, the sample size was determined. Also,

a detailed description of the sampling technique, research instruments, data collection procedures, field work challenges, data analysis procedures and ethical considerations were discussed accordingly.



CHAPTER FIVE
SOCIO-DEMOGRAPHIC CHARACTERISTICS AND THE
WORKPLACE SPIRITUALITY EXPERIENCES OF HOTEL
EMPLOYEES

Introduction

This chapter begins with a description of the demographic profile of respondents. Variables such as gender, age, educational level, marital status, among others are presented. In addition, respondents' workplace spirituality (WPS) experiences measured in the areas of meaningful work (MW), sense of community (SC) and alignment with organizational values (AOV) are presented. Further in this chapter, the differences in WPS experiences of employees across their socio-demographic characteristics are also summarized and presented.

Socio-demographic Characteristics of Respondents

The socio-demographic characteristics of respondents are illustrated in Table 8. From the table 8, the distribution of respondents in terms of gender revealed males constituting the majority (54.3%, n=152) of the sample whereas females (45.7%, n=128) were in the minority. Indeed, the marginal domination of males in this study appears to be quite representative of the population of Ghana's hotel industry particularly Accra as a number of Ghanaian hospitality researchers have reported similar trends. For example, in a study conducted by Deri, Ragavan, Chireh, Zaazie, and Niber (2022), the number of male respondents were more than the female respondents reported. Odonkor and Odonkor's (2020) study also revealed that the majority of the respondents were

males. Related findings were also observed among some hospitality studies across the globe. For example, in a Malaysian study conducted by Afsar and Badir (2017), males dominated the sample studies compared to females. Similar results were reported from Turkish by Gürlek and Tuna (2019).

Empirically, women are reported to suffer from gender discrimination particularly in appointments and employment processes in the hospitality industry (Çelik & Altıntaş, 2017; Fidan, Boztoprak, Usta, Sari, & Guzey, 2016). Perhaps, this disparity is largely attributed to the culture and nature of the industry where jobs are more versatile and hence require males who are presumed to possess a characteristic of multiple tasks utility and an ability to stay longer with employers. Females on the other hand, usually report more work fatigue and are frequently faced with the dilemma of making a choice between career and family with the latter usually winning the power struggle (Kadarko, Rohani, Azrai, & Abdullah, 2016). Probably, this situation is more likely to predispose males towards more job opportunities in the hotel industry than females.

With regard to respondents' age, the majority of the sample was represented by employees between the ages of 31 to 40 years (54.3%, n=152) and below 30 years (43.6%, n=122) whereas the least of respondents were in the age range of 41 years and above (2.1%, n=6). This result is unsurprising because a general report across the world indicates that "Hospitality enterprises are known to traditionally rely on large pools of young labour to fill their staffing requirements (Solnet & Hood, 2008, p. 60). Ghana has close to 36% youthful population (National Youth Policy, 2023). In parallel, a significant number of research samples in hospitality studies conducted in Accra consist of

young participants within the age category of 21 and 40 years (Saah et al., 2020; Odonkor & Odonkor, 2020, Deri et al. 2022).

Table 8: Socio Demographic Characteristics of Respondents

Socio-Demographics	Frequency (N=280)	Percentage (%)
Gender		
Males	152	54.3
Females	128	45.7
Age		
Below 30 years	122	43.6
31 to 40 years	152	54.3
41 and above	6	2.1
Marital Status		
Married	100	35.7
Unmarried	180	64.3
Educational Level		
Tertiary	152	54.3
SHS/SSS	109	38.9
JHS/JSS	19	6.8
Occupational Tenure		
Less than 5 years	150	53.6
Between 5 to 10 years	84	30.0
More than 10 years	46	16.4
Industry Experience		
< 5 years	128	45.7
>6 years	152	54.3
Status of Employment		
Full Time	277	98.9
Part Time	3	1.1
Religion		
Christian	248	88.6
Other	32	11.4
Ethnic Group		
Akan	118	42.1
Ewe	98	35.0
Ga-Adangbe	56	20.0
Other	8	2.9
Income		
Ghc 500 to Ghc 1000	68	24.3
Ghc 1001 to Ghc 2000	156	55.7
Ghc 2001 to 3000	51	18.2
Ghc 3001 and above	5	1.8
Satisfaction with Income		
Yes	6	2.1
No	274	97.9

Source: Field survey, Appietu (2023)

Similar findings are observed from studies conducted in Poland (Grobelna, 2019) and India (Aboobakar et al., 2021). It is therefore quite normal that more than half of the research sample in the current study is composed of young employees. The inference to draw from this trend is that probably the youths are presumed to be stronger, more energetic, and more resilient and therefore can adequately respond to the demands and nature of the hospitality job compared to the older employees.

Indeed, the absence of a large proportion of the older aged hotel workers particularly in upscale hotels in Accra suggests that these employees are not staying throughout their working career. Perhaps, the excessively stressful nature of the industry which remains a routine as long as the employee is engaged can partly account for this trend. Chronic exposure to these stressors is reported to be a potential etiological factor in a variety of physical and mental health disorders (The Deloitte Center for Healthcare Solutions, 2017; Memish, Martin, Bartlett, Dawkins, & Sanderson, 2017) and therefore aging employees who are prone to health problems, longer recovery times and higher medical costs tend to exit the industry earlier to avert major physical and/or mental health challenges.

More than half (64.3%, n=180) of the respondents were unmarried whereas 35.7% (n=100) were married. The dominance of unmarried respondents in the sample is similar to that reported in previous contemporary hotel studies (Gamor, Amissah & Boakye, 2014; Odonkor & Odonkor, 2020). These findings seem to suggest that unmarried employees dominate hotel workspaces in the Accra Metropolis. Perhaps, partly accounting for this trend is the assumption that unmarried employees have more free time and fewer

responsibilities beyond their work schedules and therefore can adequately shoulder the demands of higher workloads, more emotional labor, and more negative work and non-work spillovers compared to the married employees.

Respondents were mostly Christians (88.6%, n= 248) and from the Akan ethnic group (42.1%, n= 118). In line with the educational levels of respondents, those who had tertiary education (54.3%, n=152) were in the majority compared to Secondary education (38.9%, n=109,) and Basic education (6.8%, n=19). Almost 97% (n=277). The employment status of the respondents were full-time staff. Comparably, this finding is observed in the studies of Deri et al. (2020; 2022) who reported fewer part-time workers compared to full-time workers. This finding remains relevant to the current study in that full-time employees are continuously present at the workplace for 40 hours or more per week and therefore might suggest having a better experience and understanding of the presence of WPS within their working milieu. Thus, results in relation to their workplace spirituality experiences will be a true reflection of the organizational situation.

With regard to their occupational tenure, 53.6% (n=150) of the respondents have spent less than 5 years with their current employers while 30.0% (n=84) have been with their employers between 5 to 10 years. This result reflects a trend of employee voluntary turnover which has largely been reported in some Ghanaian hospitality studies conducted in Accra (Deri et al., 2021). However, compared with their industry experience, 54.3% (n=152) of the respondents have been in the industry for 6 years and above. Undeniably, it appears voluntary turnover of hotel employees revolves within the industry rather than out of the industry. This is likely to benefit the entire industry as

there may be consistency in the delivery of standardized and quality service from experienced employees. The majority of respondents' income was in the range of 1001 to 1600 Ghc (56.0%, n=156) and they were dissatisfied with it (97.9%, n=274).

Out of the 280 respondents who participated in the study, 43.6% (n=122) of them worked in 3-star hotels. In addition, 41.1% (n=115) and 15.4% (n=43) were in 4-star and 5-star hotels respectively (Figure 3).

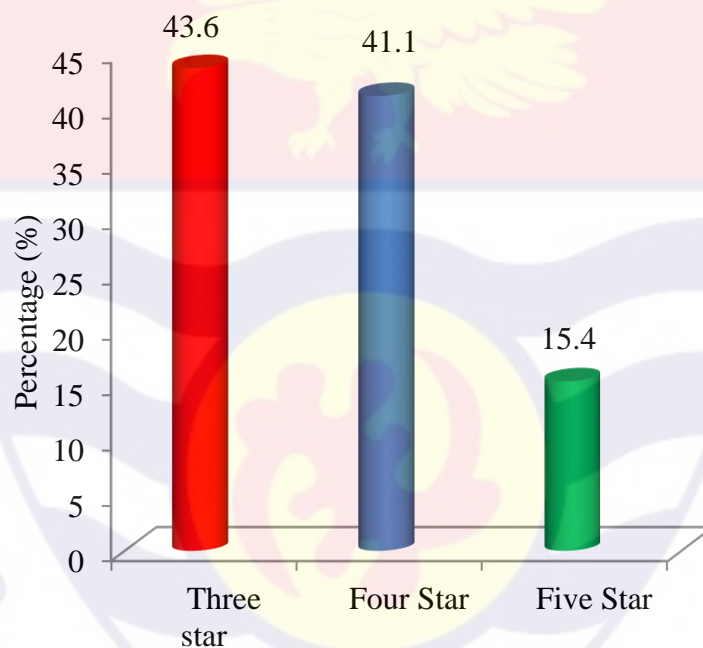


Figure 8: Hotel Star Ratings of Respondents
Source: Field survey, Appietu (2023)

A little above twenty percent of the respondents who participated in the study were affiliated to the front office (24%, n= 68), food production (24.0%, n=67), housekeeping (24.0%, n=68) and the food and beverage (20.0%, n=55) departments of the hotels studied. Only 6.0% (n=16) of respondents in the managerial section of the hotels participated in the study while the least (2.0%, n=6) were from other departments (Figure 8).

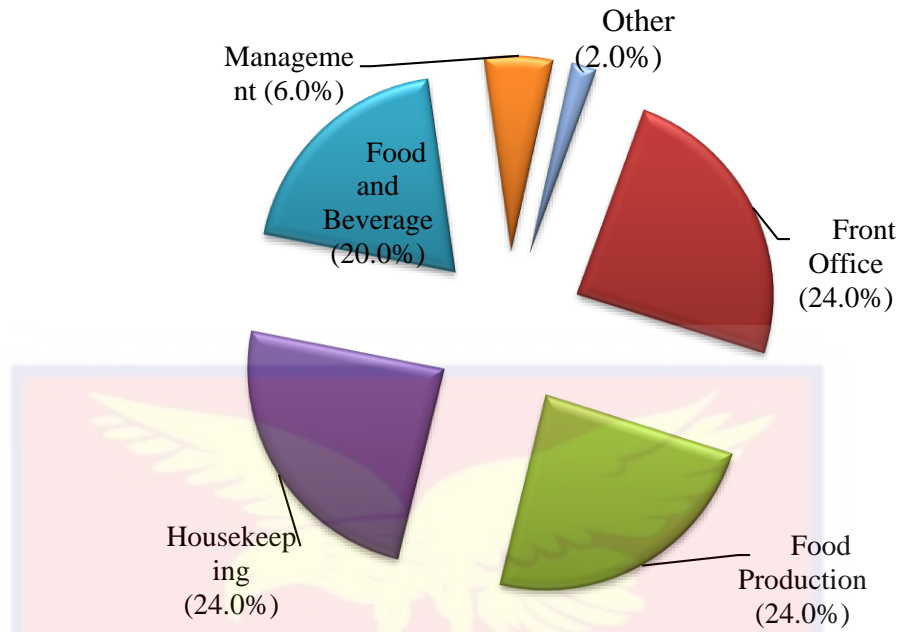


Figure 9: Respondents' Department of Affiliation
Source: Field survey, Appietu, (2023)

Of all the participants, 79.6% (n=223) were employed as operative staff, 14.3% (n=40) as supervisors, 4.3% (n=12) assistant managers, and 1.8% (n=5) as managers (Figure 5).

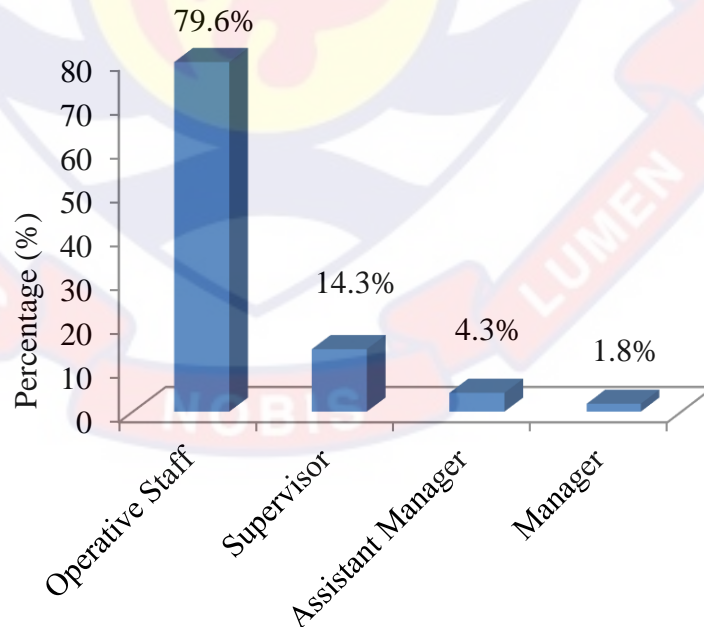


Figure 10: Employment Rank of Respondents
Source: Field survey, Appietu (2023)

Dimensions of WPS Experiences of Respondents

Employees' experience of WPS which reflects in the dimensions of meaningful work, a sense of community, and alignment with organizational values typically manifests at the individual, group/departmental, and organizational levels. In all, twenty-one items were employed to measure the WPS experiences of respondents. Specifically, six items focused on their meaningful work, seven items measured their sense of community and finally, eight items were used to measure their alignment with organizational values. This section progresses with a presentation of the mean values and standard deviation scores of these dimensions. The relevance of obtaining mean values and standard deviation scores in descriptive statistics is to identify the central value of each variable and also spread the values approximately at central tendency. According to Martey (2014), the value of both mean and standard deviation is important because it reveals the significance of the construct that is being assessed. With the dimensions measured on a five-point Likert scale, a mean value below three (<3) is considered low, three to four (3-4) moderate, and above four (>4) is high (Neneh & van Zyl, 2017).

Meaningful Work

Meaningful work constitutes the first dimension of WPS. This dimension is regarded as the major element of an employee's desire to engage and relate to his/her day-to-day tasks that provide greater meaning and purpose to his/her life beyond work being merely challenging and/or interesting. According to Garg (2017), meaningful work is associated with an individual's self-actualization and realization. Dostoevsky (2016, p,14) noted that "Deprived of meaningful work, men and women lose their reason for existence; they go

stark, raving mad.” The experience of meaningful work at the individual level ensures the enhancement of relationships between oneself and the universe due to the increased experience of self-reflection and self-existence values (Sheng & Chen, 2012).

The mean values for all items measured with respect to meaningful work were above 3 (on a five-point Likert scale). In aggregate, meaningful work had a mean score of $M=3.91$ ($SD=1.26$) translating into a total of 73.6% ($n=210$) respondents in agreement with the items measured. This result indicates that at the individual level, respondents were involved in tasks in which they could derive considerable meaning and purpose for their own lives rather than just materialistic benefits or outcomes such as money. The result is comparable with the findings of some studies conducted in India (Aboobakar et al., 2020), Malaysia (Yunan, Ahmad, & Omar, 2017), and Nigeria (Ule, Idemudia, & Aberes, 2020) where their samples were found to experience considerable levels of meaningful work.

Specific to the findings of the meaningful work dimension, respondents indicated that they always looked forward to coming to work all the time ($M=3.97$, $SD=1.19$) because their work provided them with sufficient satisfaction and personal meaning ($M=3.94$, $SD=1.23$) and therefore they always maintained a high spirit at work ($M=3.97$, $SD=1.23$) (Table 9). Unfortunately, respondents' inability to balance their work and family life demands made them unhappy and unhealthy ($M=3.76$, $SD=1.33$). Hence, they felt challenged to fully experience meaningful work. One of the interviewees shared her experience in this regard as follows:

Hmmm! I love my job and find fulfillment in doing it but the work is challenging for me and is really making it difficult for me to balance my family roles. Currently, I am a mother of three with my ageing mother staying with me, as for my husband he is often not here with us...so I am always stressed up meeting my family responsibilities and that of my work. But I don't have a choice.....this is what put food on my table.....i can only manage the situation and hope for the best.

A 32-year-old female housekeeping staff in a four-star hotel

Indeed, this emerging result appears to be typical of hospitality employees across the globe (Ari & Ika, 2015; Lin, Chen, & Sun, 2015) and in particular Ghana as there is ample empirical evidence to suggest that hotel employees are mainly challenged with work family conflict situations (Gamor, Amissah, & Boakye, 2014; Gamor, Amissah, Amissah & Nartey, 2017). This situation has resulted in a number of mental well-being challenges for employees with far reaching implications for their respective organizations (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020).

Table 9: Workplace Spirituality Experiences of Respondents (N= 280)

Statements	Percentage of Responses (%)			M	SD
	Agree	Neutral	Disagree		
Meaningful Work					
I experience joy with my work	74.0	9.6	16.4	3.88	1.34
I maintain a high spirit at work	74.4	11.8	13.6	3.97	1.23
My work gives me sufficient satisfaction and personal meaning	76.0	11.1	12.9	3.94	1.23
I look forward to coming to work all the time	75.7	11.8	12.5	3.97	1.19
I see a connection with my work and meeting the needs of the society	73.9	11.8	15.0	3.91	1.25
I am able to balance my work and family life which makes me happy and healthy	67.5	15.0	17.5	3.76	1.33
Overall Score	73.6	11.9	14.7	3.91	1.26

Table 9 Continued

Sense of Community					
I value working cooperatively with my co-workers	79.6	7.7	13.2	4.04	1.24
I feel a sense of belonging to my department in my workplace	80.7	7.9	11.4	4.08	1.18
I believe that all co-workers in my workplace support each other	73.2	12.5	14.3	3.89	1.24
I always feel free to express my opinions at my workplace	71.2	14.3	13.6	3.93	1.26
I think my co-workers are linked with a common purpose	72.5	13.6	13.6	3.91	1.21
I believe my co-workers genuinely care about each other's welfare	69.3	13.9	16.8	3.78	1.34
I feel there is a sense of being part of a family in my workplace	66.8	15.7	17.5	3.77	1.31
Overall Score	73.3	12.2	14.3	3.91	1.24
Alignment with Organizational Values					
I feel there is a sense of being part of a family in my workplace	75.4	7.9	16.8	3.84	1.31
I feel positive about the values of my workplace	69.3	15.4	15.4	3.93	1.31
I feel my workplace cares about the poor in the society	66.8	15.4	17.9	3.84	1.35
I feel my workplace seeks all its employees' welfare	74.2	13.2	12.5	3.96	1.25
I believe my workplace has high moral values	71.8	12.5	15.7	3.90	1.26
I feel connected with the goals and mission of my workplace	74.3	10.0	15.7	3.87	1.28
I feel my workplace is concerned about the health of its workers	74.2	9.3	16.4	3.89	1.30
I feel my workplace cares about how my spirit is energized towards work	72.5	8.9	18.6	3.83	1.36
Overall Score	72.3	11.6	16.1	3.88	1.30

Scale: <3 'low'; 3-4 'moderate'; >4 'high'

Source: Field survey, Appietu (2023)

Sense of Community

The second dimension of WPS is the sense of community which manifests at the departmental level. Generally, employees have a deep sense of connecting with others private feelings. This engenders goodwill which leads to

the collective creation of a motivational departmental culture epitomized by reciprocity, solidarity and overall work performance. According to Mumtaz (2017), the experience of WPS at the departmental level creates strong bonding among employees which is associated with individual growth and development and possibly reduces negative emotions.

Overall, respondents had a fair experience of a sense of community with a mean value of 3.91 (SD=1.24) (Table 9). This result means that employees are not fully experiencing adequate authentic and/or genuine interactions among themselves at the departmental level. Indeed, this can be observed in their response as they least supported the fact that co-workers genuinely cared about each other's welfare (M=3.78, SD=1.34) (Table 9). One interviewee recounted her experience as follows:

As for my colleagues in my department, I think that working with them is good but some of them are really terrible... I remember one day I was not feeling too well so I told my coworker that I wanted to ask permission to go to the hospital but because she knew they will be only two of them on duty if I didn't come to work, she quickly went ahead of me to ask permission not to be at work the following day without me knowing. When I went to the manager to ask permission, he said my coworker has also asked that she will not be at work and so the two of us can't be absent at the same time. So he did not grant me the permission....do you think if she is seeking my welfare she will behave that way? Hmmm

A 28-year-old female front office staff in 3-star hotel.

Further, respondents in this study endorsed the feeling of a sense of belonging to their respective departments (M=4.08, SD=1.18). Without a doubt,

experiencing a sense of belonging reflects a feeling of security, acceptance, inclusion, and association which acts as a protective factor to aid in the management of stress-related issues. Respondents in this study will therefore be more likely to develop more resilience and cope more effectively with their mental health issues given this experience. It was also noted that respondents valued working cooperatively with their coworkers ($M=4.04$, $SD=1.24$) and thought that there was a mutual connection of a common purpose among themselves ($M=3.91$, $SD=1.34$). In addition, respondents always felt free to express their opinions ($M=3.91$, $SD=1.21$). Clearly, the existence of this collaborative working relationship among the respondents in this study is a strength upscale hotel managers can effectively utilize in order to continuously win sustainable competitive advantage.

Effective collaboration inspires better outcomes such as encouraging personal growth and development, increases efficiency, and quality service delivery, and ultimately enables other employees to focus more on achieving the organizational goals. Reflected from the fundamental principles of this dimension, the results in all support the assertions of Milliman et al. (2003) that employees who are encouraged by an interaction-driven organizational climate, ultimately gain a sense of spiritual, emotional, and mental cohesion with self and others. This further facilitates sharing, understanding, freedom of expression, and the genuine experience of one's life with and through others. Similar to the meaningful work dimension, the sense of community also corroborates the findings of Yunan et al. (2017), Aboobakar et al. (2020), and Ahmad et al. (2018).

Alignment with Organizational Values

The experience of WPS at the organizational level reflects the alignment of an employee's values and principles with those of his or her organization. Biggs, Brough, and Barbour (2014) further explain that alignment with organizational values reflects how employees yearn to work in an organization whose goal is not merely wealth maximization but also has a high sense of ethics or integrity, making a more considerable contribution to the welfare of employees, customers, and society. Organizations that develop WPS and incorporate it into the work environment allow employees to be fully engaged in that they devote themselves to performing activities beyond the organizational responsibilities (Garg, 2017). Results from Table 9 show that respondents were moderately aligned with the values of their respective organizations with a mean value of 3.88 (SD=1.30).

Specific to the items measured, respondents believed that their workplace had high moral values (M=3.90, SD=1.26) and therefore they felt positive about these values (M=3.93, SD=1.31). Respondents were also connected with the goals and mission of their respective workplaces (M=3.87, SD=1.28) and felt that their health issues were of utmost concern to their employers (M=3.96, SD=1.25). These findings are comparable with those reported by Aboobakar et al. (2019) and Ghadi (2017) who also found that their respondents' values moderately aligned with that of their organization. Although the mean score was high, the experience following the recommendations of Neneh and van Zyl (2017) remains moderate indicating that some aspects of respondents' values are not fully in sync with that of their organizations. For example, at the organizational level, respondents fairly felt a

sense of being part of a family in their workplace ($M=3.84$, $SD=1.31$) compared to their feeling of a sense of belonging at their departmental level ($M=4.08$, $SD=1.18$) (Table 9). To this finding, an interviewee shared her experience as follows:

As for our department we relate more like a family because our supervisor tries to encourage that kind of environment. She usually have meetings with us where we interact freely, share ideas and sometimes even pray with us....i think my supervisor does well for us but as for the management because they are busy with the hotel issues so it is difficult to get them to respond to our concerns. For example we have reported to them that some of the equipment we need to work are not adequate...until now.. no feedback.....we are still managing them.... it is making it difficult to work.

A 29-year-old female food production staff in a 3-star hotel

Inferring from the above, departmental heads and/or supervisors appear to be more conscious of the need to create and maintain a family-friendly oriented working environment which engenders unity, cohabitation, and strong team relationships. However, at the organizational level, this consciousness appears to fairly exist as managers are perhaps preoccupied with the responsibilities of competitive pressures, corporate restructurings, and further handling growing spans of control thus, giving rise to high workloads, intense time and work pressures (Jen Su, 2016). Subsequently, employees continuously complain that managers are “too busy” to meet with them, listen to their concerns and also update them on relevant organizational decisions (Burris, Rockmann, & Kimmons, 2017: 18; Interact, 2015; Porath, 2015).

Admittedly, managers also acknowledge that they behave insensitively towards employees due to excessive work overload and/or the lack of time (Burriss et al., 2017: 18; Interact, 2015; Porath, 2015). Without a doubt, this phenomenon can be established within the theoretical framework of the multiple-task pursuit theory (Neal, Ballard, & Vancouver, 2017) which provides understanding to individual actions and choices in the face of related but sometimes competing demands on time and attention as in situations of high workload. Guided by the avowal of Branson (2021) that “customers do not come first but rather employees, take care of your employees and they will in turn take care of your customers”, managers of upscale hotels in Accra are more likely to reap the myriad benefits associated with WPS when they extend attention to this critical need of their employees. This will in turn allow employees to fully align with their organizational goals.

Workplace Spirituality in Upscale Hotels in Ghana

Currently, the status of spirituality in the hospitality industry continues to attract the attention of stakeholders because more employees are reporting a lower sense of meaning and self-worth (Afsar, Badir, & Kiani, 2016). Hospitality researchers are therefore diverting efforts into providing empirical reports in this line of inquiry worldwide (Biswakarma, 2018; Gatling, Kim & Milliman, 2016; Lee, Lovelace, & Manz, 2014; Milliman, Gatling, & Kim, 2018; Rezapouraghdam, Ali-pour, & Darvishmotevali, 2018; Rezapouraghdam, Alipour, & Arasli, 2019). In Ghana, studies on the status of WPS in the hospitality industry are extremely scarce. Following the need to

partially fill this gap in existing literature, this study sought to examine the status of WSP in the Ghanaian hospitality industry.

The results on the status of workplace spirituality in the hotel industry are represented with mean value and standard deviation score and are presented in Table 10. The relevance of obtaining mean values and standard deviation scores in descriptive statistics is to identify the central value of each variable and also spread the values approximately at central tendency. According to Martey (2014), the value of both mean and standard deviation is important because it reveals the significance of the construct that is being assessed. With the dimensions measured on a five-point Likert scale, a mean value below three (<3) is considered low, three to four (3-4) moderate, and above four (>4) is high (Neneh & van Zyl, 2017).

The results in Table 10 indicate a moderate level ($M=3.90$, $SD=1.26$) of workplace spirituality in the Ghanaian hospitality industry. This result is considered a true reflection of the status of WPS in the hotel organizations in Accra as the majority of employees in this study are permanent staff and therefore can better experience and understand the concept of WPS which is usually achieved over a period of time. This result corroborates the findings of Ahmad, Omar, and Jamal (2018) who examined WPS among hotel organizations in Malaysia but contradicts that of Fatoki (2019) and Afsar and Badir (2017) who reported a high level of WPS among the hospitality organizations studied in Nepalese and China respectively.

From Table 10, it appears the current organizational culture of Ghanaian upscale hotels inadequately promotes employees' experience of utmost satisfaction and fulfillment with work. In other words, managers of upscale

hotels in Accra are probably not prioritizing the general well-being of their employees as well as providing better working conditions for the growth of the organization. Indeed, one important issue in organizational settings as of now is the growing complexity in the professional and personal lives of employees which is mainly affecting their emotional and psychological health (Chen, 2020; Karsavuran, 2021). Organizations are therefore gradually shifting towards creating and sustaining a spiritual climate at work which can largely influence the spiritual domain of their employees and positively impact their well-being in the long term (Pawar, 2016). Spiritually inclined organizations experience higher WPS among their employees and are more likely to benefit from a healthy, resilient, better-connected, committed, and engaged workforce.

Table 10: Workplace Spirituality in Upscale Hotels in Ghana

Construct	Overall Mean	Overall SD
Workplace Spirituality	3.90	1.26
Meaningful work	3.91	1.26
Sense of community	3.91	1.24
Alignment with organizational values	3.88	1.30

Scale: <3 'low'; 3-4 'moderate'; >4 'high'

Source: Field survey, Appietu (2023)

In view of the moderate level of spirituality prevailing in the upscale hotels in Accra, managers of these facilities are less likely to experience the full benefit of creating and sustaining a spiritually thriving work environment. Reflected in existing literature, empirical results from some hospitality studies that focused on hotels in Accra showed that managers are grappling with the detrimental effect of emotional labor in particular which constitutes an integral part of the upscale hotel business among their employees (Amissah et al., 2021; Blankson-stiles-ocran et al., 2017; Mensah, Azilla-Gbettor & Appietu, 2021;

Saah & Amu, 2020; Saah, Amu, & Kissah-Korsah, 2021). This situation ultimately affects the growth of the industry as the quality of the workforce continuously remains a challenge in determining quality service delivery among others. It does suggest that hotel organizations that are inclined to spiritual policies programs, and practices, and promote the same are more likely to reap improved employee well-being, higher employee engagement, reduced absenteeism, and reduced workplace stress amongst others.

Workplace Spirituality Experiences by Socio Demographic

Characteristics of Respondents

The concept of WPS is subjective as what constitutes spirituality may differ from one person to the other. Therefore, determining an individual's experience of WPS to a large extent is dependent on his or her socio-demographic and possibly their work characteristics. The results of the differences in the workplace spirituality experiences of respondents by their socio-demographic characteristics are presented in Table 11. These differences are established in line with their experiences with the individual dimensions of WPS as well as their overall experience with WPS. T-test and One-way Analysis of Variance (ANOVA) were used to establish these differences. Specifically, the T-test was used to examine the socio-demographic variables which are dichotomous (gender, marital status, and employment status) while the other characteristics were examined with ANOVA. A p-value of less than 0.05 is considered statistically significant ($P < 0.05$). As earlier indicated, very few studies have reported results on the workplace spirituality experiences of respondents in this regard.

Results from Table 11 show that with respect of gender, slight mean differences were observed in the alignment with respondents' organizational values dimension as well as their overall WPS experience. Males were found to slightly align with the organizational values and had a higher experience of WPS compared to their female counterparts.

Table 11: Workplace Spirituality Experiences by Socio Demographic characteristics of Respondents

Socio Demographics	n	Meaningful Work	Sense of Community	Alignment with Organizational Values	Overall WPS
Gender					
Females	128	3.91	3.92	3.81	3.91
Males	152	3.90	3.92	3.97	3.90
		P= 0.641	P= 0.639	P=0.356	P=0.445
Age					
< 30 years	122	3.81	3.86	3.98	3.88
31 to 40 years	152	3.96	3.94	3.91	3.90
≥41	6	4.36	3.73	3.71	4.23
		P= 0.341	P= 0.012*	P=0.037*	P=0.022*
Marital Status					
Married	100	3.86	3.90	3.72	3.82
Unmarried	180	3.93	3.92	3.97	3.94
		P= 0.220	P= 0.243	P= 0.249	P=0.139
Educational Level					
JHS/JSS	19	3.61	3.80	3.75	3.72
SHS/SSS	109	3.73	3.78	3.64	3.72
Tertiary	152	4.07	4.03	4.07	4.06
		P=0.031*	P= 0.174	P=0.010*	P=0.023*
Department					
Housekeeping	68	3.88	3.98	3.89	3.92
Front office	68	4.03	4.08	4.08	4.06
Food production	67	3.98	3.84	3.80	3.87
Food and beverage	55	3.60	3.70	3.76	3.69
Management	16	4.15	4.00	3.81	3.98
Other	6	4.00	3.95	3.83	3.94
		P= 0.315	P=0.507	P=0.714	P=0.536
Employment Status					
Full Time	277	3.90	3.91	3.88	3.90
Part Time	3	3.83	4.00	3.83	3.88
		P= 0.108	P=0.039*	P=0.095	P=0.111
Level of Income					
500-1000	68	4.11	4.05	4.02	4.06
1100-2000	156	3.69	3.80	3.73	3.74
2100-3000	51	4.27	4.11	4.23	4.20

Table 11 continued

3100 and above	5	4.03 P= 0.005*	3.80 P= 0.209	3.25 P= 0.020*	3.69 P=0.019*
Organizational Tenure	150	3.82	3.87	3.98	3.82
< 5 yrs	84	3.75	3.74	3.97	4.00
5 to 10 yrs	46	3.92	3.76	3.70	3.99
>10 yrs		P= 0.573	P= 0.414	P= 0.129	P= 0.569

Scale: <3 'low'; 3-4 'moderate'; >4'high'

(* $P \leq 0.05$)

Source: Field survey, Appietu (2023)

Although not statistically significant, this result is contrary to the findings of Garg (2017) who reported females experiencing higher WPS than males but supports the findings of Indartono and Wulandari (2013). A plausible explanation that can be ascribed to this difference is that generally, females are primarily engaged with the responsibility of care giving to their families and most importantly, their children. Considering the fact that they most often strongly seek to protect their own interest above all else, decide for themselves what is right or wrong, (Sahay, Sharma, & Mehta, 2012), and in all measure their quality of life in the context of satisfaction from fulfilling family demands, they are less likely to experience meaningful work, sense of community, and align their values with their organization (Indartono & Wulandari, 2013). Men on the other hand, consider spirituality as an important sphere of life (Sax, 2004) and tend to measure their quality of life in the context of effective, autonomous, and competent action in an organizational context. Due to their assertive and independent nature, their continuous stay in the workplace inclines them to higher social status, more privileges, and more control in the spheres of economic, political, and social and therefore are more likely to experience higher WPS than females.

With regard to age, it is interesting to report that although not statistically significant, respondents in the entire age category were found to

experience a considerable level of meaningful work with mean values of 3.81 (below 30 years), 3.96 (between 31 to 40 years, and 4.36 (41 years and above) (Table 11). Meaningful work is fundamental to the experience of WPS and arises when individuals have a thorough understanding of their abilities and feel that their efforts in contributing to the greater good of the larger society are valued. When employees perceived work as meaningful, they have a sense of fulfillment and purpose that provides a psychological sense of well-being. Such personal level benefits turn also into organizational level benefits. When employees are satisfied and happy with their work, they become more likely to recommend it to others and work harder for the organizational success. The organization in turn benefits from increased morale, lower turnover, greater productivity, increased organizational citizenship behavior, and gives the employee the satisfaction of knowing that their efforts contribute to the good of everyone involved (Steger et al., 2012). Alternatively, experiencing meaningless work results in anxiety, emotional exhaustion, boredom and less concern for the work.

As asserted by Petchsawanga and Duchon (2012), experiencing meaningfulness of work can make individuals feel joy and look forward to coming to work most of the days. Indeed, this assertion is evident in Table 9 as respondents in this study looked forward to coming to work all the time ($M=3.97$; $SD=1.19$). Consequently, it is evident that upscale hotel organizations in Accra who consciously cultivate and sustain this experience among their employees will benefit from a potentially induced, more convincing, highly productive, and highly dedicated workforce whose work ethics are characterized by punctuality and presentism among others.

Further from Table 11, a statistically significant difference was observed among the age categories represented in relation to their experience with the sense of community ($P=0.012$) dimension of WPS. Specifically, it appears respondents below the ages of 30 ($M=3.86$) through to 40 years ($M=3.94$) had high mean values compared to respondents aged 41 and above ($M=3.73$). A major characteristic of this younger generation which can perhaps explain this finding is their greater openness and ability to understand and associate with different kinds of people (Francis & Hoefel, 2018, p. 2; Magano Silva, Figueiredo, Vitória, Nogueira, & Pimenta Dinis, 2020). They are known to develop strong team instincts and connection with their peers. This reflects their desire for collaboration and good teamwork (Csiszárík-Kocsír & Garia-Fodor, 2018; Newswire, 2014) in achieving a set goal rather than working independently. The older generations on the other hand, are known to be hierarchical, authoritarian, more assertive, and dominant in their approach to work (Boskamp, 2023) which leads to problems when working in teams and therefore they are less oriented towards collaboration and team work (Gulf Man, 2023).

Another statistically significant difference was observed among the age groups in relation to the alignment with their organizational values ($P=0.037$). Younger respondents were found to be more aligned with their organizational values ($M=3.98$; 3.91) compared to the older respondents ($M=3.71$). Obviously, this result is unsurprising and clearly supports the previous findings in which older respondents had a low sense of community. Indeed, while teamwork and collaboration stimulate higher engagement, boost employee morale to collectively achieve goals, and combat stress with its related outcomes,

working independently can be more stressful and uninteresting. Thus, older respondents will be less likely to align with the organizational values due to pressure from workload among others as evident in the results. In all, these results corroborate that of Roof, (2015), Sprung, Sliter and Jex (2012), Grag's (2017), and Swanepoel (2015). Indeed, individuals' age can significantly influence their experience of workplace spirituality such that younger individuals are more likely to experience higher levels compared to the older individuals ($P=0.022$) (Table 11).

One interesting finding worth noting is the difference between respondents' level of education and their WPS experience. Results from Table 11 showed a significant ($P=0.023$) difference in their overall WPS experience across the educational levels measured as well as the meaningful work ($P=0.031$) and alignment with organizational values ($P=0.010$) dimensions. Precisely, respondents with tertiary education were found to experience higher levels of meaningful work ($M=4.07$), sense of community ($M=4.03$) and were more aligned with their organizational values ($M=4.07$) compared to the other levels. Similar findings were observed in the study of Wan Yunan (2017) who found employees with college or university educational levels experiencing higher WPS across all dimensions compared with those with low level of education. Indeed, higher levels of education are really instrumental in fostering individual growth and boosting shared responsibility amongst others and therefore this result is unsurprising. However, this result is contrary to the findings of Swanepoel (2015) who found no significant difference between workplace spirituality experiences and educational level.

Another remarkable result worth reporting is the difference between respondents' income level and their WPS experiences. Reflected from Table 11, there was a significant difference in their overall WPS experience ($P=0.021$) and also, the meaningful work ($P=0.005$) and alignment with organizational value dimensions ($P=0.021$). Specifically, respondents with low income (Ghc 500 to Ghc 1000) were found to experience more meaningful work ($M=4.11$), sense of community ($M=4.05$) and were more aligned with their organizational values ($M=4.02$) compared to their counterparts with high level of income.

Generally, income is considered a major motivational factor for employees and partly plays a critical role in determining a number of their behavioural outcomes (Leanna & Meuris, 2015). Organizations on the other hand, pay more salaries to employees and in return expect positive employee behavioural outcomes which are vital to organizational success (Czaplewski, Key, & Van Scotter, 2016). Although money may lure people into their respective jobs, deriving purpose, meaning, and the prospect of interesting and valuable work is key to determining both their tenure and how hard they work while they are on the job. Certainly, experiencing WPS can provide more psychological benefits that can decrease the importance of financial compensation.

With reference to the results in Table 11, employees with high income level who are probably members of the management of the hotels studied are perhaps not deriving optimal satisfaction from their work in spite of their level of income. It appears they are rather in pursuit of something beyond material gains. Unfortunately, their work is unable to provide them with same hence their failure to fully experience WPS. Unlike the category of employees with low

level of income, they are most likely compensating themselves due to inadequate self-sufficiency by focusing more on deriving satisfaction in their work, with their coworkers, and their organization.

Chapter Summary

This chapter presented results on the socio demographic characteristics of respondents which included their gender, age, educational level, marital status and so on. In addition, the results on their workplace spirituality experiences in the domains of meaningful work, sense of community, and alignment with organizational goals were also presented. In line with the conceptual framework of the current study, respondents' workplace spirituality experiences were examined as against their socio demographic characteristics to determine whether differences existed in this regard. Indeed, respondents' age, educational level, and level of income were found to influence their workplace spirituality experiences, providing support for the proposed relationship in the conceptual framework.

CHAPTER SIX

THE MENTAL HEALTH STATUS AND COPING MECHANISMS OF HOTEL EMPLOYEES

Introduction

This chapter focuses on the mental health status of hotel employees as well as the coping mechanisms they adopted to manage it. First, results on the mental health is measured which involves depression, anxiety, and stress. Second, the mental health disorders of respondents are examined against their socio-demographic characteristics to determine the possible differences that exist in their experiences with the disorders. Third, the chapter examines their coping mechanisms to manage the mental health disorders. These coping mechanisms are further examined together with their socio-demographic characteristics to unearth potential differences in coping. Finally, the chapter concludes with a linear regression analysis to examine the effects of coping mechanisms on employees' mental health.

Mental Health Status of Respondents

As globally reported, stakeholders of the hospitality industry have described the state of their employees' mental health as poor needing urgent intervention (Pan American Health Organization, 2017; Mental Health America, 2017). Similar findings are also reported among hotel employees in Ghana particularly in Greater Accra (Saah, 2021; Saah et al. 2020) and Kumasi (Wireko-Gyebi & Acheampong, 2014). Indeed, results from Figure 11 also support these reports. The mental health status of respondents in the current study was measured using the Depression, Anxiety, and Stress Scale (DASS 21). This scale is made up of 21 questions where seven (7) questions measured

each of the domains. In line with the conceptualization of mental health in this study, the questions were positively worded to reflect the absence of depression, anxiety, and stress. However, these were reversed to reflect the percentage of respondents who reported the domains measured.

In order to ascertain the total percentage for the respective domains measured, depression, anxiety, and stress were further categorized into dichotomous variables (Lee, Ching, Hoo, Ramachandran, Chong, Tusimin, et al., 2019; Yahaya, Wahab, Yusoff, Yasin, & Rahman, 2018) (Figure 11). Overall, 87.3% of the respondents reported experiencing all of the domains of mental health disorders measured which are depression, anxiety, and stress. However, 12.7% reported none of the disorders. Stress (38%) and anxiety (34.0%) were relatively the most prevalent with depression (28.0%) being the least reported.

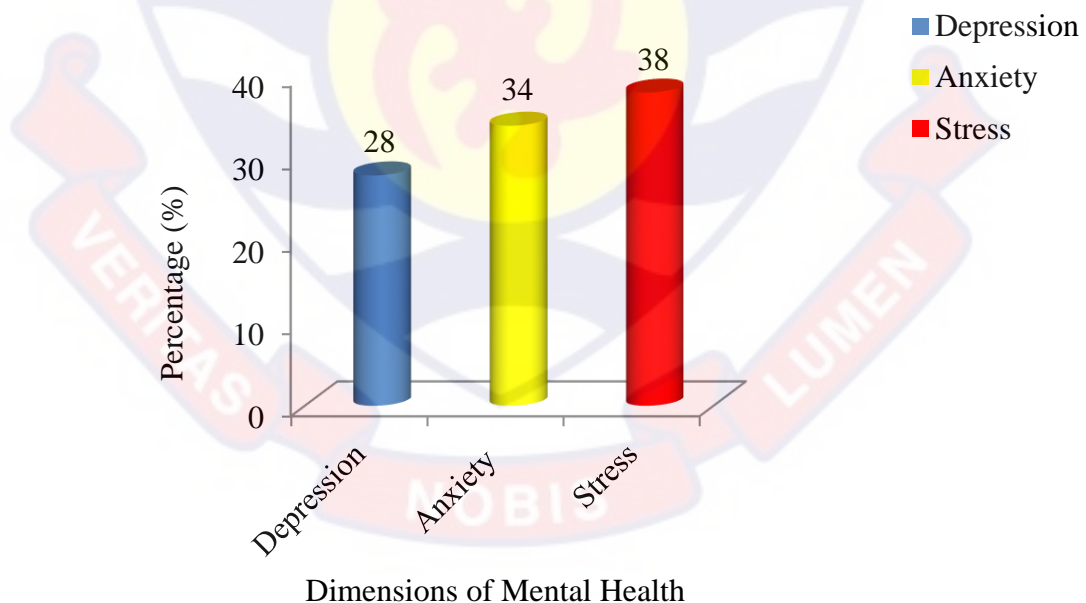


Figure 11: Mental Health Status of Respondents
Source: Field survey, Appietu (2023)

Domains of Mental Health Experienced by Respondents

For each mental health disorder, the severity of the experiences was estimated using the reference provided by Lovibond and Lovibond (1995). The frequency of the specific disorder measured each broader domain of mental health along the scale of 1 'didn't apply to me'; 2 'Applied to me to some degree'; 3 'Applied to me to a considerable degree'; and 4 'Applied to me most of the time,' are also presented.

Depression

Depression is reported as the leading cause of years lost due to disability worldwide and is estimated to affect close to 264 million of the world's population (WHO, 2019; WHO, 2017). In Ghana, depression is most commonly reported and continues to be a major contributor to Ghana's burden of disabling conditions (IHME, 2016). Within the Ghanaian hospitality industry however, reports on the trend of depression among employees exist. In the current study for example, depression was the least disorder reported with a prevalence rate of 28% as indicated earlier (Figure 11) whiles Saah, et al's. (2021) study among restaurant staff in the Accra Metropolis also reported a prevalence rate of 38.3%. Beyond the Ghanaian studies, Izell (2022) reported 27.9% prevalence rate from the State of Arkansas, and in China Teng et al. (2021) 43.5% in similar study contexts. Following this trend of results, it is clear that hotel employees are experiencing incidents of depressive disorders within the work environment and the nature of the hospitality work is to account for this trend.

In general, approximately, 65.7% of the employees had depressive symptoms, amounting to nearly seven out of every ten employees. However,

the severity differed such that two out of every ten employees reported moderate (23.6%) and extreme cases (25%). Aggregately, a total of 32.4% of the respondents reported depressive disorders ranging from severe to extremely severe levels. This result implies that upscale hotel employees in Greater Accra are experiencing episodes of depressive disorders. This can affect the quality of human resources working in these hotels with far reaching implications for the quality of services delivered to customers. Thus, attention of management is needed to prevent an escalation of the situation in the long term.

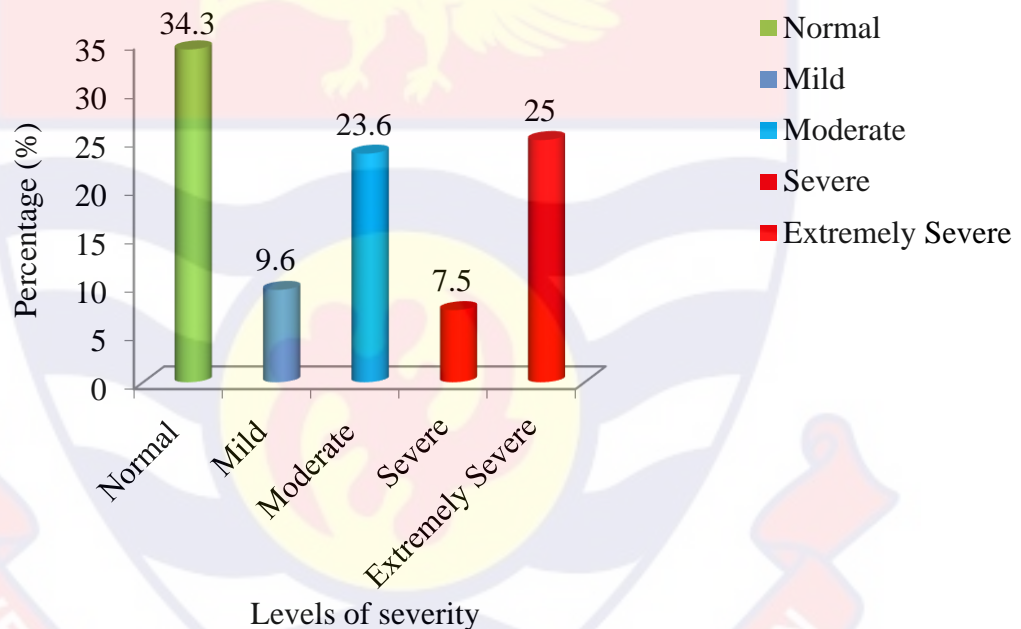


Figure 12: Level of Severity for Depression Disorders
 Source: Field survey, Appietu (2023)

Following the results on the individual items measuring depression (Table 12), less than one third of the respondents reported experiencing depressive disorders most of the time (24.4%). The majority reported not experiencing any of the symptoms at all (37.4%) whiles 33.0% experienced it to some degree and the least (8.9%) experienced it to a considerable degree.

Table 12: Depressive Disorders Experienced by Respondents (N=280)

Statement	Percentage of Responses (%)			
	1	2	3	4
Depression				
I didn't experience any positive feelings at all.	40.4	25.7	8.6	25.4
I had difficulty in taking decisions.	33.2	35.7	6.8	24.3
I felt that I had nothing to look forward to.	32.9	30.7	10.7	25.7
I felt down-hearted or sad.	32.5	33.2	8.9	25.4
I was not excited about anything.	26.8	40.4	8.6	24.3
I felt I was not worth much as a person.	33.9	31.4	10.7	23.9
I felt that life was meaningless.	33.6	34.2	8.6	23.6
Overall Score	37.4	33.0	8.9	24.4

Note: 1 'didn't apply to me'; 2 'Applied to me to some degree'; 3 'Applied to me to a considerable degree'; and 4 'Applied to me most of the time,'

Source: Field survey, Appietu (2023)

Anxiety

Anxiety disorder was the second most prevalent psychological disorder (34%) as shown in Table 13. The global outlook of the anxiety mental disorder reveals that it is the most common mental health condition reported as 1 in 13 people are reported to live with it (Goanță, Budu, Stănciulescu, Mușat, & Georgescu, 2019). It is also ranked 6th on the global burden of disease ranking (United Nations, 2020). In Ghana, anxiety disorders constitute the second highest mental disorder after depression (Dattani et al. 2021) and usually include episodes of Generalized Anxiety Disorder (GAD), panic disorder, social anxiety disorder, specific phobias and trauma (South Africa Depression and Anxiety Group, 2018). The result from this study corroborates the findings of Izell (2022) who reported 37.4% prevalence rate among hotel employees. Saah et al. (2021) and Teng et al. (2021) also reported 52.3% and 68.2% prevalence rates of among hospitality employees in Greater Accra and Arkansas respectively.

Considering the level of severity of this domain, one third of the symptoms reported were moderate cases (30%) followed by the extremely severe cases of 35.7% (Figure 13). The latter appears alarming in view of the fact that victims of anxiety disorders are usually prone to unpredictable mood swings such as fear and panic and most especially shivering in parts of their bodies which is more likely to result in the loss of control in work situations. These employees are further susceptible to errors, poor work performance, and conflict in the workplace. Obviously, these traits can affect the productivity of work.

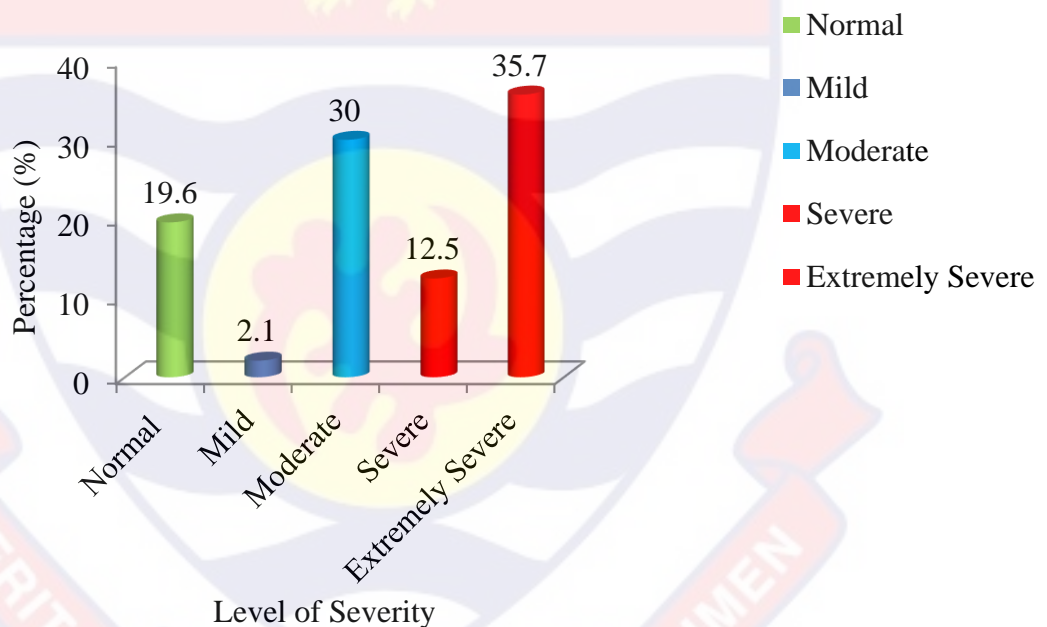


Figure 13: Level of Severity for Anxiety Disorders

Source: Field survey, Appietu (2023)

In respect of the individual items measured, the majority of the respondents on average were found to experience these symptoms to some degree (44.1%) and 22% of them experienced it most of the time. In particular, most of them experienced shivering in some parts of their bodies (47.5%), dryness of mouth (46.1), increase heart beats (46.1%), panics in situations they

felt they could not control (46.4%) and felt scared without any good reason (36.8%). The implications of these experiences are that the capacity of employees to work productively will be affected as well as their confidence and motivation towards work. In return, productivity in the hotel business will reduce significantly and this can impact on the sustainability of the business.

Table 13: Anxiety Disorders Experienced by Respondents (N=280)

Statement	Percentage of Responses (%)			
	1	2	3	4
Anxiety				
I experienced dryness of my mouth.	28.2	46.1	5.0	20.7
I experienced slight breathing difficulty.	26.4	39.6	12.9	21.1
I experienced shivering in some parts of my body.	20.4	47.5	10.7	21.4
I was worried about situations in which I may panic and make a fool of myself.	18.9	46.4	14.3	20.4
I felt I was close to panic in situations I could not control.	21.1	46.4	11.4	21.1
I felt my heart rate increased and missing a beat.	21.8	46.1	11.4	20.7
I felt scared without any good reason.	24.6	36.8	9.6	28.9
Overall Score	23.1	44.1	10.7	22.0

Note: 1 'didn't apply to me'; 2 'Applied to me to some degree'; 3 'Applied to me to a considerable degree'; and 4 'Applied to me most of the time,'
 Source: Field survey, Appietu (2023)

Stress

From Figure 11, stress appears to be the major mental health disorder reported among respondents with a prevalence rate of 38%. This result is unsurprising because similar trends have been reported among workers in the hospitality industry in similar contexts. For example, Saah et al. (2021) reported a prevalence rate 34.4% among their samples in Greater Accra whiles 39% and 61% prevalence rates were reported in other hospitality related studies (Pallesen, 2007). Undisputedly, stress has been mentioned as a major disease among the working population particularly in the hospitality industry with a

prevalence rate as high as 93.33% in aggregate reported globally (Kulkarni, Mishra, & Sinha, 2021). Some researchers (Godifay, Worku, Kebede, Tafese, Gondar, et al., 2018; Ahmad, Ahmad, Hussain, Saleem, Qureshi, Mufti et al., 2015; Hsieh & Tsai, 2019) have reiterated the recent declaration of stress as a global pandemic of the 21st century by the WHO due to its global effect in limiting the per capita income of nations (Fink, 2016; Panigrahy, Jena, & Turyk, 2017).

All the respondents reported being stressed with variations in severity. Two in every ten employees experienced mild (23.6%), extremely severe (28.6%) and approximately 30% experiencing severe cases (Figure 14).

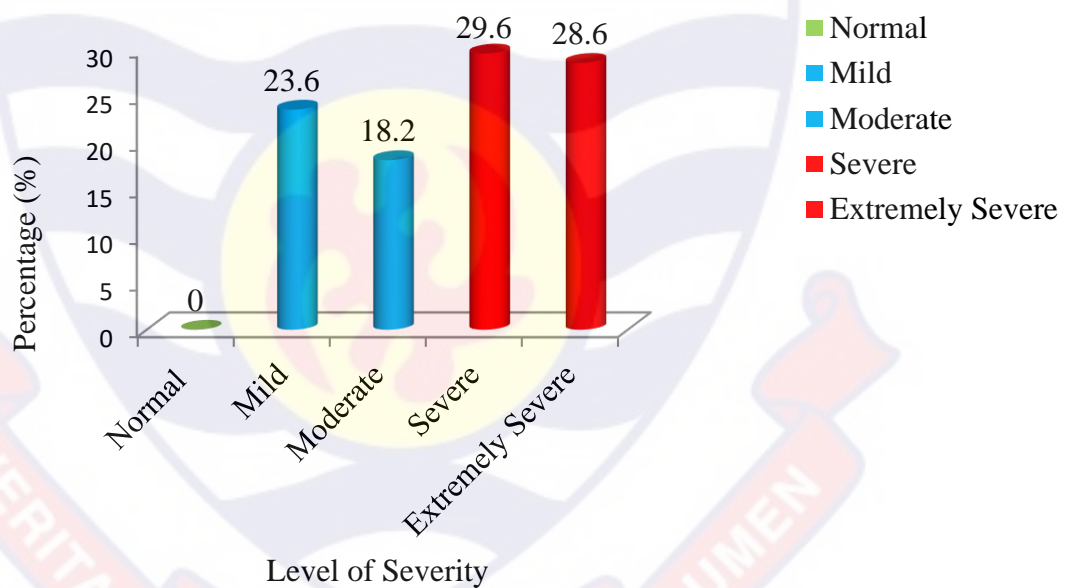


Figure 14: Level of Severity for Stress Disorders
Source: Field survey, Appietu (2023)

Over half of the respondents had trouble relaxing (54.6%) after their daily work (Table 14). This result reflects the typical nature of the hotel worker’s day which involves a lot of physical and/or emotional activities

characterized by long and unfriendly hours among others. This requires sustained energy to confront the demanding nature of the job. Further in Table 14, the accumulation of this stress resulted in some respondents overreacting to some work challenges (32.1%), using a lot of nervous energy (30.4%), and becoming agitated too quickly (31.4%) and also becoming too sensitive to work issues (30.0%).

Table 14: Stress Disorders Experienced by Respondents (N=280)

Statement	Percentage of Responses (%)			
	1	2	3	4
Stress				
I found it difficult to relax after the day's work.	0.4	28.9	16.1	54.6
I felt over-reacting to some work challenges.	0.0	32.5	35.4	32.1
I felt I was using a lot of nervous energy at work.	0.0	33.2	36.4	30.4
I found myself getting agitated too quickly.	0.4	34.3	33.9	31.4
I was intolerant of anything that distracted me at work.	0.4	32.9	37.5	29.3
I felt that I was rather being too sensitive to issues at work.	0.7	34.3	35.0	30.0
I experienced difficulty in resting after my days' work	1.4	30.4	15.0	53.2
Overall Score	0.5	32.3	30.0	37.3

Note: 1 'didn't apply to me'; 2 'Applied to me to some degree'; 3 'Applied to me to a considerable degree'; and 4 'Applied to me most of the time,'

Source: Field survey, Appietu (2023)

Indeed, the mild and moderate levels of stress reported in this study are considered manageable and useful stress (eustress). This positive stress is helpful in motivating and building individuals' confidence to become more productive. Distress, on the other hand, encompassed those who reported intense and sever stress. This can be detrimental resulting in feelings of anxiety, burnout, and impairment in both performance and overall well-being. As already established in the extant literature, unregulated stress is likely to have

dire consequences on the quality of the human resources of organizations and further have debilitating effect on its sustainability.

Mental Health Status by Socio-demographic Characteristics of Respondents

The onset of mental health disorders is largely attributed to some individual factors including gender, educational level, age, marital status, and income level. These factors remain an essential prerequisite to understanding the dynamics aiding the interaction between socio-demographic characteristics and the onset of mental disorders. Table 15 presents the mean scores and significant differences of respondents' mental health status as against their socio-demographic characteristics.

The mental health of participants showed no significant variation when disaggregated by sex. This observation remains consistent when considering the specific dimensions of depression, anxiety, and stress (Table 15). Females appear to have experienced high levels of depression, anxiety, and stress compared to their male counterparts (Table 15). Similar findings are observed in the Ghanaian hospitality industry with high rates of depression, anxiety, and stress reported among females compared to males (Saah et al., 2021). Also, in Turkey, female hospitality employees were found to report high levels of these domains compared to males (Kilic et al., 2016).

Table 15: Mental Health Status by Socio Demographic Characteristics of Respondents

Socio Demographic Profile	Mental Health Dimensions				
	n	Depression	Anxiety	Stress	Overall
Gender					
Females	128	2.85	3.55	3.67	3.36
Males	152	2.75	3.31	3.39	3.21
		P=0.356	P=0.359	P=0.792	P=0.297
Age					
Below 30 years	122	3.66	4.00	4.16	3.15
31 to 40 years	152	2.84	3.48	3.75	3.36
41 and above	6	2.68	3.31	3.45	3.94
		P=0.269	P=0.410	P=0.050*	P=0.109
Marital Status					
Married	100	2.92	3.75	3.67	3.44
Unmarried	180	2.72	3.24	3.61	3.19
		P=0.545	P=0.101	P=0.813	P=0.749
Educational Level					
JHS/JSS	19	2.68	3.31	3.21	3.07
SHS/SSS	109	2.66	3.42	3.52	3.20
Tertiary	152	2.90	3.44	3.76	3.36
		P=0.459	P=0.942	P=0.050*	P=0.349
Employment Status					
Full time	277	2.80	3.43	3.62	3.29
Part time	3	1.66	2.33	4.00	2.66
		P=0.271	P=0.382	P=0.001*	P=0.143
Occupational Tenure					
<5 yrs.	150	2.77	3.33	3.46	3.18
5 to 10yrs.	84	2.78	3.48	3.80	3.36
>10 yrs	46	2.86	3.60	3.86	3.44
		P=0.936	P=0.489	P=0.022*	0.295
Level of Income					
500-1000ghc	68	2.75	3.70	3.77	3.41
1100-2000	156	2.73	2.31	3.47	3.14
2001 to 3000	51	2.90	3.74	3.88	3.50
3001 and above	5	4.00	3.00	4.00	3.66
		P=0.337	P=0.036*	P=0.050*	P=0.111

Scale: <3 'low'; 3-4 'moderate'; >4 'high'

(*P≤ 0.05)

Source: Field survey, Appietu (2023)

These results appear to be consistent with the global trend as the prevalence rates of common mental disorders (CMDs) examined in terms of medical, epidemiological, and survey data shows that mental disorders in the domains of depression, anxiety, stress, bipolar and eating disorders are highly prevalent among women than men (Institute for Health Metrics and Evaluation,

2019). For example, the prevalence rate for depression and anxiety among the population in the UK is reported as high for females and low for males (Institute for Health Metrics and Evaluation, 2019). Also in Ghana, similar trends are observed as a higher prevalence rate is reported for females in depression and anxiety than males (Dattani et al., 2021; GBD, 2019).

Indeed, women's vulnerability to mental disorders are consistently identified within the internalizing spectrum of behaviours (Otten, Tibubos, Schomerus, Brähler, Binder, Kruse, Ladwig, Wild, Grabe, & Beutel, 2021) and therefore they have higher lifetime prevalence of stress, depression and/or anxiety disorders (Boyd, Van de Velde, Vilagut, 2015; Luppá, Sikorski, Luck et al., 2012; Riecher-Rössler, 2010; Wittchen, Jacobi, Rehm, et al., 2011). Males on the contrary are prone to externalizing spectrum of behaviours leading to their high prevalence in substance abuse, anger management problems (Boysen et al., 2014:547, 561; Holtberg, Olson, & BrownRice, 2016:225) rather than depression, anxiety, and stress.

Stress differed by the age of the respondents. Respondents between the ages of below 30 and 40 years reported higher levels of stress compared to those ages 40 years and above. The mean differences in the domains of depression and anxiety although insignificant also revealed a similar trend as the younger respondents were found to report high levels compared to the older respondents. These results support the findings of Gustavson et al. (2018), Qui et al. (2020), and Akhtar-Danesh, and Landeen (2007). These studies reported elevated rates of mental disorders among young individuals compared to older adults. A few researchers nonetheless have reported contrary results (González-Sanguino et al., 2020; Meng, Hua, & Bian, 2020; Song, Béthoux, Shin, Donath, Letsch,

H.,... & Liu, 2020; Mocca et al., 2020; Tang et al., 2020; Wang et al., 2020; Zhang, Bastard, Liu, Le Pen, Moncada-Velez, Chen, et al. 2020a) making it inconclusive.

However, comparable to global reports, the onset of mental disorders is particularly linked to the early stages of the adolescent life ranging between the ages of 14, 24, 25 years and above (Organization for Economic Co-operation and Development, 2018; American Psychiatric Association 2018; Rickwood et al., 2015). This is because the early stages of the adolescent life is described as vulnerable (Walsh, Sela, De Looze, et al., 2020), thus the presence of unregulated social and physical conditions are likely to impact their health and heighten their risk of mental disorders. Hence, on this premise, it is fair to conclude that age is likely to significantly influence the experiences of mental disorders among the growing working population in the hotel industry in the Accra Metropolis.

Considering the effect of respondents' educational level of on their mental health status, mean differences were observed across all dimensions measured. Indeed, respondents of tertiary educational levels were found to experience higher levels of depression (M=2.90), anxiety (M=3.44) and stress (M=3.76) compared of the other levels. In addition, significant difference was found in terms of stress (P=0.050). According to Søndergaard et al. (2012), one major advantage of higher education is its ability to provide recipients with additional social and economic resources which ensures their likelihood of experiencing fewer chronic stressors and developing better coping mechanisms, healthier and more autonomous lifestyle.

Lower educational levels on the other hand is linked to lack of sense of control and resilience and therefore beneficiaries of low and/or no educational levels are predisposed to lowered socioeconomic status (Williams, 2021) and a lack of psychosocial resources (Neimeyer et al., 2020) including the ability to process scientific knowledge, sense of control, resilience and therefore have limited skills in managing stressors. While this is the case, the reverse was rather observed in this study as respondents with lower educational levels appeared to experience lower levels compared their counterparts.

With respect to occupational tenure, mean differences were also observed. In particular, respondents who had more than ten years work experience reported higher levels across the domains measured with a significant difference noted in terms of their stress levels ($P=0.022$). According to some researchers (Sahai & Mahapatra, 2020; Oshio, Lnoue, & Tsutsumi, 2018; Sato, Kuradab, & Owanb, 2020) long years of routine work have debilitating effects on individual health and well-being and therefore this result corroborates this assertion. In all, the significant differences in terms of respondents' socio-demographics and their mental health status were more prominent in the domain of stress and of course stress was found to be the most reported mental health disorder.

Coping Mechanisms of Respondents

This section presents the various forms of mechanisms used by respondents to manage their mental health conditions. The means and standard deviations of the constructs measured are presented in the subsequent tables accordingly. As alluded to in the extant literature, respondents' choice of coping

mechanisms is varies based on their socio-demographic characteristics. In view of this, the section further examines the differences in terms of employees' socio-demographic characteristics and their choice of coping strategies. This section concludes with a report on the effect of coping mechanisms on employees' mental health.

Respondents' Choice of Coping Mechanisms

Admittedly, coping mechanisms remains inevitable in managing varied forms of mental health related conditions worldwide (Labrague, McEnroe-Petite, Gloe, Thomas, Papathanasiou, & Tsaras, 2016). Specific to the hospitality industry, hotel employees who obtained the required resources to relieve themselves of excessive role stress were found to be more engaged and experienced better well-being compared to their counterparts who activated no coping resources (Labrague et al., 2016; Kuo, Lin, & Li, 2014; Wen, Zhou, Hu, & Zhang, 2020). The dimensions used to gauge the coping mechanisms of the respondents were found to be statistically reliable as shown by the Cronbach alpha values. Each dimension had an alpha value exceeding the minimum of 0.7 criterion recommended by Hair et al. (2010) and Garson (2010) (i.e. problem solving (.84), seeking social support (.84), avoidance (.80), and mhealth applications (.96).

As illustrated in Table 16, respondents agreed most often employing the problem-solving coping mechanism in managing stressful situations ($M=4.00$, $SD=1.17$) at the workplace. In terms of the percentage in agreement, a total of 81.0% agreed, 8.6% were neutral and, 10.7% disagreed to the statements measured. Specifically, 82.9% of the respondents indicated that when

confronted with stressful situations, they think about all possible solutions before deciding on what to do (M=4.05, SD=1.12).

Table 16: Respondents Choice of Coping Mechanisms (N=280)

Statements	Percentage in Agreement (%)			M	SD
	A	N	D		
Problem Solving					
I attempt to solve any problem I'm challenged with.	79.7	8.9	11.4	3.97	1.19
I carefully take decisions on issues instead of acting on impulse.	80.3	9.6	10.0	3.98	1.14
I think about all possible solutions before deciding on what to do.	82.9	9.6	10.0	4.05	1.12
I set goals for myself to deal with work situations.	81.8	7.1	11.1	4.00	1.17
I try different ways to solve the problem until I find one that worked	80.4	8.2	11.4	4.00	1.17
Overall score	81.0	8.6	10.7	4.00	1.17
Seeking social support					
I share my fears and worries with my friends/ relatives.	67.5	14.3	18.2	3.66	1.33
I seek comfort from my friends or relatives who show concern.	70.3	14.3	15.3	3.76	1.26
I talk to people about my situations because it makes me feel better.	64.6	16.1	19.3	3.63	1.34
I accept sympathy from friends/relatives with the same problems.	67.2	15.4	17.5	3.72	1.29
I get advice from my friends/relatives on how to change my situations.	66.5	14.6	18.9	3.68	1.32
Overall Score	67.1	14.9	17.8	3.69	1.30
Avoidance					
I relate with characters in novels/movies rather than friends/relatives	57.5	18.9	23.6	3.50	1.38
I watch television more than usual because it makes me feel better	57.5	22.1	20.3	3.54	1.34
I play games or have outdoor activities than usual to make me feel better	61.8	18.2	20.0	3.62	1.32
I stay away from my friends or relatives	58.9	15.7	25.3	3.48	1.41
I daydream about better times in the future	71.1	13.6	15.3	3.88	1.28
I wish that I'm left alone without any interactions from friends/relatives	58.2	18.6	23.2	3.54	1.42
Overall Score	60.8	17.8	21.2	3.59	1.35

Scale: <3 'low'; 3-4 'moderate'; >4 'high'

Source: Field survey, Appietu (2023)

In addition, 81.8% of them set goals for themselves to deal with the situation ($M=4.00$, $SD=1.17$) while 80.4% try different ways to solve the problems until they found one that worked ($M=4.00$, $SD=1.17$). Also, 80.3% of the respondents reported that they carefully took decisions on issues instead of acting on impulse ($M=3.98$, $SD=1.14$) and will rather attempt to solve any problem that they are confronted with ($M=3.97$, $SD=1.19$). Consistent with available empirical evidence, problem solving appears to be the most preferred and ideal coping strategy employed by most hospitality employees in any stressful situation. For example, China et al.'s (2018) study among hospitality samples revealed an overwhelming endorsement for the problem-solving coping strategy in addressing stressful conditions.

Similarly, Levine and Scotch (2013) also found the problem-solving coping strategy as the most used among their sample. Inferring from the results, their choice of this coping strategy can be linked to the fact that the problem-solving coping strategy has been shown to promote mental health, provide individuals with a sense of control as well as reduce depression, anxiety, and aggression (Rokham, 2023). It further provides a purposeful guideline through which people define the problem, provide different solutions, and decide to choose the best solution that addresses the situation. Being a cognitive behavioral process that provides potential effective responses for a difficult situation, it is no doubt that hotel employees in this study are activating this coping mechanism.

As a way of coping with stressful situations by seeking social support, respondents' mostly sought comfort from friends and/or relatives who showed concern ($M=3.76$, $SD=1.26$) and preferred to accept sympathy from friends

and/or relatives challenged with similar situations ($M=3.72$, $SD=1.29$). Further, respondents preferred to share their worries and fears with their friends and/or relatives ($M=3.76$, $SD=1.29$) and sought advice from same on how to change the situations ($M=3.68$, $SD=1.32$) they may be confronted with (Table 16).

Indeed, social support is reported to play a substantial role in attaining and maintaining good mental health (UN, 2020; Wang et al., 2018). In addition, recipients of social support are adequately equipped with knowledge, advice, and expertise which improve confidence, motivation (Poulsen, Khan, Poulsen, Khan, & Poulsen, 2016), and ultimately improves the ability to cope with stressful situations (Fong, Chui, Cheong, & Fong, 2018). The preference for seeking social support by respondents in this study in managing their mental health conditions is apt and reflects the position of current literature on its efficacy in aiding mental health conditions. In all, seeking social support was the second to be endorsed by respondents ($M=3.69$; $SD=1.30$) with 67.1% of the in agreement with the choice of seeking social support as coping mechanism in managing stressful conditions whereas 14.9% were neutral and 17.8% disagreed.

Respondents' preference for the avoidance coping strategy in managing stressful situations was the least endorsed ($M=3.59$, $SD=1.35$) (Table 16). Compared to the other dimensions measured, only a total of 60.8% were in agreement with choosing avoidance as a coping mechanism. Specific to the items measured, respondents' preference to stay away from friends and relatives had the lowest mean score ($M=3.48$, $SD=1.41$) with 58.9% of them in agreement. This result directly reflects the responses in line with seeking social support and hence, implies that employees in this study generally value social

interactions and its myriad benefits and will therefore not compromise on same. Further from the table, the wish to be left alone with no interactions from family and friends was also not very much supported ($M=3.54$, $SD=1.41$). Respondents however preferred to play more games and also engage in more outdoor activities when they are confronted with stressful situation ($M=3.62$, $SD=1.32$).

In all, respondents had a higher preference for day dreaming of better times compared to the other items measured in relation to avoidance ($M=3.88$, $SD=1.26$). Obviously, the low endorsement of the avoidance coping strategy stems from its negative outcomes consistently reported. The avoidance coping strategy also described as a maladaptive form of coping often exacerbates stress without helping a person deal with the stressors (Dijkstr & Homan, 2016). More often, people with avoidant coping styles are more likely to be anxious, depressed, and struggle with low self-esteem (Shafir, 2022). In addition, they get stressed more easily, become less happy and attract minimal social support due to the frustrations they pose to others (Scott, 2023). In view of the results discussed, it remains logical that employees least endorsed the avoidance form of coping in order to avoid the exacerbation of their already challenged mental health conditions.

Respondents' Choice of Coping Mechanisms by their Socio Demographic Characteristics

Depicted in Table 17 are the t-test and ANOVA results on the differences in terms of respondents' socio-demographic characteristics and their choice of coping strategies. The table reveals some significant results across the dimensions measured. This indeed strengthens the conceptual model of the

study as it proposes among others that employees' choice of coping mechanisms will be influenced by their socio-demographic characteristics.

With reference to the table, the gender of respondents showed no significant difference across the dimensions measured, however, considering the mean scores, males were found to indulge more in the avoidance coping strategy compared to their female counterparts. Females reported indulging more in problem solving and seeking social support than males (Table 17).

Table 17: Socio-demographics by Respondents' Choice of Coping Mechanisms (N=280)

Socio-demographic Profile	n	Problem Solving	Seeking Social Support	Avoidance	Overall
Gender					
Female	128	4.02	3.70	3.55	3.76
Male	152	3.98	3.69	3.63	3.77
		p=0.448	p=0.540	p=0.891	p=0.885
Educational Level					
JSS	19	3.89	3.52	3.40	3.60
SHS	109	3.83	3.48	3.45	3.59
Tertiary	152	4.13	3.87	3.72	3.91
		p=0.025*	p=0.050*	p=0.132	p=0.040*
Marital Status					
Married	100	4.05	3.70	3.53	3.68
Unmarried	180	3.91	3.61	3.63	3.81
		p=0.049*	p=0.020*	p=0.186	p=0.053
Organizational Tenure					
<5 years	150	3.87	3.54	3.47	3.63
>6 years	84	4.16	3.95	3.73	3.95
		p=0.004*	p=0.050*	p=0.292	p=0.120
Income Level (Ghc)					
500-1000	68	4.18	3.95	3.81	3.98
1001-2000	156	3.76	3.48	3.41	3.55
2001-3000	51	4.45	3.94	3.86	4.08
3001 and above	5	4.28	4.24	3.70	4.07
		p=0.000*	p=0.008*	p=0.030*	P=0.002*

Scale: <3 'low'; 3-4 'moderate'; >4 'high'

(*P ≤ 0.05)

Source: Field survey, Appietu (2023)

Educational levels of respondents found those with the tertiary level indulging more in the problem solving as well as seeking social support than those with JHS and SHS. This result reflects the essence of higher education and further provides support for the need for employees to at least attain a higher educational level in order to be better informed and understand the tenets of organizational culture.

Further from Table 17, significant differences were found between the married and the unmarried employees in their coping mechanisms. Specifically, married employees indulged more in the problem solving and seeking social support coping mechanisms compared to the unmarried ones. Marriage is a mutual relationship which thrives on an ongoing open and honest sharing of thoughts, emotions and feelings as well as the application of logical reasoning in situations. Hence, it is reasonable for the married employees in this study to apply these mechanisms as it is likely to ensure the sustainability of the marriage. Base on the number of employees organizational tenure, those with above 6 years working experience were found to activate the coping resources of problem solving and seeking social support compared to those with less than 5 years work experience. Interestingly, employees' level of income and their choice of coping mechanisms were significant across all the dimensions measured. Employees who earned 2001ghc and above were found to indulge more in problem solving, seeking social support, avoidance and overall coping strategies.

Reliance on mhealth Psychological Support as Coping Mechanisms by Respondents

Essentially, the extant literature has demonstrated ample evidence to support the reliance on mhealth psychological support (mental health mobile application features) as coping mechanisms among employees in other contexts (Alhasani, et al., 2022; Apolinário-Hagen, et al., 2019). In order to further assess the efficacy of this report and confirm its relevance among hospitality employees, respondents were asked to indicate whether they relied on mhealth psychological support to cope with depression, anxiety, and or stressful conditions. More than half (68.0%) of them responded in the affirmative (Figure 20) supporting the findings of Ma, Ren, and Zhao (2021) who reported that 62% of their respondents used these features as coping mechanisms to manage their psychological symptoms.

This result is unsurprising because the 21st century has generally seen a significant increase in smart phone ownership and usage in addition to health enhancing technology applications. According to the International Telecommunication Union (ITU, 2022), approximately 8.6 billion of the world's population are currently subscribed to smart phones whereas in Ghana, 46.1% of the entire population own smart phones (NCA & GSS, 2020). This result indicates that perhaps, hotel employees are unable to receive adequate treatment for their mental health conditions due to tight work schedules among others and therefore; are continuously accessing mhealth features with ease because they are free, inexpensive, and can be integrated into daily habits with less effort (Chandrasekhar, 2018). Without a doubt, this result reflects a positive growth towards the future for the Ghanaian hospitality industry in terms of the quality of the human resource because mental health application features

positively impact the quality of lifestyles of employees and ensures quality service delivery in the workplace (BinDhim, et al., 2016; Naslund & Aschbrenner, 2019).

In terms of respondents' choice of mhealth as a coping strategy by their socio-demographic characteristics, results from the Chi Square test showed a significance difference in relation to their educational level (χ^2 (2, N=191) =7.15, $p \leq 0.05$) such that respondents with tertiary educational level used mhealth applications as coping mechanisms more than those of JHS and SHS levels. Similarly, employees with higher levels of income (χ^2 (3, N=191) =11.49, $p \leq 0.05$) activated mhealth applications as coping resources compared to the lower income earners. These results provide support for the proposed relationship as per the conceptual framework of the current study.

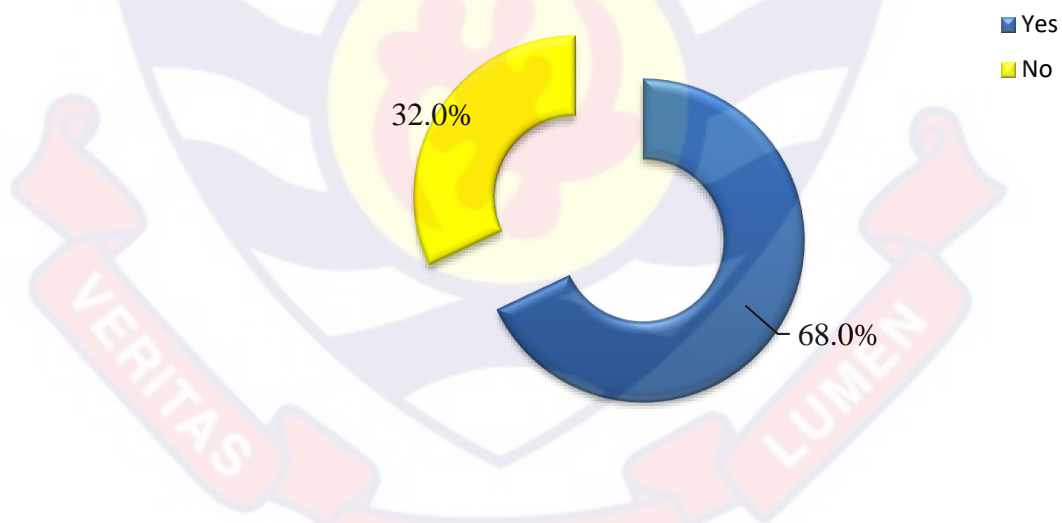


Figure 15: Reliance on mhealth psychological support as Coping Mechanisms by Respondents

Source: Field survey, Appietu (2023)

Further in the survey, respondents who ever used these features indicated the medium through which they access them. Figure 16 shows that the majority of the respondents used both audio/video (44.0%) mediums while less

than one third (30.4%) used only audio mediums and the least medium used was only video (25.7%).

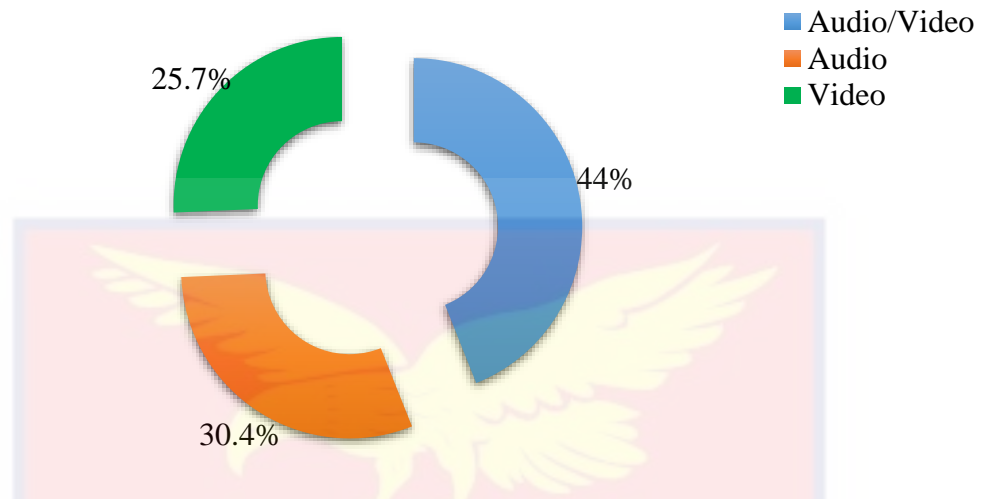


Figure 16: Forms of using Features of mhealth psychological support by Respondents

Source: Field survey, Appietu (2023)

Finding out how respondents connected to these features, the majority use their smartphones as a means of connecting to these features (68.6%). Only less than ten percent used computers (5.8%) and/or Tablet (8.4%). In all % used all the three gadgets (Figure 17).

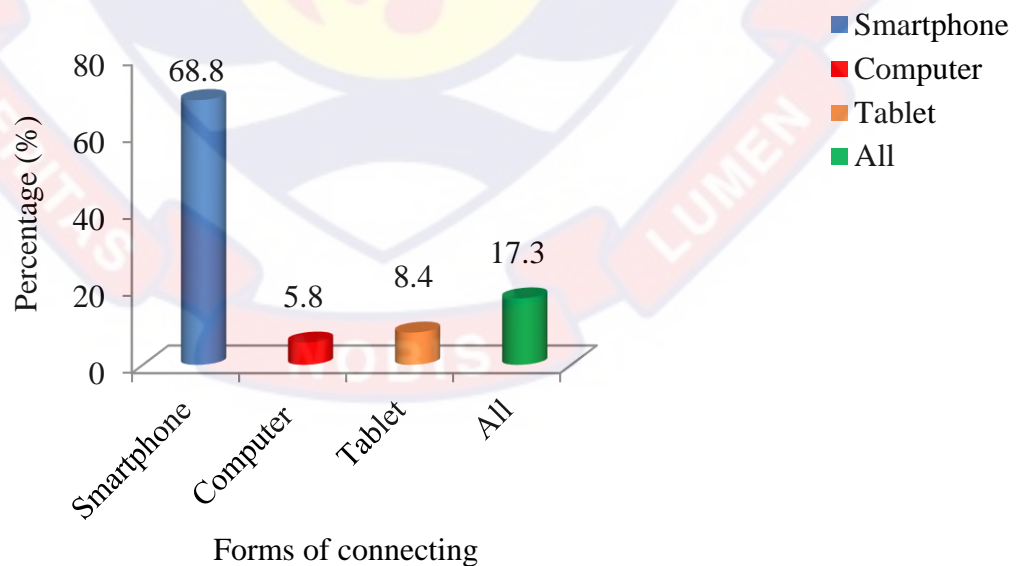


Figure 17: Forms of Connecting to the Features of mhealth psychological support by Respondents

Source: Field survey, Appietu (2023)

The use of smartphones by the majority of the respondents is in tandem with the report by ITU (2022) on the proliferation of smartphone ownership in the 21st century particularly among the working population.

Frequency of the Reliance on mhealth Psychological Support by Respondents

The mhealth applications are designed with a lot of features geared towards ensuring the optimal well-being of their users allowing them to engage in both mentally and physically helpful activities. Respondents' frequency of relying on the features was measured on a five-point Likert scale. Results from Table 18 revealed that almost the majority of respondents sometimes used these features to aid their physical and/or mental health and well-being.

Overall, approximately 75% of the respondents monitored their daily walking using mhealth application features. Of these, 16.2% reported doing it often, 9.9% doing it always and 9.4% rarely doing it. The majority however, reported doing it sometimes (39.9%). With respect to monitoring their weight, approximately 73% of the respondents in aggregate reported using the features of mhealth applications. Out of these, 13.6% did it often whereas 11.5% and 8.9% did it always and rarely respectively. The majority of the respondents reported doing it sometimes (38.7%). Respondents also reported using mhealth application features to monitor their eating habits. In all, 75.4% of them reported using it in this regard. In terms of the frequency with which they did it, 14.1% of them did it often, 8.4% always, 13.1% rarely and approximately 40% constituting the majority used it.

Considering the use of the apps in listening and/or watching mental health education programmes and learning more about their mental health conditions,

approximately 77.8% and 70.6% reported in the affirmative. Of these, respondents reported that they engaged in these activities often (12.6%; 14.1%), always (9.9%; 10.5%), rarely, (12.0%; 14.7%) and sometimes (36.1%; 33.5%).

Table 18: Frequency of Reliance on mhealth Psychological Support Features by Respondents (N= 191)

Statements	Often (%)	Always (%)	Sometimes (%)	Rarely (%)	Never (%)
Monitor my daily walking	16.2	9.9	39.9	9.4	24.6
Monitor what i eat	14.1	8.4	39.8	13.1	24.6
Monitor my weight	13.6	11.5	38.7	8.9	27.2
Monitor my sleeping habit	13.6	10.5	29.3	12.0	34.6
Listen/watch mental health education programmes	14.1	10.5	33.5	14.7	27.2
Learn more about mental health conditions	12.6	9.9	36.1	12.0	29.3
To do more mentally helpful activities	15.2	10.5	36.1	11.0	27.2
Connect to people of similar mental health conditions	12.0	11.0	24.6	17.3	35.1
Connect to mental health professionals	11.0	7.9	29.8	20.9	30.4
As my medication reminder	6.3	6.3	50.3	7.3	29.8
Keep a diary on my mental health conditions	11.0	5.8	33.0	17.3	33.0
Track my heart rate	9.9	7.3	25.1	22.0	35.6
Track my blood pressure	13.6	5.2	25.7	20.4	35.1

Source: Field survey, Appietu (2023)

Aggregately, more than half of the respondents used the features in monitoring their sleeping habit (65.4%), connecting to people with similar health conditions (64.9%) as well as monitoring their monitoring their heart rate (64.3%) and tracking their blood pressure (64.9%). On the whole, the majority (94%) of the respondents found the reliance on mhealth mobile applications in coping with their mental health conditions beneficial (Figure 18).

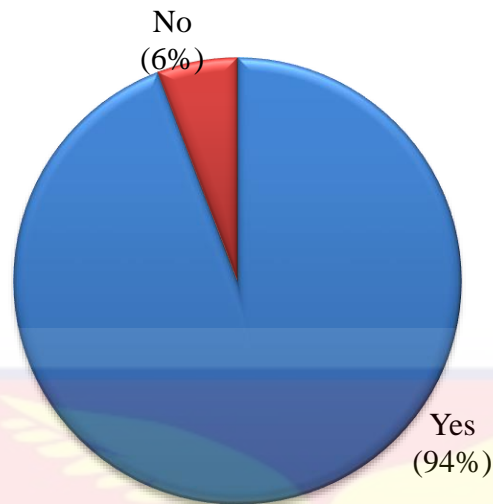


Figure 18: Benefits of the reliance of mhealth psychological support to Respondents

Source: Field survey, Appietu (2023)

Reasons for the Reliance on mhealth Psychological Support by Respondents

The results on respondents' reasons for relying on mhealth psychological support are summarized and presented in Table 19. From the table, it appears that the more reason why respondents use the mhealth features was for the entertaining oneself to derive optimum pleasurable experience and reduce tensions from stress, depression, and anxiety. The second more important reasons why respondents used mhealth application features was to access information about their general health conditions (86.9%), socialize with people of similar health conditions (84.3%), and also communicate effectively with their health care professionals (81.2%). Furthermore, another reason which accounted for the use of mhealth applications by respondents was its ease of use (78.5%) because it requires little effort (85.3%) and can easily be integrated in their daily activities (84.8%).

Table 19: Reasons for the Reliance on mhealth Psychological Support by Respondents

Reasons	Frequency (N=191)	Percentage (%)	Frequency (N=191)	Percentage (%)
	Yes		No	
Access to all information about my general health conditions	166	86.9	25	13.1
Socialize with people of similar health conditions	161	84.3	30	15.7
Communicate effectively with health care professionals	155	81.2	30	18.8
Entertain myself to reduce tensions from stress, depression and/or anxiety	176	92.1	15	7.9
Data affordability	154	80.6	37	19.4
Non-payment of subscription charges	165	86.4	26	13.6
Easy to use and/or navigate	150	78.5	41	21.5
Able to integrate it into daily my activities	162	84.8	29	15.2
Requires little effort to manipulate	163	85.3	28	14.7
Provides optimum pleasurable experience	176	92.1	15	7.9
Effective treatment for mental health disorders	131	68.6	60	31.4
Security of personal data is assured	131	68.6	60	31.4

Source: Field survey, Appietu (2023)

Respondents also used the apps because they had no subscription charges and data as at the time of the field work was affordable. The item measuring the effective treatment of mental disorders received minor responses (68.6%). Indeed, the mhealth applications features are not designed to treat clinically diagnosed mental health conditions and therefore effectiveness of

their treatment need to be scientifically and clinically proven. In all, these results provide sufficient evidence that the use of mhealth applications features is predominant among upscale hotel employees in the Accra Metropolis.

The Effect of Coping Mechanisms on Employees' Mental Health Status

Finally, as proposed in the conceptual framework of the current study, this chapter examined the effect of the dimensions of coping mechanisms (CM) on the domains of employees' mental health as well as their overall effects. This was necessary in order to provide support for the findings in extant literature avowing that coping mechanisms (CM) aid in the management of stress, depression, and/or anxiety conditions (Alhasani, Mulchandani, Oyebo, Baghaei, & Orji, 2022; Apolinário-Hagen, Hennemann, Fritche, Drüge, & Breil, 2019). Additionally, the transactional model of stress and coping which constitutes the overarching theoretical framework underpinning this relationship is also further reinforced.

Prior to the analysis, a diagnostic test was conducted for the regression analysis to ascertain the suitability of the data. The results indicated the model met the key assumptions. The linearity assumption was verified using a residual vs. fitted values plot, which showed no discernible patterns, confirming that the relationship between the coping mechanism and mental health is linear. The normality of residuals was checked using a Q-Q plot and the Shapiro-Wilk test (p -value = 0.15), both suggesting that the residuals are approximately normally distributed. The homoscedasticity assumption was tested with the Breusch-Pagan test (p -value = 0.42) and residual plots, which confirmed constant variance of residuals. Multicollinearity was not an issue as all Variance Inflation

Factor (VIF) values were below 2. Lastly, the Durbin-Watson statistic (1.89) indicated no significant autocorrelation. In all, the model satisfies the assumptions of regression analysis, making it suitable for reliable prediction and inference.

As evident in Table 20, coping mechanism (CM) accounted for 28% variance in employees' mental health ($R^2 = .284$). This result implies that when employees activated the coping mechanisms of problem solving, seeking social support, and avoidance in managing their mental health conditions, their mental health in the domains measured improved by 28%. Further from the table, it was observed that coping mechanism (CM) predicted a positive ($\beta = .409$, $p = 0.000$) and significant effect $F(1, 278) = 110.37$, $P = 0.000$ on employees MH.

In relation to the effects of the dimensions, firstly, problem solving (PS) accounted for approximately 9% variance in depression (DEP) ($R^2 = .088$) and further predicted a positive ($\beta = .286$, $P = 0.000$) and significant $F(1, 278) = 26.74$, $P = 0.000$ effect on depression (DEP). In addition, problem solving (PS) again accounted for approximately 15% and 29% variance in anxiety (ANX) ($R^2 = .147$) and stress (STR) ($R^2 = .285$) and further predicted a positive ($\beta = .339$; $.359$, $P = 0.000$) and significant $F(1, 278) = 26.74$; 47.45 , $P = 0.000$ effect on them respectively. This result implies that activating problem solving (PS) coping mechanism independently improved employees' depressive, anxiety, and stressful disorders significantly as proposed in the conceptual framework of the current study.

Table 20: Regression Analysis on the effect of Coping Mechanism on Mental Health

Hypothesis	Regression Weight	Beta Coefficient	R Squared	F	P
H _{8a}	CM → MH	.409	.284	110.37	0.000
	PS → DEP	.286	.088	26.74	0.000
	PS → ANX	.339	.147	47.75	0.000
	PS → STR	.359	.285	111.06	0.000
	SS → DEP	.268	.093	28.53	0.000
	SS → ANX	.339	.176	59.49	0.000
	SS → STR	.333	.295	116.42	0.000
	AV → DEP	.410	.210	73.69	0.000
	AV → ANX	.399	.235	85.51	0.000
	AV → STR	.355	.324	113.12	0.000

Note: * $p < 0,05$ PS: Problem Solving, SS: Seeking Social Support, AV: Avoidance, CM, Coping Mechanisms, MH: Mental Health
Source: Field survey, Appietu (2023)

Secondly, seeking social support (SS) independently accounted for 9% variance in DEP ($R^2 = .093$) and further predicted a positive ($\beta = .268$, $P = 0.000$) and significant $F(1, 278, = 28.53, P = 0.000)$ effect on DEP. In addition, seeking social support (SS) accounted for approximately 18% variance in ANX ($R^2 = .176$) and 30% in STR ($R^2 = .295$). Furthermore, seeking social support (SS) predicted a positive and significant effect on ANX ($\beta = .339$, $P = 0.000$) $F(1, 278, = 59.49, P = 0.000)$ and STR ($\beta = .333, = 0.000$) $F(1, 287, = 116.42, P = 0.000)$. This result implies that similar to problem solving (PS), seeking social support (SS) as an independent construct improved employees' depressive, anxiety, and stressful disorders significantly. Indeed, this result also supports the proposed relationship in the conceptual framework.

Thirdly, avoidance (AV) accounted for 21% variance in DEP ($R^2 = .210$), approximately 24% in ANX ($R^2 = .235$) and 32% in STR ($R^2 = .324$). Further in the examination, avoidance (AV) predicted a positive and significant effect on

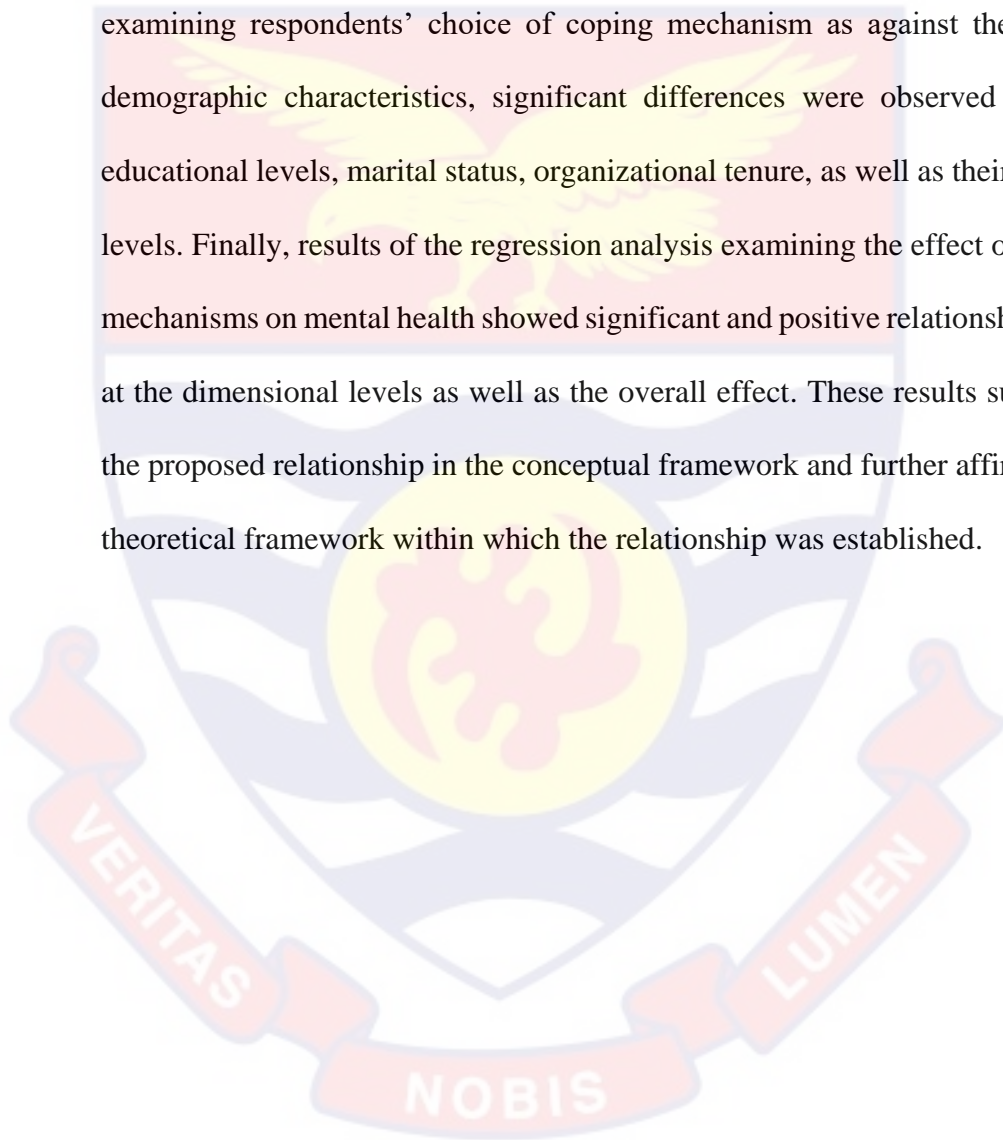
DEP ($\beta=.410$, $P=0.000$) $F(1, 278, = 73.69, P=0.00)$, ANX ($b= .399$, $P=0.000$) $F(1, 278, = 85.51, P=0.000)$, and STR ($\beta= .355$, $P=0.000$) $F(1, 278, =113.12, P=0.000)$. This result demonstrates the potency of avoidance (AV) to independently influence the dimensions of mental health as proposed in the conceptual framework.

Undoubtedly, these results have provided evidences based upon which future interventions can be explored in that coping mechanisms indeed positively and significantly influences mental health. In addition, as earlier reported by some researchers (Alhasani, Mulchandani, Oyebode, Baghaei, & Orji, 2022; Apolinário-Hagen, Hennemann, Fritche, Drüge, & Breil, 2019), these results further provide support for the aforementioned studies that have reported positive and significant effects of coping mechanisms on mental health conditions. From the theoretical perspective, the results affirm the hypothetical assumption of the Transactional model of stress and coping (TMSOC (DeLongis et al., 1988; Lazarus & Cohen, 1977; Lazarus & Folkman, 1984) which posits that in times when employees experience excessive role stress, obtaining the required resources ensures great relieve and elicits numerous positive work and individual related outcomes.

Chapter Summary

This chapter was presented in three sections. The first section reported on respondents' mental health status in the domains of depression, anxiety, and stress. In addition, their mental health status was examined as against their socio-demographic characteristics to determine if differences existed as proposed in the conceptual framework of the current study. In this regard, respondents' age,

educational level, occupational tenure, and income level showed significant differences in their mental health status. The second section reported on respondents' choice of coping mechanisms adopted to manage their mental health conditions. The problem-solving coping mechanism as well as the reliance on mhealth psychological support were the most preferred. In examining respondents' choice of coping mechanism as against their socio demographic characteristics, significant differences were observed in their educational levels, marital status, organizational tenure, as well as their income levels. Finally, results of the regression analysis examining the effect of coping mechanisms on mental health showed significant and positive relationships both at the dimensional levels as well as the overall effect. These results supported the proposed relationship in the conceptual framework and further affirmed the theoretical framework within which the relationship was established.



CHAPTER SEVEN

WORK ENGAGEMENT AND TURNOVER INTENTIONS OF HOTEL EMPLOYEES

Introduction

This chapter reports on the level of employees' engagement with their respective organizations and further examines their levels of engagement by their socio-demographic characteristics to reveal the differences that exist. The chapter in addition, highlights the turnover intentions of hotel employees and explores whether there are any significant differences in terms of their intention to leave from their respective organizations as against their socio-demographic characteristics. The chapter concludes with an examination of the effect of respondents' levels of engagement on their turnover intentions as proposed in the conceptual framework.

Level of Respondents' Engagement

Employee engagement remains relevant to the success of the hotel industry as having employees with higher levels of engagement can be more meaningful, given the precarious nature of the industry. Indeed, engaged and well performing employees are more likely to become key elements in maintaining service excellence (Li, Sanders, & Frenke, 2012) amongst others. The results on respondents' level of engagement are summarized and presented in mean values, standard deviation scores as well as the percentage of responses to the individual items measured (Table 21). Their level of engagement was measured in terms of vigor, absorption, and dedication. Results from Table 21 indicate that overall, respondents were considerably engaged with their respective organizations ($M=3.89$, $SD=1.23$) as overall, approximately 72%

(n=199) of the respondents were in agreement with the items measured across all dimensions. Whiles 15.1% (n=44) of them were neutral and only 12.9% (n=37) disagreed with the statements. This result corroborates the findings of Ampofo, Owusu, Coffie, and Asiedu-Appiah, (2022) and Olugbade and Karatepe (2019) who reported a moderate level of engagement among their samples. The moderate level of engagement reported in this study implies that employees in upscale hotels in the Accra Metropolitan Area are not completely cognitively, physically, and emotionally immersed in their work, hence they are unable to display optimal levels of enthusiasm towards it.

Table 21: Level of Respondents’ Engagement

Statement	Percentage of Responses (%)			M	SD
	A	N	D		
Vigor	73.0	14.4	12.3	3.90	1.22
I feel energized towards my work.	72.5	13.9	13.5	3.84	1.26
At my job, I feel strong and vigorous.	72.5	16.1	11.5	3.90	1.19
I am excited about my job.	74.0	13.2	11.8	3.97	1.22
Dedication	74.3	14.2	12.0	3.95	1.21
My job inspires me towards greatness.	76.8	11.8	11.8	3.98	1.22
I have the urge to go to work every morning when I wake up.	74.0	13.2	11.4	3.95	1.23
I feel happy when I am working intensely.	72.5	17.5	12.8	3.93	1.18
Absorption	68.5	16.8	14.5	3.84	1.27
I am proud of the work that I do.	75.0	12.1	12.9	3.99	1.27
I am immersed in my work.	68.0	17.9	13.3	3.83	1.26
I get carried away when I am working and forget that I have other things outside work to attend to.	62.5	20.4	17.2	3.71	1.30
Overall Score	71.9	15.1	12.9	3.89	1.23

Scale: <3 ‘low’; 3-4 ‘moderate’; >4 ‘high’

Source: Field survey, Appietu (2023)

Several factors are likely to account for this result. Predominant among these factors is the limited availability of job resources. According to Park, Johnson, and Chaudhuri, (2019), employees’ levels of engagement can be

influenced on the premise that there is adequate availability of job resources. There is a plethora of research on engagement which suggests that employees are more engaged and more likely to remain with their organization when job resources are adequately available (Karatepe & Ngeche, 2012). For instance, employees' levels of engagement were positively affected by the adequate availability of job resources in some related studies (Babakus, Yavas, & Karatepe, 2017; Kim & Koo, 2017; Suan & Nasurdin, 2016; Utaminingsih & Purnomo, 2017; Wahlberg, Ramalho, & Brochado, 2017). In this study however, the availability of workplace spirituality (WPS) positioned as a psychosocial organizational resource was found to be moderate. Hence, following the assertions of previous researchers and the conclusion drawn from the aforementioned studies, it is fair to state that the levels of upscale hotel employee' engagement is commensurate with the status of workplace spirituality (job resource) in their respective organizations.

In view of the fact that employees are expected to go beyond their regular employment duties and job expectations to putting their true essence into their jobs which effectively accommodates spirituality in the workplace (Gültekin & Icigen, 2019; Indradevi, 2020; Lizano et al., 2019), higher levels of engagement are achievable when their spirits are enthused (Lata & Chaudhary, 2020). Particularly in such a turbulent and unstable globalized economy amidst fierce industry competition (Jena, 2021). This confirms the significance of workplace spirituality in promoting employee engagement as alluded to by some researchers (Petchsawang & McLean, 2017; Sharma & Hussain, 2012).

Admittedly, this result also provides substantial support for the hypothetical assumptions of the Job Demands Resources Theory which constitutes an overarching theoretical framework for the current study. In particular, the theory posits that adequate availability of job resources through the motivational process engenders higher levels of employee engagement with their respective organizations. On the other hand, the inadequate availability of job resources causes cynical attitudes towards work (Bakker & Demerouti, 2014).

Specific to the dimensions measured, respondents were found to be dedicated to their respective jobs ($M=3.95$; $SD=1.21$) as in all, more than half (74.3%, $n=203$) of them were in agreement with the statements measured. The dedication dimension of employee engagement measures how well employees are emotionally involved in their work and experience a sense of enthusiasm, inspiration, and pride. This result indicates that hotel employees are perhaps proactively seeking out learning opportunities, working overtime, pitching sustainable solutions for their organizational challenges, and are being resourceful to their respective organizations. In addition, employees were found to derive inspiration from their jobs towards greatness ($M=3.98$; $SD=1.22$) and subsequently had the urge to go to work every morning they woke up ($M=3.95$; $SD=1.23$). This level of dedication from upscale hotel employees in the Accra Metropolitan Area is commendable and potential in driving the hotel industry towards achieving continuous organizational success although higher levels are more likely to secure sustainable results.

Relative to vigor, respondents were excited about their jobs ($M=3.97$; $SD=1.22$), felt vigorous, strong ($M=3.90$; $SD=1.22$) and were full of energy

towards their job ($M=3.84$, $SD=1.26$). Aggregately, 73.0% ($n= 205$) of the respondents were in agreement with the items measured. Vigor is one aspect of employee engagement which implies high employee energy at work and mental resilience along with a high level of persistence even when facing difficulties (Shekari, 2015). In all, respondents were found to have the willingness to work and would probably also have the physical strength, emotional energy, and cognitive ability to go the extra mile if higher levels were reported.

Respondents' endorsement in terms of their absorption recorded the least mean score ($M=3.84$; $SD=1.27$) compared to the other dimensions measured. Cumulatively, a total of 68.5% ($n=192$) of the respondents were in agreement, 16.8% ($n=47$) neutral and 14.5% ($n=41$) disagreed with the items measured. In particular, the item which measured the fact that they got carried away in their work and forgot that they had other things they had to attend to was the least endorsed ($M=3.71$, $SD=1.30$) with 62.5% ($n=175$) respondents in agreement (Table 23). Absorption is regarded as one of the characteristics of employees' level of engagement which measures how much an individual is fully concentrated and engrossed in his or her work. In others words, it depicts the state of mind of an individual that is more pervasive and persistent (Schaufeli, 2012).

The inference to draw from this result is that upscale hotel employees in Accra are probably not fully engrossed in their respective jobs and this is likely to affect their level of productivity at work and subsequently influence turnover intentions (Aboobakar, Edward, & Zakkariya, 2019; Ashfaq, Mustapha, & Irum, 2020). A high level of absorption indicates full engagement. This is because it represents an attitude of concentration and seriousness at work and

allows employees to use their discretionary effort to promote their organizations (Aboobaker et al., 2019; Hassan, Tnay, Sukardi Yososudarmo, & Sabil, 2021; Koo, Yu, Chua, Lee, & Han, 2020; Milliman et al., 2018, Zaidi, Ghayas, & Durrani 2019;). This subsequently elicits thoroughness in work and improves the quality of work (Jaya & Ariyanto, 2021). According to Rayton and Yalabik (2014), organizations tend to experience great deal of benefits when their employees are highly absorbed in their work as this helps them better achieve predetermined goals and targets due to high levels of concentration, motivation and encouragement to fulfill their obligations at work.

In all, since upscale hotels in the Accra Metropolitan Area significantly rely on their human capital for service delivery among others, employees' aberrant behavior particularly in a time when the hospitality industry faces deviant workplace behavior in the form of anti-service behavior, service sabotage, workplace ostracism, and incivility (Ampofo, Ampofo, Nkrumah, & Ameza-Xemalordzo, 2022; Haldorai, Kim, Chang, & Li, 2020; Shehawy, 2021) will more likely affect customer satisfaction, customer loyalty and the overall performance of hotels. Thus, drawing from the hypothetical assumptions of the social exchange perspective, employees are more likely to be engaged toward an organization to the extent that the organization offers something beneficial and valuable to them. Indeed, when organizations provide something valuable to employees, such as support for their development and/or spiritual competence, it tends to create or foster higher levels of overall employee engagement towards the organization.

Respondents' levels of Engagement by their Socio-demographic Characteristics

As proposed in the conceptual framework of the current study, employees' levels of engagement were examined as against their socio-demographic characteristics in terms of vigor, dedication, and absorption as well as their overall engagement. This was necessary to discover the potential differences that exist in this regard. From the results illustrated in Table 22, gender showed no statistically significant difference in terms of employees' overall level of engagement ($P=0.773$). However, mean differences were observed where females were found to be more engaged ($M=3.92$) than their male counterparts ($M=3.82$). In terms of the dimensions, females exhibited more vigor ($M=3.94$) and dedication ($M=4.01$) towards their jobs while the males were more absorbed ($M=3.86$) in their jobs.

While gender differences have been found to decide level of employee engagement, researchers outlined mixed outcomes of relationship between gender and employee engagement resulting in uncertainty as to whether gender really impacts employees' levels of engagement. For example, Tshilongamulenzhe and Takawira, (2015) found no statistically significant differences in gender amongst employees with regard to their levels of engagement. Ling Suan, and Mohd Nasurdin, (2016) found males to be more engaged than females. However, of those studies that found females to be more engaged, the reasons touted are that women are generally credited with better organizational development and employee coaching abilities (Srivastava, 2020) hence, are able to nurture and emotionally connect with their colleagues (Scikey Research, 2020).

Table 22: Respondents Levels of Engagement by Socio Demographic Characteristics

Socio-demographics	n	Vigor	Dedication	Absorption	Overall Engagement
Gender					
Female	128	3.94	4.01	3.82	3.92
Male	152	3.88	3.91	3.86	3.82
		P=0.909	P=0.913	P=0.416	P=0.773
Age					
<30 years	122	3.84	3.87	3.68	3.80
31-40 years	152	3.96	4.02	3.98	3.99
>41 years	6	3.83	4.05	3.83	3.90
		P=0.659	P=0.548	P=0.112	P=0.368
Educational Level					
JHS	19	3.80	3.61	3.56	3.66
SHS	109	3.72	3.75	3.64	3.71
Tertiary	152	4.05	4.14	4.02	4.07
		P=0.066	(P=0.010)*	(P=0.017)*	(P=0.018)*
Industry Experience					
< 5 years	150	3.76	3.74	3.60	3.70
>6 years	84	4.03	4.14	4.05	4.07
		(P=0.049)*	(P=0.005)*	(P=0.010)*	(P=0.037)*
Marital Status					
Married	100	3.86	3.92	3.85	3.88
Unmarried	180	3.93	3.97	3.84	3.91
		P=0.054	P=0.110	P=0.167	P=0.149
Level of Income					
500-1000	68	4.15	4.21	4.07	4.14
1001-2000	156	3.64	3.67	3.60	3.63
2001-3000	51	4.37	4.44	4.29	4.37
>3001	5	4.26	4.33	4.00	4.20
		(P=0.000)*	(P=0.000)*	(P=0.000)*	(P=0.000)*
Department					
Housekeeping	68	3.86	3.96	3.75	3.85
Front Office	68	3.94	4.00	3.95	3.96
Food Prod.	67	3.94	4.00	3.91	3.95
Food and Bev.	55	3.75	3.69	3.64	3.69
Management	16	4.27	4.41	4.18	4.29
Other	6	4.16	4.16	4.00	4.11
		P=0.692	P=0.308	P=0.498	P=0.479
Rank					
Operative Staff	223	3.81	3.87	3.79	3.82
Supervisor	40	4.24	4.24	4.00	4.16
Asst. Manager	12	4.33	4.50	4.33	4.38
Manager	5	4.26	4.33	4.00	4.20
		P=0.075	P=0.071	P=0.321	P=0.112

Table 22 Continued

Organizational Tenure					
<5 years	150	3.80	3.77	3.66	3.74
5 to 10 years	84	4.03	4.21	4.09	4.11
>10 years	46	4.02	4.07	4.01	4.04
		P=0.229	(P=0.013)*	(P=0.012)*	(P=0.031)*

Scale: <3 'low'; 3-4 'moderate'; >4 'high' (*P≤ 0.05)
 Source: Field survey, Appietu (2023)

In line with these abilities of women, they excel in deploying initiative, acting with resilience, practicing self-development, driving for results, and displaying high integrity and honesty in their work (Jack & Joseph, 2019). Women also possess conflict management abilities, social connectedness and negotiating skills which enables them to raise more professionals as subordinates (Srivastava, 2020) compared to their male counterparts. This according to Gamonde (2019) explains why companies with higher representation of women in their workplace outperform those with the lowest representation of female employees in terms of revenue turnover and strategic employee job deliveries.

In terms of age, no statistically significant difference was observed among the categories. However, the mean difference revealed that the older respondents aged 40 and above were more vigorous, dedicated and absorbed in their jobs compared with the younger respondents (Table 22). Congruent to gender, literature is also inconclusive on the differences in employees' engagement with regard to age. Prior studies have found older employees to be most engaged at work demonstrating emotional and intellectual involvement that motivate other employees to do their best and contribute to the organization's success (James, Henkens, & Kalmijn, 2012) supporting the finding of this study. On the contrary, older employees are found to be

disengaged with their work mostly because at that level, they are presumed to be preoccupied with the planning and preparation towards retirement (Damman, Besen, Matz-Costa, & Pitt-Catsouphes, 2013).

However, within the framework of the conservation of resources theory (Kim, Park, & Niu, 2017), a positive relationship between age and engagement is established such that older employees gain more resources such as the ability to regulate emotions and also maintain a career identity through work experience as they age. Hence, their ability to control demanding work environment which subsequently leads to their higher levels of engagement with their work with multiple enriching effects for the organization.

Significant differences were observed with respect to employees' educational level. In particular, employees with tertiary education were found to be more dedicated ($M=4.14$, $P=0.010$), absorbed ($M=4.02$, $P=0.017$) and overall engaged ($M=4.07$, $P=0.018$) with their respective organizations compared with their counterparts. Without a doubt, higher education is considered as one of the most critical human capital investments and has consistently proven to be one of the strongest predictors of most individual and organizational outcomes. In addition, education remains one of the key drivers of employee engagement because it boosts confidence which ensures the ability to perform roles and fosters a culture of continuous improvement.

In relation to respondents' work characteristics, some intriguing findings observed were the significant differences in employees' levels of engagement and their work experience (Table 22). Specific to their industry experience, employees with from 6 years and above work experience were found to be more vigorous ($M=4.03$, $P=0.049$), dedicated ($M=4.14$, $P=0.012$),

absorbed ($M=4.05$ $P=0.010$) and overall engaged ($M=4.07$, $P=0.037$) with their respective jobs compared to those with less than 5 years work experience. A similar trend was observed in their organizational tenure where respondents with 5 years and above industry experience were found to be dedicated ($P=0.013$), absorbed ($P=0.012$) and overall engaged ($P=0.031$) compared with their counterparts with less than 5 years industry experience.

This result is consistent with the findings of Rana and Chopra's (2019) study conducted in India where a significant difference was found between employees' engagement and organizational tenure such that employees with longer organizational tenure were found to be highly engaged. Similarly in Turkey, a statistically significant difference was reported in relation to employees' organizational tenure and level of engagement (Menguc, Auh, Yeniaras, & Katsikeas, 2017). However, the result is contrary to the findings of Mustafa Bilal, Mahmood, and Murtaza, (2017) in Pakistan where no significant difference was observed.

The inference to draw from this result can be linked to the U-Shape tenure curve which shows a trend of an employees' engagement with respect to the duration of time spent with an employer or in a similar organization (Harris, 2017). According to the curve, new employees in organizations are initially highly engaged and in the short term, their engagement takes a nosedive, decreases and levels off (Harris, 2017). As their tenure continues to increase, their engagement levels finally increase due to the stronger levels of expertise, confidence, knowledge, and competence they develop over the period (Harris, 2017). Thus, longer tenured employees tend to enjoy certain trustworthiness, credibility and advantage over lesser tenured employees. Indeed, this perhaps

accounts for the reasons why job and/or industry tenure remains essential for career growth and is often considered the basis for recruitment and hiring of new employees in most of the upscale hotel in Accra.

Finally, significant differences were also found in respondents' level of income and their level of engagement (Table 22). Specifically, respondents with higher income levels ranging from 2001 to 3001 and above were more vigorous ($p=0.000$), dedicated ($P=0.000$), absorbed ($P=0.000$) and over all engaged ($P=0.000$) with their organizations compared to those with lower income levels. This result contradicts the studies of Sharma, Goel, and Sengupta (2017) and Kulikowski, and Sedlak, (2017) in which no significant difference was found between employees' income levels and their engagement.

The inference to draw from this result is that higher levels of income among hotels employees in particular can significantly influence their levels of engagement. This result can probably be supported by Maslow's Hierarchy of Needs (McLeod, 2007) as it provides sufficient evidence to understand why upscale hotel employees' level of income influenced their level of engagement. Essentially, income is considered very relevant to the comfort of an employee as its sufficiency helps meet the basic needs and responsibilities for their survival. According to Maslow's theory, once these basic needs are satisfied, individuals begin to yearn for the next level of self-actualization where they seek to be more productive and valuable at work in order to make a difference (McLeod, 2007). Hence, they tend to prioritize their work and get more engaged in order to achieve the self-actualization stage of the hierarchy.

Turnover Intentions of Respondents

Examining turnover intentions permits the study of the motives of employees who are considering withdrawal from an organization before they actually leave. This offers organizations the opportunity to circumvent the costly impact of withdrawal behaviors and, by extension, turnover itself. In view of this, turnover intentions of respondents in this study were examined and the results are presented in Table 23. Overall, 47.2% (n=132) of the respondents were in agreement with the statements measured. A little above one third (34.3%, n=97) disagreed and 18.4% (n=51) of them were neutral. With regard to the mean values, respondents' intentions to turnover from their organizations were moderate levels (M=3.18; SD=1.46). This result suggests that on the average, more upscale hotel employees in Accra have the intention to leave their organizations compared to those who are willing to stay. With reference to the organizational behavior literature which advocates for the measure of turnover intentions of employees whiles at work as this is considered a proximal precursor to actual turnover (Holston-Okae & Mushi, 2018; Kosi, Ibrahim, Boateng, & Mensah, 2015), the result thus, suggests reflection of hotels employees' tendency to nurture intentions of turning over with their respective organizations (McGinley, Hanks, & Line, 2017).

With regard to respondents' responses to the items measured, more than half (52.1%, n=145) of the respondents were in agreement that they frequently thought of quitting their job whereas 30.0% (n=85) disagreed and 17.6% (n=50) were neutral. Overall, the thought of respondents' frequency of quitting their job was moderate (M=3.36; SD=1.53). One important limitation in extant literature this study identified and sought to cater for was the measurement of turnover intentions with no consideration to the duration within which the actual

voluntary turnover is likely to manifest. To this, respondents’ plans toward searching for a new job within the next three to six months and/or a year were measured.

Table 23: Turnover Intentions of Respondents

Statement	Percentage of Responses (%)			M	SD
	A	N	D		
Turnover Intentions	47.2	18.4	34.3	3.18	1.46
I frequently think of quitting my job.	52.1	17.6	30.0	3.36	1.53
I am planning to search for a new job in the next 3 or 6 months.	25.7	35.0	39.3	2.74	1.33
I am planning to search for a new job in the next 12 months.	64.3	10.7	25.3	3.67	1.45
It will not take much to make me leave this hotel.	46.8	10.4	42.9	2.96	1.54

Scale: <3 ‘low’; 3-4 ‘moderate’; >4 ‘high’

Source: Field survey, Appietu (2023)

Results from Table 23 showed that within the next three to six months, more than one third of the respondents disagreed (39.3%, n=110) and were neutral (35.0%, n=98) to searching for a new job (M=2.74; SD=1.33). However, within the next one year, approximately 65% (n=131) of employees of upscale hotels in Accra are more likely to be searching for a new job (M=3.67’ SD=1.45). This result is informing and provides a better perspective of employees’ turnover intentions to managers of upscale hotel organizations in Accra. In particular, it provides an opportunity for managers in the long term to explore and understand the antecedents of employees’ intentions to turnover in order to take remedial actions before translating into actual turnover.

Unlike previously held views of upscale hotel employees in Accra having high intentions to leave their organizations in search for new jobs (Deri, et al., 2020; 2021), the moderate level of employees’ intention to leave in this study can partly be attributed to some factors including the prevailing harsh

economic conditions and high unemployment rates Ghana is challenged with. Currently, it is widely known that Ghana is dealing with issues of high inflation and interest rates which is accounting for the folding up of businesses and lay off of employees ultimately leading to lower standards of living among the citizens.

This notwithstanding, the current upscale hotel employees in this study are largely presumed to be those who have emerged from a pandemic era which really had a devastating effect on the entire hospitality and tourism industry to the extent that businesses folded up leaving these employees emotionally and psychologically drained (Kotera, Adhikari, & Van Gordon, 2018) as a greater number of them were furloughed (Lai & Wong, 2020). With the Ghanaian hospitality industry bouncing back post pandemic although faced with challenges of rebuilding demand and restoring business operations (Ledi, Ameza-Xemalordzo, & Owusu Ansah, 2023), it is quite understandable why these employees are not nurturing higher intentions to leave their organizations particularly, in the short term to seek for jobs that perhaps do not exist.

Socio-demographic Characteristics by Respondents Turnover Intentions

Respondents' demographic characteristics have been reported to partly constitute the underlining cause of some difference in the experiences of a number of employee work related outcomes including turnover intentions. However, existing literature is inconclusive on the influence of socio-demographics on turnover intentions among employees. This study attempts to explore this line of inquiry. The results are summarized and presented in Table 24. From the table, no significant relationship was observed with regard to all

the socio-demographics examined. Perhaps, the insignificant nature of the results suggests that possibly the antecedents of turnover intentions of employees in upscale hotels in Accra are enormous and weighty hence, demographic variables were less effective in predicting their significant influence on respondents' turnover intentions. However, some mean differences are observed and are further discussed.

With respect to gender, results in extant literature regarding its role as a significant factor in understanding the development of turnover intention is inconclusive. Yet, it is a critical factor in the operation of key labor market processes which directly affect the entry and exit of labor to and from work organizations. Results from the study of Emiroğlu, Akova, and Tanrıverdi (2015) showed significant differences in terms of gender where females were found to have higher turnover intentions compared to males. On the contrary, Tang, Zhang, Li, and Wei (2020) found no significant difference on the basis of gender which is similar to the finding in this study. However, mean differences recorded in this study showed that females ($M=3.21$) had higher intentions to turnover compared to males ($M=3.15$). A reason ascribed to this trend is the tendency of women to experience the detrimental effect of excessive work stress (Roh & Kim, 2021) compared to men who are presumed to have resistance to excess stress.

Educational level on the other hand showed no significant difference. This result is similar to the findings of Tang, Zhang, Li, and Wei (2020) who also reported no significant difference among their samples in this regard. The mean differences however revealed that employees with tertiary education had higher levels of turnover intentions compared to employees with lower

educational level. The inference to draw from this result is that, because higher levels of educational qualifications provide a broader academic foundation, opens more career opportunities, and may potentially secure higher and better job opportunities for recipients, there is the tendency of upscale hotel employees in Accra with higher educational level to nurture the intentions to leave their respective organization, perhaps to secure attractive job offers that may be available elsewhere.

In relation to the job rank and level of income, this study found no significant difference among the respondents. Similarly, Tang, Zhang, Li, and Wei (2020) reported no significant difference among their samples in terms of their job rank and level of income. However, on the basis of the mean differences, operative staff (M=3.21) and supervisors (M=3.05) were found to have higher intentions to turnover compared to the managers (M=2.80). Similar to the level of income, employees earning within the range from Ghc 500 to Ghc 2000 who are comprise of operative staff and supervisors were found to have higher turnover intentions compared to those of higher income range (Ghc 3000 and above) who constitute the managers. The inference to draw from this result is that, on the basis of remuneration, upscale hotel employees of Accra in the category of operative staff and supervisors are perhaps dissatisfied with their salary as earlier indicated in this study and are therefore possibly looking forward to securing higher paying jobs with more conducive working conditions.

Age showed no significant difference in this study. This finding corroborates that of Tang, Zhang, Li, and Wei (2020) who similarly found no significant difference among their samples. However, following the mean

differences, younger respondents had higher intentions to turnover compared to the older respondents (Table 24).

Table 24: Respondents Turnover Intentions by Socio Demographic Characteristics

Socio-demographics	n	Turnover Intentions	P value
Gender			
Male	152	3.15	0.102
Female	128	3.21	
Age			
>30 years	122	3.71	0.085
31 to 40 years	152	3.23	
41 and above	6	2.20	
Level of Income			
500-1000	68	3.32	0.600
1001-2000	156	3.16	
2001-3000	51	3.12	
3001 and above	5	2.80	
Educational Level			
JHS	19	3.13	0.858
SHS	109	3.14	
Tertiary	152	3.22	
Department			
Housekeeping	68	3.23	0.940
Food production	68	3.20	
Front office	67	3.14	
Food and beverage	55	3.08	
Management	16	3.29	
Others	6	3.45	
Rank			
Operative staff	223	3.21	0.694
Supervisor	40	3.05	
Assistant manager	12	3.33	
Manager	5	2.80	

Scale: <3 'low'; 3-4 'moderate'; >4 'high' (*P≤ 0.05)
 Source: Field survey, Appietu (2023)

The inference to draw from this is that, the younger generations in the 21 century are known to be more focused on multitasking and possess a high degree of entrepreneurship, self-sufficiency skills. This makes them feel energetic about

exploring better working conditions particularly when issues of unsatisfactory pay, precarious working conditions as well as inappropriate relationships with supervisors are predominant in most hotel organizations.

The Effect of Employee Engagement on Turnover Intentions

Employee engagement has consistently been linked to turnover intentions and has specifically been supported by the Job Demands Resources Theory. A number of studies have concluded that higher levels of engagement lead to lower intentions to leave the organizations (Babakus, et al., 2017; Kim & Koo, 2017; Suan & Nasurdin, 2016; Utaminingsih & Purnomo, 2017; Wahlberg, et al., 2017) and this has been supported by the JD-R as earlier indicated. This section examined the effect of the dimensions and overall effect of employee engagement on their turnover intentions as proposed in the conceptual framework of the current study.

Results from the diagnostic test revealed that the model met the key assumptions. Specifically, the linearity assumption verified showed no discernible patterns, confirming that the relationship between the employee engagement and turnover intentions is linear. The normality of residuals suggested a normal distribution. The homoscedasticity assumption tested also confirmed constant variance of residuals with no issue for multicollinearity as all Variance Inflation Factor (VIF) values were below 2. Lastly, the Durbin-Watson statistic (1.89) indicated no significant autocorrelation. In all, the model satisfies the assumptions of regression analysis, making it suitable for reliable prediction and inference. Table 25 presents the summarized results.

Table 25: Regression Analysis of the effect of Employee Engagement and Turnover Intentions

Hypothesis	Regression Weight	Beta Coefficient	R Squared	F	P
H7a	ENG → TI	-.716	.351	150.110	0.000
	VIG → TI	-.685	.345	146.63	0.000
	DED → TI	-.657	.316	128.47	0.000
	ABS → TI	-.643	.311	125.46	0.000

Note: * $p < 0.05$, VIG: Vigor, DED: Dedication, ABS: Absorption, ENG: Employee Engagement, TI: Turnover Intentions.

Source: Field survey, Appietu (2023)

From Table 25, vigor (VIG) predicted a negative ($\beta = -.685$, $P = 0.000$) and significant effect $F(1, 278, = 146.63, P = 0.000)$ on turnover intention (TI). In addition, VIG ($R^2 = .345$) explained a total of approximately 35% variance in turnover intention (TI). Implying that vigor (VIG) as a dimension of engagement (ENG) independently influenced employees' turnover intentions (TI) significantly. On the other hand, dedication (DED) ($R^2 = .316$) explained approximately 32% of the change in TI and further predicted a negative ($\beta = -.657$, $P = 0.000$) and significant $F(1, 278, = 128.47, P = 0.000)$ effect on TI. With respect to absorption (ABS), a total of 31% variance was explained in TI and further predicted a negative ($\beta = -.643$, $P = 0.000$) and significant $F(1, 278, = 125.46, P = 0.000)$ on same. Overall, employee engagement (ENG) accounted for 35% variance in the turnover intention (TI) among upscale hotel employees in Accra Metropolitan Area.

Inferring from the results, the dimensions of employee engagement independently influenced turnover intentions at the dimensional level as well as the overall effect. Without a doubt, the higher employees are engaged with their work and/or organizations, the lower will be the intention to leave. Clearly, this

result provides support for hypothesis 7a and subsequently demonstrates the potency of engagement in curtailing turnover intentions of employees of upscale hotels in Accra. The results support the findings of Juliantara, Sihombing, and Sulistyawat (2020) and Yansens et al. (2021) who reported that employee engagement influenced their turnover intentions. From the theoretical perspective, the results confirm the hypothetical assumptions of the JD-R theory in that higher levels of engagement through the motivational process, significantly leads to lower levels of turnover intentions.

Chapter Summary

In summary, this chapter examined employees' levels of engagement as well as their turnover intentions. The results showed that in all, respondents were moderately engaged with their respective organizations and also had moderate levels of turnover intentions. As proposed in the conceptual framework, socio demographics including educational level, industry experience, income level, and industry experience influenced their levels of engagement but not their turnover intentions, suggesting that perhaps, the antecedents turnover intentions are weighty, hence, less likely to be influenced by socio demographics. From the regression results, employee engagement significantly influenced turnover intentions. Hence, supported the JD-R theory and the conceptual framework.

CHAPTER EIGHT

INTERACTIVE EFFECTS AMONG WORKPLACE SPIRITUALITY, MENTAL HEALTH, ENGAGEMENT AND TURNOVER INTENTIONS OF HOTEL EMPLOYEES

Introduction

Essentially, this chapter examines the interactive effects among workplace spirituality (WPS) as a contextual construct, mental health (MH), engagement (ENG) and turnover intentions (TI) of upscale hotel employees. First, the measurement model assessment for confirmatory factor analysis (CFA) is conducted using Fornell-Larcker Criterion as well as the Heterotrait-Monotrait Ratio of Correlations to ascertain the reliability and convergent validity of the constructs. Further, the chapter examines the meditational role of employee engagement and mental health in the proposed relationships in view of the limited empirical studies in existing literature (Houghton et al., 2016). Finally, the chapter concludes with an examination of the moderating effect of coping mechanisms on the relationship between workplace spirituality and mental health.

Evaluation of the Research Model

The research model was evaluated using the partial least squares-structural equation modeling (PLS-SEM) technique. The PLS-SEM algorithm applies a path-weighting scheme to assess the measurement and the structural model. The measurement model defines the connections between latent variables and their respective observed indicators whereas the structural model represents the inter-relationships amongst the latent variables (Hair et al., 2019). The factor loadings, Average Variance Extracted (AVE), and Cronbach's alpha levels were calculated to check the validity and reliability of measurements in the proposed research model. The path coefficients in the structural model were

also calculated using the bootstrapping method in structural equation modeling at 95% confidence interval and bootstrap resamples of 5,000 (Preacher & Hayes, 2008). The results are summarized and presented in the subsections as follows;

Measurement Model Assessment for Confirmatory Factor Analysis (CFA)

The results of the measurement model assessment for confirmatory factor analysis are summarized and presented in Table 26. The construct's reliability and convergent validity were evaluated by calculating the factor loadings of measurement items and the Average Variance Extracted (AVE) of the constructs. The constructs included the dimensions of workplace spirituality (WPS), mental health (MH), coping mechanisms (CM), employee engagement (ENG), and turnover intentions (TI). As shown in Table 26, the factor loadings of all the constructs were above the minimum threshold value of 0.7 (Hair, Hult, Ringle, & Sarstedt, 2016). This result indicates that each item contributes significantly to the respective constructs it is intended to measure. Thus, signifying a high convergent validity for each item measured.

The results also indicate that the t-statistics were all above the critical value of 1.96 with p-values less than 0.001 signifying statistically significant loadings (Table 26).

In terms of reliability, the Cronbach's alpha and composite reliability (CR) rho_a, and rho_c respectively were all above the generally recommended threshold of 0.7 (Hair et al., 2010), indicating that the items in each construct are highly reliable and consistent with each other. In addition, the value of the Average Variance Extracted (AVE) which measures the amount of variance

captured by a construct in relation to the amount of variance due to measurement error exceeded the threshold of 0.5 (Fornell & Larcker, 1981; Hair et al., 2016). This suggested a good convergent validity as more than half of the variance of the observed variables was accounted for by the latent variables (i.e., the constructs they are meant to measure). Overall, the data indicated strong reliability and convergent validity implying that the constructs measured what they were intended to measure and that the items within each construct are consistent with each other. The constructs and their associated measurement items provided a valid and reliable measure of the variables of interest in the study. Therefore, all constructs were kept for further analyses.

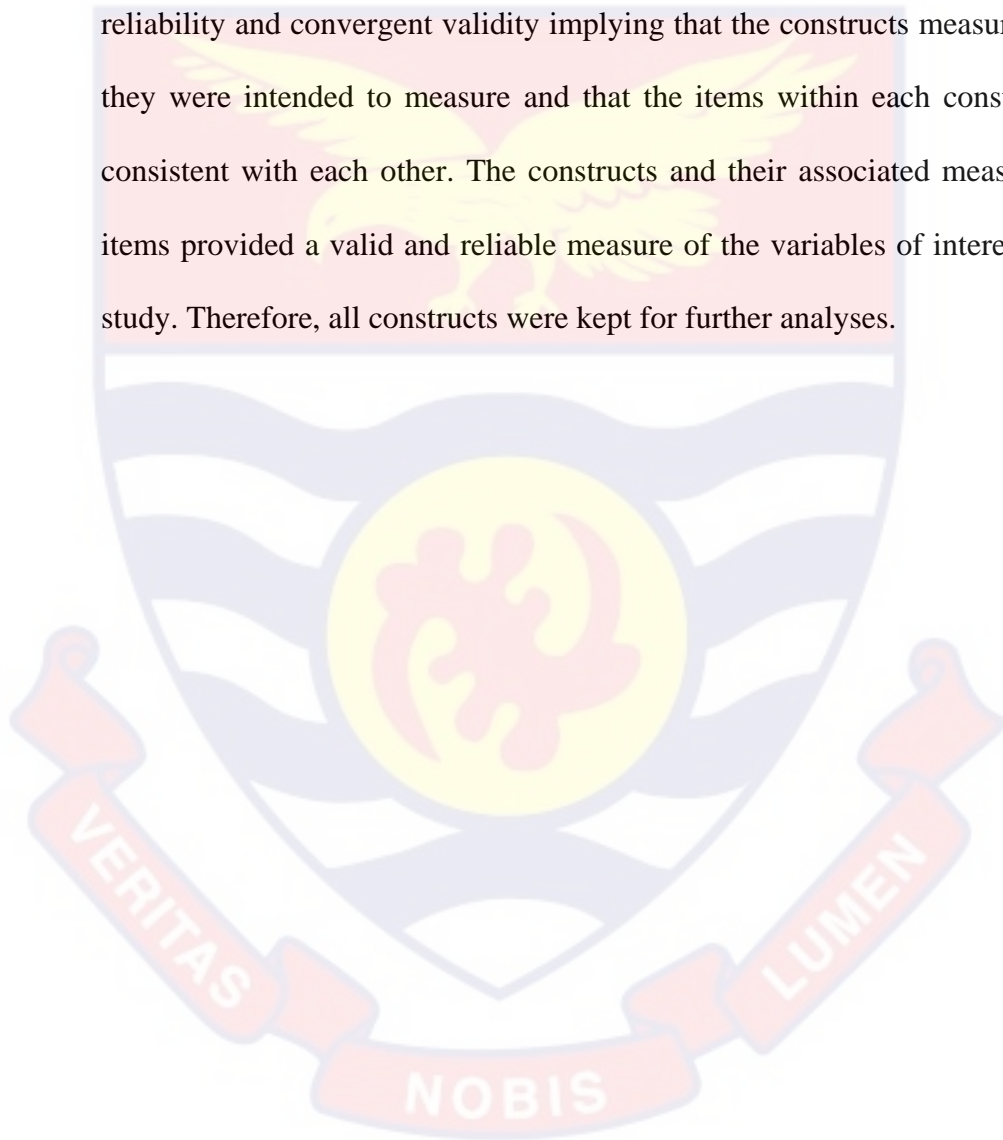


Table 26: Construct Reliability and Convergent Validity

Items	Loadings	t Statistics	p-values	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
MW1 <- MW	0.897	51.936	0.000	0.952	0.952	0.961	0.806
MW2 <- MW	0.922	69.761	0.000				
MW3 <- MW	0.910	56.953	0.000				
MW4 <- MW	0.897	50.592	0.000				
MW5 <- MW	0.912	69.755	0.000				
MW6 <- MW	0.847	37.626	0.000				
SC1 <- SC	0.860	38.355	0.000	0.946	0.947	0.757	
SC2 <- SC	0.892	53.553	0.000				
SC3 <- SC	0.903	54.959	0.000				
SC4 <- SC	0.865	38.267	0.000				
SC5 <- SC	0.846	31.346	0.000				
SC6 <- SC	0.852	33.977	0.000				
AOV1 <- AOV	0.874	41.112	0.000	0.965	0.965	0.970	0.804
AOV2 <- AOV	0.878	43.102	0.000				
AOV3 <- AOV	0.919	72.682	0.000				
AOV4 <- AOV	0.908	60.138	0.000				
AOV5 <- AOV	0.919	70.544	0.000				
AOV6 <- AOV	0.906	48.159	0.000				
AOV7 <- AOV	0.887	48.523	0.000				
AOV8 <- AOV	0.880	41.307	0.000				

Note: Composite Reliability = CR; Average Variance Extracted = AVE; Meaningful Work =MW; Sense of community= SC, Alignment with organizational values= AOV

Table 26 Continued

DEP1 <- AoDEP	0.862	41.631	0.000				
DEP2 <- AoDEP	0.894	51.332	0.000				
DEP3 <- AoDEP	0.889	53.749	0.000				
DEP4 <- AoDEP	0.907	61.067	0.000	0.956	0.957	0.964	0.792
DEP5 <- AoDEP	0.908	66.677	0.000				
DEP6 <- AoDEP	0.882	48.037	0.000				
DEP7 <- AoDEP	0.885	53.795	0.000				
ANX1 <- AoANX	0.860	35.652	0.000				
ANX2 <- AoANX	0.893	61.274	0.000				
ANX3 <- AoANX	0.933	89.029	0.000				
ANX4 <- AoANX	0.928	87.248	0.000	0.961	0.964	0.968	0.813
ANX5 <- AoANX	0.934	84.576	0.000				
ANX6 <- AoANX	0.931	79.248	0.000				
ANX7 <- AoANX	0.827	35.705	0.000				
STR2 <- AoSTR	0.889	53.801	0.000				
STR3 <- AoSTR	0.905	59.534	0.000				
STR4 <- AoSTR	0.906	75.609	0.000				
STR5 <- AoSTR	0.901	65.901	0.000	0.943	0.946	0.954	0.748
STR6 <- AoSTR	0.894	61.154	0.000				
STR7 <- AoSTR	0.765	25.661	0.000				

Note: Depression: DEP, Anxiety: ANX, Stress: STR

Table 26 Continued

CMPS1 <- CMPS	0.913	58.356	0.000					
CMPS2 <- CMPS	0.933	66.593	0.000					
CMPS3 <- CMPS	0.919	60.436	0.000	0.955	0.957	0.965	0.848	
CMPS4 <- CMPS	0.926	64.428	0.000					
CMPS5 <- CMPS	0.914	49.664	0.000					
CMSSS1 <-CMSSS	0.869	38.619	0.000					
CMSSS2 <- CMSSS	0.888	46.926	0.000	0.937	0.938	0.925	0.799	
CMSSS3 <- CMSSS	0.918	75.233	0.000					
CMSSS4 <- CMSSS	0.896	47.829	0.000					
CMSSS5 <- CMSSS	0.899	48.269	0.000					
CMAV1 <- CMAV	0.879	47.601	0.000					
CMAV2 <- CMAV	0.872	37.566	0.000					
CMAV3 <- CMAV	0.859	39.057	0.000					
CMAV4 <- CMAV	0.880	56.996	0.000	0.916	0.917	0.937	0.749	
CMAV5 <- CMAV	0.797	28.549	0.000					
CMAV6 <- CMAV	0.835	35.077	0.000					

Note: Coping Mechanism Problem Solving: CMPS, Coping Mechanism Seeking Social Support: CMSSS, Coping Mechanism Avoidance: CMAV

Table 26 Continued

RMPS1 <- RMPS	0.893	51.334	0.000				
RMPS2 <- RMPS	0.909	53.765	0.000				
RMPS3 <- RMPS	0.909	60.232	0.000				
RMPS4 <- RMPS	0.911	64.496	0.000				
RMPS5 <- RMPS	0.891	54.791	0.000				
RMPS6 <- RMPS	0.927	88.294	0.000				
RMPS7 <- RMPS	0.922	88.256	0.000				
RMPS8 <- RMPS	0.898	58.768	0.000				
RMPS9 <- RMPS	0.887	48.586	0.000	0.984	0.958	0.986	0.810
RMPS10 <- RMPS	0.869	40.896	0.000				
RMPS11 <- RMPS	0.900	56.267	0.000				
RMPS12 <- RMPS	0.908	61.441	0.000				
RMPS13 <- RMPS	0.918	64.620	0.000				
RMPS14 <- RMPS	0.903	59.920	0.000				
RMPS15 <- RMPS	0.894	54.955	0.000				
RMPS16 <- RMPS	0.857	38.329	0.000				
ENG1 <- ENG	0.881	41.289	0.000				
ENG2 <- ENG	0.917	63.982	0.000				
ENG3 <- ENG	0.888	41.391	0.000				
ENG4 <- ENG	0.922	76.733	0.000				
ENG5 <- ENG	0.902	47.227	0.000	0.968	0.968	0.972	0.795
ENG6 <- ENG	0.922	66.960	0.000				
ENG7 <- ENG	0.909	60.840	0.000				
ENG8 <- ENG	0.863	35.593	0.000				
ENG9 <- ENG	0.816	28.515	0.000				

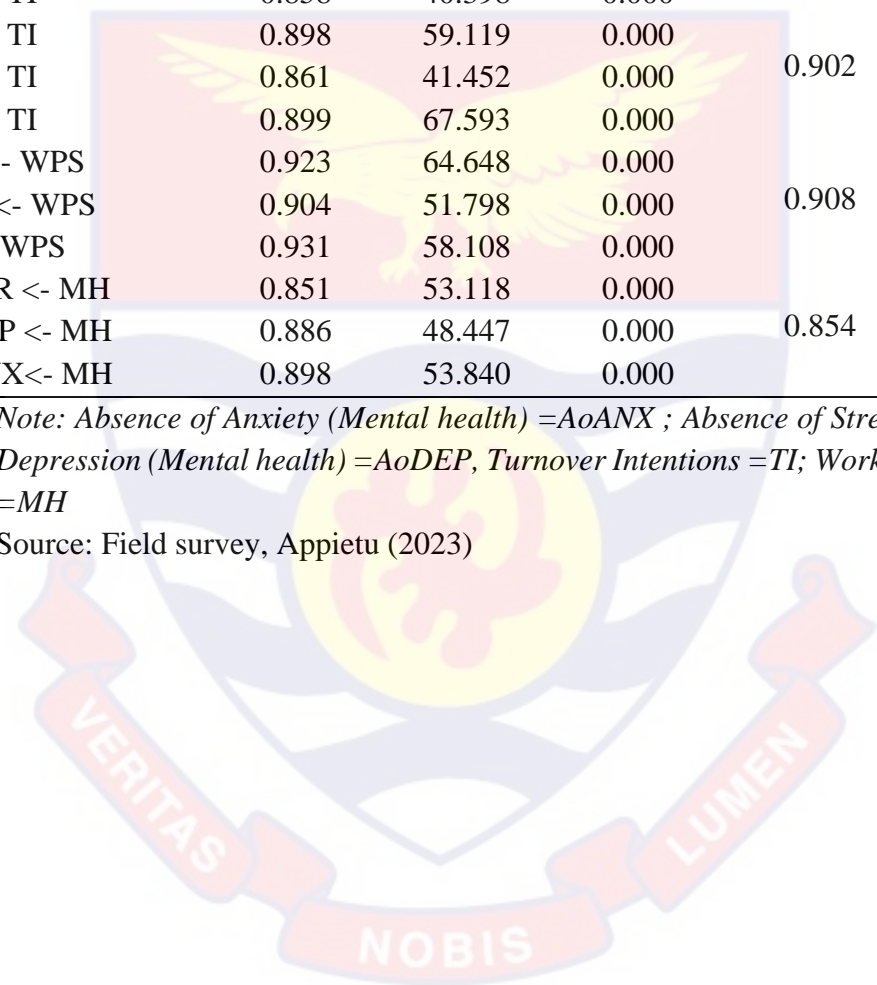
Note: Reliance on mhealth Psychological Support: RMPS, Engagement: ENG

Table 26 Continued

TI1 <- TI	0.858	40.398	0.000				
TI2 <- TI	0.898	59.119	0.000				
TI3 <- TI	0.861	41.452	0.000	0.902	0.904	0.932	0.773
TI4 <- TI	0.899	67.593	0.000				
MW <- WPS	0.923	64.648	0.000				
AOV <- WPS	0.904	51.798	0.000	0.908	0.910	0.942	0.845
SC <- WPS	0.931	58.108	0.000				
AoSTR <- MH	0.851	53.118	0.000				
AoDEP <- MH	0.886	48.447	0.000	0.854	0.857	0.911	0.744
AoANX <- MH	0.898	53.840	0.000				

Note: Absence of Anxiety (Mental health) =AoANX ; Absence of Stress (Mental health) =AoSTR; Absence of Depression (Mental health) =AoDEP, Turnover Intentions =TI; Workplace Spirituality = WPS; Mental Health =MH

Source: Field survey, Appietu (2023)



Discriminant Validity for First Order Model

Further in the analysis, the discriminant validity of the construct in the proposed model was tested using the Fornell-Larcker criterion. According to Fornell and Larcker (1981), this criterion is achieved when the square root of each construct's AVE is larger than its highest correlation with any other construct. Hence, following the results illustrated in Table 27, the discriminant validity for all constructs in the model was achieved. The diagonal elements (in bold) depict the square root of the Average Variance Extracted (AVE) for each variable, while the off-diagonal elements are the correlations between the constructs.

In respect of the constructs measured, it can be observed that the $\sqrt{\text{AVE}}$ of 0.902 for the Absence of Anxiety (AoANX) is higher than its maximum correlation of 0.816 with Absence of Depression (AoDEP). The Alignment with Organizational Values (AOV) exhibited an $\sqrt{\text{AVE}}$ of 0.897, which is higher than its peak correlation of 0.758 with the Sense of Community (SC). In the case of Avoidance (CMAV), the $\sqrt{\text{AVE}}$ was 0.865, exceeding its highest correlation of 0.743 with Seeking Social Support (CMSSS). Problem Solving (CMPS) and Seeking Social Support (CMSSS) similarly satisfied the criterion with $\sqrt{\text{AVE}}$ s of 0.921 and 0.894 respectively. These values exceeded their maximum correlations of 0.804 with Engagement and 0.765 with Problem Solving. The Absence of Depression (AoDEP) displayed an $\sqrt{\text{AVE}}$ of 0.890 higher than its greatest correlation of 0.816 with Absence of Anxiety (AoANX). Engagement (ENG) with an $\sqrt{\text{AVE}}$ of 0.892 was distinct from the others, given its maximum correlation of 0.804 with the Problem Solving construct. The construct for Reliance on mhealth Psychological Support (RMPS) also satisfied the criterion, as its

$\sqrt{\text{AVE}}$ of 0.900 exceeded its highest correlation of 0.608 with Problem Solving (CMPS).



Table 27: Fornell-Larcker Criterion Results for First Order Model

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1. AoANX	0.902											
2. AOV	0.342	0.897										
3. CMAV	0.489	0.718	0.865									
4. CMPS	0.384	0.723	0.732	0.921								
5. CMSSS	0.421	0.707	0.743	0.765	0.894							
6. AoDEP	0.816	0.281	0.468	0.298	0.306	0.890						
7. ENG	0.388	0.712	0.735	0.804	0.736	0.327	0.892					
8. RMPS	0.331	0.532	0.524	0.608	0.556	0.255	0.563	0.900				
9. MW	0.365	0.746	0.692	0.750	0.676	0.290	0.765	0.557	0.898			
10. SC	0.396	0.758	0.637	0.690	0.644	0.317	0.691	0.589	0.798	0.870		
11. AoSTR	0.589	0.503	0.555	0.536	0.543	0.578	0.557	0.462	0.517	0.535	0.865	
12. TI	-0.573	-0.492	-0.524	-0.595	-0.533	-0.489	-0.596	-0.471	-0.564	-0.518	-0.537	0.879

Note: Absence of Anxiety (AoANX), Alignment with Organizational Values (AOV), Coping Mechanism Avoidance (CMAV), Coping Mechanism Problem Solving (CMPS), Coping Mechanism Seeking Social Support (CMSSS), Absence of Depression (AoDEP), Engagement (ENG), Reliance on mHealth Psychological Support (RMPS), Meaningful Work (MW), Sense of Community (SC), Absence of Stress (AoSTR), Turnover Intentions (IT)

Source: Field survey, Appietu (2023)

Furthermore, Meaningful Work (MW) and Sense of Community (SC) constructs also adhered to the criterion with $\sqrt{\text{AVEs}}$ of 0.898 and 0.870, greater than their top correlations of 0.765 with Engagement and 0.798 with Meaningful Work respectively. Absence of Stress (AoSTR) also validates this criterion, with an $\sqrt{\text{AVE}}$ of 0.865 surpassing its highest correlation of 0.589 with Absence of Anxiety (AoANX). Lastly, Turnover Intentions (TI) had an $\sqrt{\text{AVE}}$ of 0.879 which is more than its peak correlation of -0.596 with Engagement (ENG). Following the preceding results on the Fornell-Larcker criterion, all the constructs in the model exhibited good discriminant validity, implying that each construct is distinct and captures the unique phenomena that are not represented by other constructs.

Heterotrait-Monotrait Ratio of Correlations for First Order Model

The Heterotrait-Monotrait Ratio of Correlations (HTMT) is an important criterion in establishing the discriminant validity of constructs. According to Henseler, Ringle, and Sarstedt (2015), the recommended HTMT values are generally below 0.90 to confirm discriminant validity. However, if the value is greater than 0.90, it indicates that the two constructs might not be statistically distinct, raising concerns about discriminant validity. Reflected from Table 28, all of the HTMT values complied with the recommended threshold. For example, the HTMT ratio between Absence of Anxiety (AoANX) and Absence of Depression (AoDEP) was 0.851, which is less than 0.90, indicating sufficient discriminant validity between the constructs.

Table 28: HTMT Results for First Order Model

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1. AoANX												
2. AOV	0.353											
3. CMAV	0.519	0.763										
4. CMPS	0.399	0.754	0.785									
5. CMSSS	0.443	0.743	0.803	0.809								
6. AoDEP	0.851	0.292	0.496	0.309	0.322							
7. ENG	0.402	0.735	0.782	0.837	0.773	0.340						
8. RMPS	0.339	0.546	0.552	0.628	0.579	0.261	0.577					
9. MW	0.380	0.778	0.743	0.787	0.716	0.303	0.796	0.576				
10. SC	0.414	0.792	0.684	0.726	0.683	0.332	0.721	0.610	0.840			
11. AoSTR	0.615	0.527	0.593	0.563	0.577	0.604	0.581	0.480	0.544	0.566		
12. TI	0.615	0.527	0.576	0.640	0.579	0.526	0.636	0.499	0.608	0.560	0.579	

Note: Absence of Anxiety (AoANX), Alignment with Organizational Values (AOV), Coping Mechanism Avoidance (CMAV), Coping Mechanism Problem Solving (CMPS), Coping Mechanism Seeking Social Support (CMSSS), Absence of Depression (AoDEP), Engagement (ENG), Reliance on mHealth Psychological Support (RMPS), Meaningful Work (MW), Sense of Community (SC), Absence of Stress (AoSTR), Turnover Intentions (IT)

Source: Field survey, Appietu (2023)

Similar results were observed for all the other constructs such as Alignment with Organizational Values (AOV), Avoidance (CMAV), Problem-Solving (CMPS), Seeking Social Support (CMSSS), Engagement (ENG), Reliance on mhealth Psychological Support (RMPS), Meaningful Work (MW), Sense of Community (SC), Absence of Stress (AoSTR), and Turnover Intentions (TI) as none of the HTMT ratios exceed the recommended threshold of 0.90. This suggests that these constructs are statistically distinct from each other hence, demonstrating strong discriminant validity across the first order model. In all, the discriminant validity of the constructs in the model was well established, given that all HTMT values are below the threshold of 0.90. This validates the uniqueness and independence of each construct within the model, and further strengthens the overall credibility of the proposed model.

Discriminant Validity for Second Order Model

Presented in Table 29 is the Fornell-Larcker criterion results for mental health (MH) and workplace spirituality (WPS) as second-order constructs with additional first-order constructs of Avoidance (CMAV), Problem-solving (CMPS), Seeking Social Support (CMSSS), Engagement (ENG), Reliance on m-health Psychological Support (RMPS), and Turnover Intentions (TI). The results indicates a sound discriminant validity as the square roots of AVE (diagonal values) for all the constructs are higher than their corresponding inter-construct correlations (off-diagonal values), adhering to the Fornell-Larcker criterion.

Table 29: Fornell-Larcker Criterion Results for MH and WPS as 2nd Order Constructs

Variables	1	2	3	4	5	6	7	8
1. CMAV	0.865							
2. CMPS	0.732	0.921						
3. CMSSS	0.742	0.765	0.894					
4. ENG	0.735	0.804	0.736	0.892				
5. RMPS	0.524	0.608	0.556	0.563	0.900			
6. MH	0.577	0.471	0.491	0.491	0.405	0.880		
7. TI	-0.523	-0.595	-0.533	-0.595	-0.471	-0.610	0.879	
8. WPS	0.742	0.785	0.735	0.787	0.609	0.497	-0.572	0.919

Note: Coping Mechanism Avoidance (CMAV), Coping Mechanism Problem Solving (CMPS), Coping Mechanism Seeking Social Support (CMSSS), Engagement (ENG), Reliance on mHealth Psychological Support (RMPS), Mental Health (MH), Turnover Intentions (IT), Workplace Spirituality (WPS)
Source: Field survey, Appietu (2023)

In specific terms, the square root of AVE 0.865 for Avoidance (CMAV) was higher than its correlation with any other constructs in the model. Likewise, the square root of AVE 0.880 for Mental Health (MH) is higher than its correlations with any other variables. Similar observations were made for coping mechanism problem solving (CMPS), coping mechanism seeking Social Support (CMSSS), engagement (ENG), reliance on mhealth Psychological Support (RMPS), turnover intentions (TI), and workplace spirituality (WPS). This indicates that each construct shared more variance with its indicators than it did with any other construct in the model. In summary, the Fornell-Larcker criterion results indicated good discriminant validity for both first and second order constructs, confirming the robustness of the model (Fornell & Larcker, 1981).

Heterotrait-Monotrait Ratio of Correlations for Second Order Model

In Table 30, the HTMT results for mental health (MH) and workplace spirituality (WPS) as second-order constructs, together with the first-order constructs of CMAV, CMPS, CMSSS, ENG, and RMPS demonstrated discriminant validity with all HTMT ratios compiling with the recommended threshold of 0.90 (Henseler et al., 2015). This suggests that each construct is sufficiently distinct from the others. Specifically, the highest HTMT ratio was observed between workplace spirituality (WPS) and coping mechanism problem solving (CMPS) with a value of 0.843 in compliance with the recommended threshold. This suggests a high and acceptable degree of overlap between the WPS and CMPS constructs.

Table 30: HTMT results for MH and WPS as Second Order Constructs

Variables	1	2	3	4	5	6	7	8
1. CMAV								
2. CMPS	0.785							
3. CMSSS	0.803	0.809						
4. ENG	0.782	0.837	0.773					
5. RMPS	0.552	0.628	0.579	0.577				
6. MH	0.645	0.509	0.537	0.531	0.431			
7. TI	0.576	0.640	0.579	0.636	0.499	0.690		
8. WPS	0.814	0.843	0.796	0.838	0.644	0.553	0.630	

Note: Coping Mechanism Avoidance (CMAV), Coping Mechanism Problem Solving (CMPS), Coping Mechanism Seeking Social Support (CMSSS), Engagement (ENG), Reliance on mHealth Psychological Support (RMPS), Mental Health (MH), Turnover Intentions (IT), Workplace Spirituality (WPS)
 Source: Field survey, Appietu (2023)

Similarly, the other constructs also showed HTMT ratios significantly below the 0.90 threshold, reinforcing their discriminant validity. For instance, the HTMT ratio between mental health and turnover intentions was 0.690, 0.803 for CMAV and CMSSS and 0.577 for ENG and RMPS. Therefore, these results

suggest that each construct in the model is distinct and makes unique contributions to understanding the constructs under study.

Structural Model Assessment for Hypotheses Testing

The analyses progressed with a rigorous structural model assessment conducted after the reliability and validity of the measurement model were ascertained. The evaluation of the structural model initially focused on estimating the explanatory power, predictive relevance and model fit assessment for the first and second order models. This was to determine the extent to which the hypothesized model reproduced the multivariate structure underlying the set of constructs measured. Secondly, the direct effects of the predictor variables on the outcome variables in line with the recommendations proposed by Hair et al. (2019) were also assessed. The results are summarized and illustrated in the subsections hereafter.

Explanatory Power, Predictive Relevance and Model Fit Assessment

The explanatory power, predictive relevance and fitness of the model for testing the relationships among workplace spirituality (WPS), mental health (MH), engagement (ENG) and turnover intentions (TI) for both the first and second order models are presented in Table 31. With respect to the first order constructs which tested the dimensions of the respective constructs, the value for the Standardized Root Mean Square Residual (SRMR) was 0.044. This indicates a satisfactory fit of the proposed model tested (Hu & Bentler, 1998; 1999). Further, the model exhibited a good explanative and predictive relevance. Specifically, meaningful work (MW), sense of community (SC), alignment with

organizational values (AOV) and engagement (ENG) accounted for 18 % of variance in absence of anxiety (AoANX) ($R^2 = 0.182$) (Figure 19). The adjusted R^2 was slightly lower at 0.170 taking into account the number of predictors in the model while the Q^2 predict was 0.152, suggesting the model had predictive relevance for the absence of anxiety (Table 31). The aforementioned predictors also accounted for about 11.1% to 12.3 % of the variance in the absence of depression (AoDEP) ($R^2 = 0.123$; $\Delta R^2 = 0.111$) with the Q^2 predict value of 0.092 suggesting a decent predictive relevance of the model for this construct. These predictors further accounted for 34.7% to 35.6% variance in absence of stress AoSTR ($R^2 = 0.356$; $\Delta R^2 = 0.347$) with Q^2 predict value of 0.302 demonstrating a good predictive relevance (Figure 19).

Table 31: Explanatory Power, Predictive Relevance and Model Fit for the Model Testing the Relationships between WPS, MH, ENG, and TI

First Order Model				
Constructs	R^2	R^2 adjusted	Q^2 predict	SRMR
AoANX	0.182	0.170	0.152	
AoDEP	0.123	0.111	0.092	
ENG	0.632	0.628	0.621	0.044
AoSTR	0.356	0.347	0.302	
TI	0.513	0.501	0.324	
Second Order Model				
ENG	0.619	0.618	0.618	
MH	0.278	0.273	0.247	0.063
TI	0.495	0.490	0.324	

Note: SRMR = Standardized Root Mean Square Residual

Source: Field survey, Appietu (2023)

The result from Figure 19 reveals that meaningful work (MW), sense of community (SC), and alignment with organizational values (AOV) accounted for about 62.8% to 63.2% variance in engagement (ENG) ($R^2 = 0.632$; $\Delta R^2 =$

0.628). This implies that by virtue of employees experiencing meaningful work, sense of community, and alignment with organizational values, their level of engagement increased by approximately 63%. The Q^2 predict was 0.621, showing strong predictive relevance for the construct. This result indeed demonstrates the potential of workplace spirituality in influencing employees' engagement. Hence, remains critical to the success of hotel organizations. On the other hand, meaningful work (MW), sense of community (SC), alignment with organizational values (AOV), engagement (ENG), absence of stress (AoSTR), absence of anxiety (AoANX), and absence of depression (AoDEP) which constituted the predictors of turnover intention (TI) positioned as the dependent variable in this study explained about 50.1% to 51.3% variance in turnover intentions (TI) ($R^2 = 0.513$; $\Delta R^2 = 0.501$). The Q^2 predict of 0.324 indicated a decent level of predictive relevance for this construct (Table 31). The inference to draw from this result is that employees' intentions to turnover with their respective organizations improved by 50% when they experienced the above-mentioned predictors.

Considering the second order model assessment, the model tested the relationships between workplace spirituality (WPS) as a second-order construct, engagement (ENG), mental health (MH) as a second-order construct, and turnover intentions (TI) to examine its explanatory power, predictive relevance, and model fit (Table 31) (Figure 19). The fitness of the model was demonstrated by an SRMR value of 0.063 which was less than the recommended threshold of 0.08, indicating a good fit for the overall model assessed. From the table, workplace spirituality accounted for approximately 62% variance in engagement ($R^2 = 0.619$; $\Delta R^2 = 0.618$). This means that 62% change in employees' level of

engagement with their respective organizations was attributed to the effect of workplace spirituality (WPS). The Q^2 predictive relevance value for engagement (ENG) is 0.618, showing the model's predictive validity (Table 31).

With regard to mental health (MH), the model presented an R^2 value of 0.278 ($\Delta R^2 = 0.273$) indicating that workplace spirituality (WPS) and engagement (ENG) both accounted for approximately 28% variance in employees' mental health (MH). Alternatively, the result implies that employees' mental health improved by 28% following the experience of workplace spirituality and engagement. The Q^2 predictive relevance for mental health (MH) was 0.247 confirming the model's predictive validity. Further, the model presented an R^2 value of 0.495 for turnover intention (TI) with an adjusted R^2 value of 0.490. This implies that workplace spirituality (WPS), engagement (ENG) and mental health (MH) altogether accounted for approximately 50% of variance in turnover intentions (TI). A Q^2 predictive relevance value of 0.324 for turnover intentions further validated the model's predictive power. In all, these results suggest that the first and second order model had significant explanatory power, predictive relevance, and goodness of fit in assessing the relationships between workplace spirituality (WPS), engagement (ENG), mental health (MH), and turnover intentions (TI) (Chin, 1998; Geisser, 1974; Hu & Bentler, 1998, 1999).

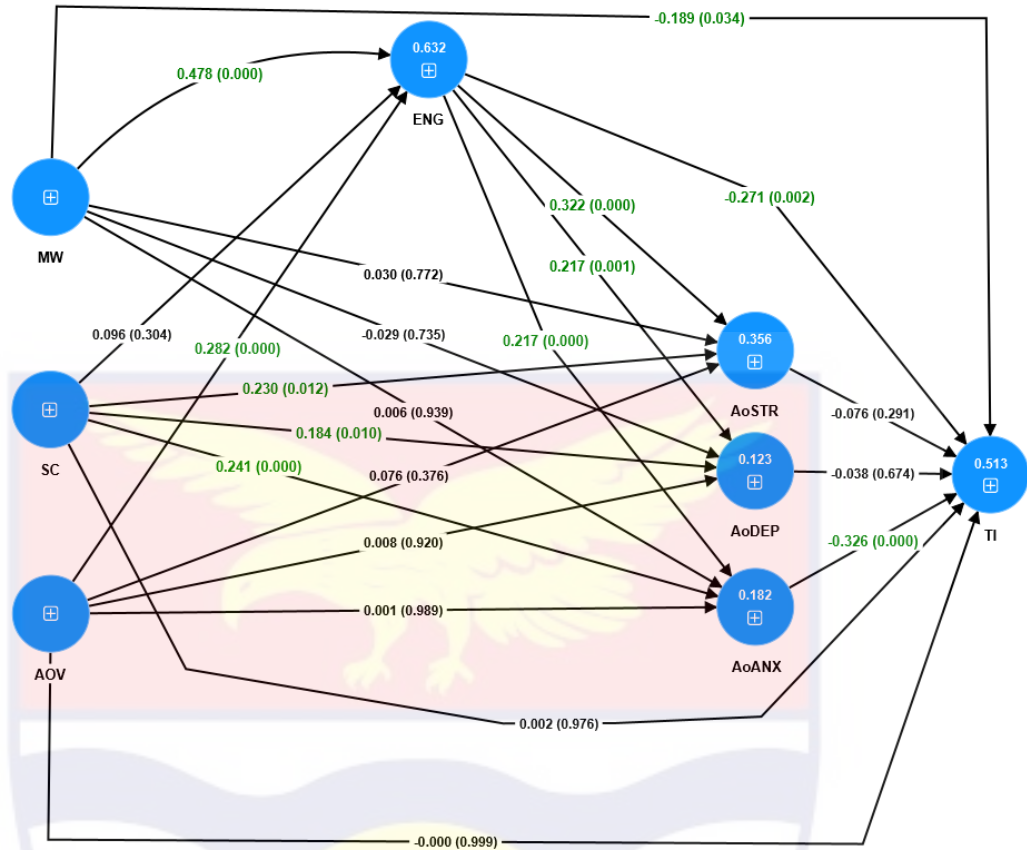


Figure 19: Structural model showing the relationships between WPS dimensions, ENG, MH dimensions and TI (First Order Model)
Source: Field survey, Appietu (2023)

Direct Relationships between Workplace Spirituality, Mental Health, Engagement, and Turnover Intentions

The initial part of the structural model assessment focused on the direct effects amongst workplace spirituality (WPS), mental health (MH), engagement (ENG), and turnover intentions (TI). The relevance of this analysis lies in its ability to discover and provide understanding of the immediate effects these constructs exert on each other. The second part of the model assessment positioned workplace spirituality (WPS) and mental health (MH) as higher-order constructs. This was to add to the complexity and holistic understanding of the dynamics at play. These examinations provided an essential foundation for further exploring the complex dynamics within the proposed research model.

Illustrated in Table 32 and visualized in Figure 20 are the results depicting the direct relationships among the dimensions of workplace spirituality, mental health, engagement, and turnover intentions. Preceding the examination of these direct effects, the Variance Inflation Factor (VIF) was assessed. This was to ensure that the results were not unduly influenced by multicollinearity and thereby maintaining the reliability of the analysis. Indeed, the results showed that all VIFs complied with the recommended threshold (Hair, Ringle, & Sarstedt, 2011) suggesting that no multicollinearity issue was identified in the relationships examined (Table 32). This implies that the variables in the model are not highly correlated with each other and therefore ensures the integrity of the individual regression coefficients. Thus, the interpretation of each variable's effect on the dependent variable is likely to be more accurate and reliable. With respect to the conceptual framework of the current study, a number of direct relationships including the relationship between workplace spirituality and mental health, workplace spirituality and engagement, workplace spirituality and turnover intentions, mental health and turnover intentions and engagement and turnover intentions were proposed. The results to these relationships are summarized and presented accordingly hereafter.

The Relationship between Workplace Spirituality and Mental Health

Following the assessment of the relationships between the dimensions of workplace spirituality and mental health, the meaningful work dimension of workplace spirituality was not significantly related to the absence of stress AoSTR ($\beta = 0.030$, $t = 0.290$, $p = 0.772$, $CI = [-0.171; 0.233]$), absence of depression AoDEP ($\beta = -0.029$, $t = 0.338$, $p = 0.735$, $CI = [-0.202; 0.133]$) and

absence of anxiety AoANX ($\beta = 0.006, t = 0.076, p = 0.939, CI = [-0.146; 0.149]$). Similarly, alignment with organizational values showed no statistically significant relationship with the dimensions of mental health (AoSTR ($\beta = 0.076, t = 0.885, p = 0.376, CI = [-0.091; 0.249]$), AoDEP ($\beta = 0.008, T = 0.101, P = 0.920, CI = 0.145; 0.160$) and AoANX ($\beta = 0.001, T = 0.014, P = 0.989, CI = [-0.139; 0.124]$).

However, with regard to the sense of community dimension of workplace spirituality, a statistically significant relationship was observed with the dimensions of mental health (AoSTR ($\beta = 0.230, t = 2.518, p = 0.012, C- = [0.064; 0.428]$), AoDEP ($\beta = 0.184, t = 2.577, p = 0.010, CI = [0.037, 0.319]$) and AoANX ($\beta = 0.241, t = 3.685, p = 0.000, CI = [0.113, 0.373]$). This result is consistent with the findings of Zhang (2018), Biswakarma (2018) and Hisam and Sanyal (2021) who found a significant relationship between meaningful work and depression, employee productivity and job satisfaction. The result implies that respondent's experiences of meaningful work and alignment with organizational values are not likely to independently influence the absence of depression, anxiety and stress but the experience of a sense of community will most likely independently influence the absence of all the mental health dimensions measured.

Overall, results from Table 32 depicting the direct relationship between workplace spirituality and mental health as second order constructs showed a positive and statistically significant association between them ($\beta = 0.293; t = 5.285; p < 0.001; CI = [0.171; 0.392]$) (Figure 20).

Table 32: Direct Relationships between WPS, MH, ENG, and TI

Paths	VIF	B	SE	t	p-values	LCI (25%)	UCI (97.5%)
MW -> AoSTR	3.788	0.030	0.102	0.290	0.772	-0.171	0.233
MW -> AoDEP	3.788	-0.029	0.086	0.338	0.735	-0.202	0.133
MW -> AoANX	3.788	0.006	0.075	0.076	0.939	-0.146	0.149
SC -> AoSTR	3.321	0.230	0.091	2.518	0.012	0.064	0.428
SC -> AoDEP	3.321	0.184	0.072	2.577	0.010	0.037	0.319
SC -> AoANX	3.321	0.241	0.065	3.685	0.000	0.113	0.373
AOV -> AoSTR	2.915	0.076	0.086	0.885	0.376	-0.091	0.249
AOV -> AoDEP	2.915	0.008	0.078	0.101	0.920	-0.145	0.160
AOV -> AoANX	2.915	0.001	0.065	0.014	0.989	-0.139	0.124
WPS->MH	2.626	0.293	0.055	5.285	0.000	0.171	0.392
MW -> ENG	3.166	0.478	0.084	5.682	0.000	0.302	0.631
SC -> ENG	3.297	0.096	0.093	1.028	0.304	-0.072	0.296
AOV -> ENG	2.698	0.282	0.071	3.953	0.000	0.143	0.417
WPS->ENG	1.000	0.787	0.041	19.148	0.000	0.691	0.853
MW -> TI	3.794	-0.189	0.089	2.122	0.034	-0.365	-0.017
SC -> TI	3.431	0.002	0.079	0.031	0.976	-0.163	0.150
AOV -> TI	2.927	0.000	0.069	0.001	0.999	-0.134	0.135
WPS->TI	2.745	-0.155	0.087	1.785	0.074	-0.335	0.004
ENG -> AoSTR	2.722	0.322	0.082	3.914	0.000	0.176	0.495
ENG -> AoDEP	2.722	0.217	0.067	3.256	0.001	0.076	0.338
ENG -> AoANX	2.722	0.217	0.056	3.885	0.000	0.108	0.327
ENG->MH	2.626	0.266	0.050	5.298	0.000	0.171	0.368
ENG -> TI	2.884	-0.271	0.090	3.026	0.002	-0.442	-0.093
ENG -> TI	2.724	-0.277	0.093	2.990	0.003	-0.456	-0.093
AoSTR -> TI	2.094	-0.076	0.072	1.056	0.291	-0.216	0.065
AoDEP -> TI	3.172	-0.038	0.090	0.420	0.674	-0.217	0.136
AoANX -> TI	3.280	-0.326	0.091	3.565	0.000	-0.493	-0.142
MH->TI	1.386	-0.396	0.046	8.663	0.000	-0.482	-0.302

Note: Second Order Results in Bold

($p < 0.05$)

Source: Field Survey, Appietu (2023)

This result implies that the experience of workplace spirituality in its entirety can significantly promote the absence of depression, anxiety, and stress. On the basis of this result, hypothesis 3 which states that workplace spirituality will significantly affect employees' mental health is supported. Further, the results corroborate the findings of Sharma and Kumar (2020) who found that workplace spirituality positively influenced employees' mental health. Similarly, Sing,

Fong, Au-Yeung, Law, Lee, and Ng's (2015) study also reported a positive and significant relationship between workplace spirituality and mental health. Jnaneswar and Sulphey (2021) as well as Pawar (2016) also found a positive and significant relationship between workplace spirituality and mental health.

Indeed, in line with the theoretical framework within which this relationship was established, this result provides support for the broaden and build theory of positive emotions (BBTPE). Undoubtedly, a well-established relationship exist between workplace spirituality and positive emotions basically because both involve the experiences of emotions and social connections such as love, hope, trust, gratitude, interest, serenity, amusement, inspiration, compassion, and joy (Van Cappellen, & Rimé, 2014). From this study, respondents were found to experience joy, care, love, a sense of belonging and maintained a high spirit at work. Following the hypothetical assumptions of the theory, the exposure of respondents to these components of spirituality earlier mentioned momentarily affords them a 'broadened effect' where they are empowered to draw flexibly on higher level connections and also develop thought-action repertoires. The recurrence of these micro moments prompts their growth and enables them to build survival-promoting and psychological resources (Fredrickson, 2013, Fredrickson & Kurtz, 2011) which helps to heal the psychological harm caused by work stress.

The experiences of workplace spirituality and/or positive emotions has been reported to protect individuals against depression and generalized anxiety disorders as well as improving same (Höhn, Menne-Lothmann, Peeters, Nicolson, Jacobs et al. 2013; Buhk, Schadegg, Dixon, & Tull, 2020). In addition, it is also found to minimize stress (Dowd, et al., 2010; Geschwind et al., 2010), depressive symptoms (Dowd et al., 2010; Raes, Smets et al., 2012) and facilitate

the recovery of same (Geschwind et al., 2011; Wichers et al., 2010). In all, the result has demonstrated that experiencing workplace spirituality in its entirety significantly promotes mental health rather than the effect of experiencing the individual dimensions.

The Relationship between Workplace Spirituality and Employee Engagement

Further in the analysis, meaningful work ($\beta = 0.478$, $t = 5.682$, $p = 0.000$, $CI = [0.302; 0.631]$) was found to have a statistically significant relationship with engagement (Table 32). This result is consistent with the findings of Ule et al. (2020) who reported a significant relationship between meaningful work and employee engagement. In addition, alignment with organizational values ($\beta = 0.282$, $t = 3.953$, $p = 0.000$, $CI = [0.143; 0.417]$) also had a statistically significant relationship with engagement corroborating the findings of Zhang (2018), Aboobakar et al. (2019), and Biswakarma (2018). On the other hand, no significant relationship was observed between sense of community ($\beta = 0.096$; $t = 1.028$; $p = 0.304$; $CI = [-0.072; 0.296]$) and engagement. This result means that the experience of meaningful work as well as the alignment with organizational values independently influenced employees' levels of engagement with their organizations whereas sense of community was unable to independently influence engagement. Overall, a statistically significant relationship was observed between workplace spirituality and engagement ($\beta = 0.787$; $t = 19.148$; $p = 0.000$; $CI = [0.691; 0.853]$) (Figure 20).

The inference to draw from this result is that, the experiences of workplace spirituality in its entirety significantly influenced employees' level of engagement rather than the effect of the individual dimensions. Without a doubt, this result supports hypothesis 4 which states that workplace spirituality will

positively and significantly affect employees' engagement. The findings are comparable to that of Petchsawang and McLean's (2017) study in which a positive and significant relationship was found between workplace spirituality and engagement. In addition, the results corroborate the findings of Sharma and Hussain (2012) and Saks's (2011) studies. Indeed, in response to the call for more research to explain how the underlying fulfillment of an individual's inner needs through the experience of workplace spirituality (Ahmed, Halim, & Majkd, 2016) can lead to higher levels of engagement, this result has demonstrated that employees engagement will greatly be influenced if they continuously experience workplace spirituality in its entirety.

Theoretically, this result provides support for the JD-R theory which constitutes the overarching theoretical framework within which this relationship was established. The results confirmed the hypothetical assumptions of the theory in that while the job demands of hotel employees mostly predicted stress, depression, and anxiety disorders, job resources (i.e. workplace spirituality positioned as a psychosocial organizational resource) on the other hand remained critical and was more likely to promote employees' engagement to a greater extent. Undoubtedly, experiencing meaningful work ensures that work designs and job descriptions are challenging, clear, and authentic, subsequently, enabling employees to derive purpose in their work and also enjoy it. In addition, experiencing a sense of community ensures that co-workers have opportunities to experiment new ideas, take initiatives, and have the freedom to express their opinions (Indhira & Shani, 2016). These experiences further ensure full alignment with their organizational values and ultimately increase their engagement resulting in a fulfilling state of vigor, dedication, and absorption.

Indeed, hotel employees who are completely engrossed in their work are more likely to have high levels of motivation and excitement and will remain thoroughly focused on their workplace activities and organizational goals. According to Gutermann, Lehmann-Willenbrock, Born, and Voelpel (2017), positively engaged employees are happier, more productive, and have a deeper emotional connection with their employer. In addition, they experience a healthier lifestyle including feelings of pleasure and improved psychological capabilities. Guided by the report that unengaged employees are found to be nine times more likely to leave their organization compared to engaged employees (Corporate Leadership Council, 2004), this finding draws attention of the need to create and/or maintain a spiritually thriving work environment in upscale hotels in the Accra Metropolitan Area.

The Relationship between Workplace Spirituality and Turnover Intentions

With respect to the effect of the dimensions of workplace spirituality on employees turnover intentions, a significant negative relationship was found between meaningful work ($\beta = -0.189$; $t = 2.122$; $p = 0.034$; $CI = [-0.365; -0.017]$) and turnover intentions. This result indicates that the experience of meaningful work is more likely to independently influence the turnover intentions of employees. The result is comparable to the findings of Aboobakar et al. (2019) who found significant relationship between meaningful work and employees intentions to stay with their organizations. On the other hand, the sense of community ($\beta = 0.002$, $t = 0.031$, $p = 0.976$, $CI = [-0.163; 0.150]$) and AOV ($\beta = 0.000$, $t = 0.001$, $p = 0.999$, $CI = [-0.134; 0.135]$) showed no statistically significant relationship with turnover intentions. Meaning, sense of

community and alignment with organizational values were unable to independently influence the turnover intentions of employees.

In all, no statistically significant relationship was observed between workplace spirituality and turnover intentions of employees ($\beta = -0.155$, $t = 1.785$, $p = 0.074$, $CI = [-0.335; 0.004]$) (Figure 20) suggesting that workplace spirituality in its entirety had no direct influence on employees turnover intentions. This result is contrary to the findings of Aboobakar et al's. (2019) study conducted among teachers in India where those who experienced spirituality in their workplace had higher intentions to continue staying with their organizations. In likewise manner, the result also contradicts the findings of Ashfaq, Mustapha and Irum (2020) who found that the experience of workplace spirituality limited the intentions of bankers in Malaysia to leave their employers.

However, the result is comparable to the findings of Beehner and Blackwell's (2016) study conducted among employees in the hospitality industry in Florida where they found no significant relationship between workplace spirituality and turnover intentions. They therefore concluded that perhaps, workplace spirituality may less likely be an appropriate mitigation for turnover intention within the hospitality industry. Following the limited empirical evidence in extant literature regarding the direct effect of workplace spirituality on turnover intentions and the fact that available results are also contradictory, perhaps the conclusions drawn by Beehner and Blackwell (2016) earlier stated may be peculiar to the hospitality industry as their result is in congruence with the findings in this study but contradicts results from other industries. This study therefore rejects hypothesis 5 which proposed a negative

and significant relationship between workplace spirituality and turnover intentions.

Two possible explanations can account for the lack of corroboration between existing findings in this line of inquiry. Firstly, the workforce differences of the samples studied in existing literature could account for these conflicting results. With regard to the workforce differences, employment in the educational and banking sectors for example typically requires applicants to possess higher qualification of a bachelor's and/or a master's degree to qualify for a well-paying job. However, employment in the hospitality industry is usually less stringent on higher academic qualification. Thus, a high school diploma and/or its equivalent are sufficient to qualify an applicant for a job. Consequently, employees in the previously examined industries earn high and are more likely to be intrinsically motivated compared to employees in the hospitality industry. On the basis of the meager remuneration, hospitality employees may be predisposed to higher turnover intentions.

Secondly, the lack of corroboration in the results can be attributed to the fact that unlike other industries, the hospitality industry is particularly engaged in the simultaneous production of customized product and the delivery of individualized service (Murphy & Murrmann 2009; Murphy & Williams 2010). Certainly, an organizational structure comprising of both production and service activities performed by the same employee is likely to result in a workplace context where employees must maximize customer service while minimizing cost. However, these functions in other industries are performed by separate employees. Obviously, hospitality employees under these working conditions are more likely to feel exhausted and emotionally drained partly due to the demand for the regulation of their emotional expressions to achieve success.

Thus, they will in turn cope the depressed situation with high turnover intentions to obtain a balance.

In view of the plausible reasons aforementioned, the finding in this study supports the position that conditions existing within the hospitality industry are unique from other industries and therefore whiles the implementation of workplace spirituality programmes can adequately influence some employee work related outcomes directly, turnover intention in particular will less likely benefit from the mitigation effect of workplace spirituality in the hotel service industry.

In this study, the relationship between workplace spirituality and turnover intentions was established within the framework of the self-determination theory posited by Ryan and Deci (2017). According to the tenets of the theory, the innate, organismic, and psychological desires of individuals for autonomy, competence, and relatedness need to be satisfied in order for them to reach optimum functioning levels. On the other hand, when these needs are not satisfied, individuals are deprived of optimal functioning levels. These three basic needs are related to the dimensions of workplace spirituality as the latter is also inborn and drives an individual to satisfy deeper intrinsic needs. Although some researchers reported that the satisfaction of these basic needs influenced employees' turnover intentions significantly (Olafsen, Niemiec, Deci, Halvari, Nilsen, & Williams, 2021; Urbanaviciute, Lazauskaite-Zabielske, Vander Elst, & De Witte, 2018; Williams, Halvari, Niemiec, Sørenbø, Olafsen, & Westbye, 2014), the current relationship in the study was not significant. This implies that because employees in this study were unable to fully experience meaningful work, sense of community, and align with their organizational values, which is

parallel to the satisfaction the basic needs of SDT, workplace spirituality indeed had no direct effect on turnover intentions as per the avowal of SDT.

Results on the direct effect of employee engagement on the dimensions of employee mental health depicted in Figure 19 revealed a statistically significant relationship between engagement and absence of stress AoSTR ($\beta = 0.322$, $t = 3.914$, $p = 0.000$, $CI = [0.176; 0.495]$), AoDEP ($\beta = 0.217$, $t = 3.256$, $p = 0.001$, $CI = [0.076; 0.338]$), AoANX ($\beta = 0.217$, $t = 3.885$, $p = 0.000$, $CI = [0.108; 0.327]$) (Table 32). In all, engagement was found to be positively and significantly related with employee mental health ($\beta = 0.266$, $t = 5.298$, $p = 0.000$, $CI = [0.171; 0.368]$) (Figure 20) providing support for hypothesis 7b. This result implies that higher levels of employee engagement significantly promoted the absence of depression, anxiety, and stress thereby improving the mental health status of employees. This result confirms the assertion made by Kim (2019) that mentally healthy employees are highly engaged in their work and have better job performance.

The Relationship between Mental health and Turnover Intentions

The assessment of the relationship between mental health and turnover intentions showed a significant negative relationship between AoANX and TI ($\beta = -0.326$; $t = 3.565$; $p = 0.000$; $CI = [-0.493; -0.142]$) such that the absence of anxiety among employees was more likely to independently influence turnover intentions while AoSTR ($\beta = -0.076$, $t = 1.056$, $p = 0.291$, $CI = [-0.216; 0.065]$) and AoDEP ($\beta = -0.038$, $t = 0.420$, $p = 0.674$, $CI = [-0.217; 0.136]$) showed no significant relationship with turnover intentions (Table 32). On the whole, a negative and significant relationship was established between mental health and turnover intentions ($\beta = -0.396$, $t = 8.663$, $p = 0.000$, $CI = [-0.482; -0.302]$)

(Figure 20) providing support for hypothesis 6a. Clearly, the results demonstrated that the absence of depression, anxiety and stress collectively influenced employees' turnover intentions. Alternatively, a positive mental health status of employees minimized their intention to leave their respective organizations.

The Relationship between Engagement and Turnover Intentions

Finally, engagement showed a negative and statistically significant relationship with turnover intention ($\beta = -0.271$, $t = 3.026$, $p = 0.002$, $CI = [-0.442; -0.093]$) (Table 32) (Figure 20). The result implies that the turnover intentions of employees were significantly curtailed when their engagement increased. This result supports hypothesis 7a. In summary, the assessment of the direct relationships between the constructs has sufficiently unearthed the interactive effects of the constructs examined and further provided support for the respective theoretical frameworks within which these relationships were established.

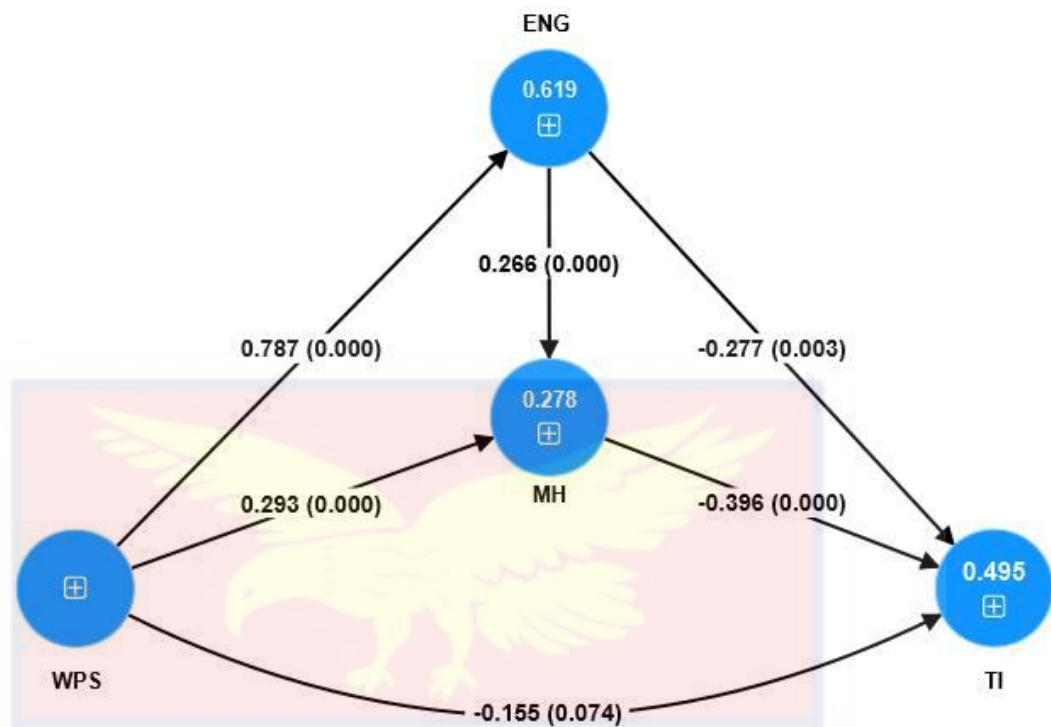


Figure 20: Structural model depicting relationships between WPS, ENG, MH and TI (Second Order Model)

Source: Field survey, Appietu (2023)

Moderational Assessments of Engagement and Mental Health in the Relationship between Workplace Spirituality and the Turnover Intentions

With reference to the conceptual framework guiding the current study, the moderational effects of employee engagement and mental health in the relationship between workplace spirituality and the turnover intentions of employees were proposed. This was in accordance with the gap found in existing literature (Houghton et al., 2016) and the fact that this study was curious to interrogate the arbitative power of engagement and mental health in the relationship between workplace spirituality and turnover intentions.

In this section, the assessment was done in two stages. First, a comprehensive examination of the moderating relationships between the dimensions of workplace spirituality and mental health as well as engagement

and turnover intentions was conducted. Following this, the analysis provided a more holistic view by positioning workplace spirituality and mental health as second-order constructs that are latent variables formed by two or more underlying factors or dimensions. By considering these constructs at a higher level of abstraction, the indirect relationships between WPS, ENG, MH, and TI were also examined in a broader context, shedding light on potential effects. The results are summarized and subsequently presented henceforth as follows;

Moderational effect of ENG and MH on the relationship between WPS, and TI

The results on the moderational effects of the individual dimensions of WPS and MH on ENG and TI are presented in Table 33. With regard to the moderational effect of ENG on the relationship between WPS and TI, the indirect path from MW to TI via ENG showed a statistically significant relationship ($\beta = -0.129$; $t = 2.521$; $p = 0.012$; $CI = [-0.246; -0.044]$). Similarly, the indirect path from AOV to TI via ENG also showed a statistically significant relationship ($\beta = -0.076$; $t = 2.601$; $p = 0.009$; $CI = [-0.149; -0.029]$). However, the moderation path from SC to TI via ENG was not statistically significant ($\beta = -0.026$; $t = 0.925$; $p = 0.355$; $CI = [-0.098; 0.014]$). This result implies that meaningful work (MW) and alignment with organizational values (AOV) independently influenced turnover intentions (TI) through the path of employee engagement. However, sense of community (SC) was unable to independently influence turnover intentions through the path of employee engagement.

In all, the moderational effect of ENG in the relationship between WPS and TI was supported ($\beta = -0.219$; $t = 0.074$; $p = 0.003$; $CI = [-0.367; 0.076]$) (Table 33). This implies that WPS significantly influenced employees TI through ENG. The result supports hypothesis 7b which stated that employee

engagement will moderate the relationship between workplace spirituality and turnover intentions. Further, the result supports the studies of Sharma and Kumar (2020) Mahipalan and Sheena (2018) in which employee engagement was found to moderate the proposed relationships. However, the result contradicts some studies in which employee engagement failed to moderate the relationship between workplace spirituality and turnover intention (Yansens et al., 2021) as well as intention to stay (Milliman et al., 2018).

Further in this analysis, the moderational effect of ENG in the relationship between WPS and MH was also explored (Table 33). Results from Table 33 showed that from the paths of SC to AoDEP ($\beta = 0.021$; $t = 0.940$; $p = 0.347$; $CI = [-0.011; 0.079]$), AoANX ($\beta = 0.021$; $t = 0.959$; $p = 0.338$; $CI = [-0.014; 0.074]$) and AoSTR ($\beta = 0.031$; $t = 0.970$; $p = 0.332$; $CI = [-0.020; 0.108]$) through engagement (ENG), no statistically significant relationship was found, implying that the experience of a sense of community through engagement did not significantly promote the dimensions of employee mental health measured. Alternatively, ENG played no moderational role in the relationship between sense of community and the dimensions of mental health measured.

In terms of the paths from MW to AoDEP ($\beta = 0.104$, $t = 2.844$; $p = 0.004$; $CI = [0.040; 0.186]$), AoANX ($\beta = 0.104$; $t = 2.924$; $p = 0.003$; $CI = [0.046; 0.186]$) and AoSTR ($\beta = 0.154$; $t = 3.423$; $p = 0.001$; $CI = [0.082; 0.260]$) through engagement, a statistically significant relationship was observed. In other words, meaningful work through engagement independently promoted the dimensions of employee mental health measured. In likewise manner, alignment with organizational values (AOV) was also found to significantly influence the dimensions of mental health through engagement (Table 33). These results

imply that ENG moderated the individual paths from MW and AOV to the dimensions of MH but not the path from SC to the dimensions of MH.

However, in terms of the effects among WPS, ENG and MH, no statistically significant relationship was found among them ($\beta=0.125$; $t= 1.948$; $p= 0.051$; $CI = [0.007; 0.261]$) implying that, ENG played no moderational role in the proposed relationship. This result does not support Hypothesis 7d hence, it is rejected. Clearly, the potential of ENG in playing a mediational role is more likely to be circumstantial as in this study, a mediational effect of ENG was found in the relationship between WPS and TI but not WPS and MH (Table 33). The underling reasoning could be that in the context of the hotel environment, stressful working conditions are prevalent and these are reported to promote the deterioration of employees' mental health subsequently impacting their levels of engagement. Perhaps, the ability of ENG to significantly mediate the relationship between WPS and MH will depend on the extent of deterioration of employees' mental health status.

Theoretically, this relationship was also established with the framework of the JD R theory due to the fact that WPS was positioned as a psychosocial organizational resource which is critical and can enable hotel employees meet their work demands through the higher experience of meaningful work, sense of community and alignment with organizational values. Thus, following the results presented above, ENG demonstrated significant arbitative power in the proposed relationship between WPS and TI. This implies that the experience of WPS promotes employees engagement which in turns minimizes turnover intentions as per the hypothetical assumptions of the JD R theory.

In respect of the mediational effect of the dimensions of mental health (MH) in the relationship between WPS and TI, results from Table 33 revealed

that the indirect path from SC to TI through AoANX was statistically significant ($\beta = -0.078$; $t = 2.343$; $p = 0.019$; $CI = [-0.164; -0.028]$). This implies that, the experience of a sense of community (SC) independently influenced turnover intentions (TI) through the absence of anxiety (AoANX). Apart from the significant relationship reported from SC to TI through absence of anxiety (AoANX), all the paths from the MW and AOV to TI through AoDEP and AoSTR were not statistically significant (Table 30). This implies that the AoDEP and AoSTR did not independently mediate the path from MW and AOV to TI.

This notwithstanding, a statistically significant effect was found in the relationship between WPS, MH, and TI ($\beta = -0.143$; $t = 3.581$; $p = 0.000$; $CI = [-0.222; -0.067]$) suggesting the MH significantly mediated the relationship between WPS and TI (Table 33). The result supports hypothesis 6b with states that employees' mental health will mediate the relationship between workplace spirituality and turnover intentions. Overall, these results have confirmed that the scope of the direct relationships among WPS and TI have not been undermined because ENG and MH significantly mediated the proposed relationships.

Table 33: Moderational effects of ENG and MH on the relationship between WPS and TI

Paths	β	SE	t-statistics	p-value	LCI 2.5%	UCI 97.5%
<i>Singular moderation</i>						
MW -> ENG -> TI	-0.129	0.051	2.521	0.012	-0.246	-0.044
SC -> ENG -> TI	-0.026	0.028	0.925	0.355	-0.098	0.014
AOV -> ENG -> TI	-0.076	0.029	2.601	0.009	-0.149	-0.029
WPS -> ENG -> TI	-0.219	0.074	2.950	0.003	-0.367	-0.076
MW -> AoSTR -> TI	-0.002	0.011	0.209	0.835	-0.037	0.013
SC -> AoSTR -> TI	-0.017	0.019	0.902	0.367	-0.066	0.013
AOV -> AoSTR -> TI	-0.006	0.010	0.563	0.573	-0.044	0.005
MW -> AoDEP -> TI	0.001	0.009	0.119	0.905	-0.010	0.032
SC -> AoDEP -> TI	-0.007	0.018	0.376	0.707	-0.050	0.026
AOV -> AoDEP -> TI	0.000	0.008	0.038	0.970	-0.021	0.013
MW -> AoANX -> TI	-0.002	0.025	0.075	0.941	-0.054	0.047
SC -> AoANX -> TI	-0.078	0.033	2.343	0.019	-0.164	-0.028
AOV -> AoANX -> TI	0.000	0.022	0.013	0.990	-0.041	0.050
WPS -> MH -> TI	-0.143	0.040	3.581	0.000	-0.222	-0.067
ENG -> AoDEP -> TI	-0.008	0.020	0.401	0.689	-0.054	0.030
ENG -> AoSTR -> TI	-0.024	0.026	0.940	0.347	-0.088	0.018
ENG -> AoANX -> TI	-0.071	0.027	2.644	0.008	-0.138	-0.030
ENG -> MH -> TI	-0.063	0.033	1.900	0.058	-0.135	-0.003
MW -> ENG -> AoDEP	0.104	0.036	2.844	0.004	0.040	0.186
SC -> ENG -> AoDEP	0.021	0.022	0.940	0.347	-0.011	0.079
AOV -> ENG -> AoDEP	0.061	0.024	2.557	0.011	0.023	0.120
MW -> ENG -> AoANX	0.104	0.035	2.924	0.003	0.046	0.186
SC -> ENG -> AoANX	0.021	0.022	0.959	0.338	-0.014	0.074
AOV -> ENG -> AoANX	0.061	0.021	2.866	0.004	0.027	0.114
MW -> ENG -> AoSTR	0.154	0.045	3.432	0.001	0.082	0.260
SC -> ENG -> AoSTR	0.031	0.032	0.970	0.332	-0.020	0.108
AOV -> ENG -> AoSTR	0.091	0.039	2.346	0.019	0.033	0.189
WPS -> ENG -> MH	0.125	0.064	1.948	0.051	0.007	0.261

Source: Field survey, Appietu (2023)

(*P<0.01)

Moderating Effect of Coping Mechanisms on the Relationship between WPS and MH

In line with the conceptual framework guiding the current study, the moderating effects of employees coping strategies on the relationship between their WPS and MH was proposed. The coping mechanisms include problem

solving, seeking social support, avoidance, and the reliance on mhealth psychological support. The results are summarized and presented subsequently.

Table 34 depicts the results on the moderating effect of coping mechanisms on the relationship between WPS and MH. With respect to the model’s explanatory power, predictive relevance, and fit, the model explained about 58% of the variance in MH ($R^2 = 0.579$) with a Q^2 predictive relevance value of 0.465 and an SRMR of 0.055.

Table 34: Moderating effects of Coping Mechanisms on the Relationship between WPS and MH

Paths	β	SE	t-statistics	p-values	LCI 2.5%	UCI 97.5%
<i>Directs effects</i>						
WPS -> MH	0.405	0.090	4.490	0.000	0.227	0.583
RMPS -> MH	0.137	0.052	2.622	0.009	0.031	0.238
CMAV -> MH	0.218	0.067	3.240	0.001	0.087	0.350
CMPS -> MH	0.188	0.118	1.590	0.112	-0.030	0.432
CMSSS -> MH	0.071	0.070	1.013	0.311	-0.064	0.207
<i>Moderating effects</i>						
RMPS x WPS -> MH	0.208	0.077	2.719	0.007	0.070	0.372
CMAV x WPS -> MH	0.398	0.119	3.352	0.001	0.175	0.638
CMPS x WPS -> MH	-0.279	0.128	2.181	0.029	-0.545	-0.045
CMSSS x WPS -> MH	0.120	0.110	1.095	0.273	-0.103	0.329
<i>Model’s explanatory power, predictive relevance and fit</i>						
Variables	R^2		R^2 adjusted		Q^2 predict	SRMR
MH	0.579		0.565		0.465	0.055

Source: Field survey, Appietu (2023)

The adjusted R^2 , which accounts for the joint explanatory ability of predictors in the model in explaining the dependent variable was 0.565, indicating that the model had a good fit for the data (Table 34) (Chin, 1998; Hu & Bentler, 1998; 1999).

In terms of the moderating effect, the interaction of the reliance on mhealth psychological support (RMPS) with WPS was significantly related to MH ($\beta = 0.208$; $t = 2.719$; $p = 0.007$; $CI = [0.070; 0.372]$). This implies that the positive relationship between WPS and MH was stronger for respondents who used more of mhealth psychological support as coping mechanisms (Figure 21). Alternatively, employees who relied on mhealth psychological support had improved mental health status. In addition, the interaction of avoidance (CMAV) with WPS was positively related to MH ($\beta = 0.398$; $t = 3.352$; $p = 0.001$; $CI = [0.175; 0.638]$) implying that respondents who frequently used avoidance as coping mechanisms were more likely to experience a stronger positive relationship between WPS and MH.

Further, the interaction of problem solving (CMPS) with WPS negatively related to MH ($\beta = -0.279$; $t = 2.181$; $p = 0.029$; $CI = [-0.545; -0.045]$). This means that the positive influence of WPS on MH is weakened for individuals who frequently employ problem-solving strategies as a coping mechanism (Figure 21). However, the interaction of seeking social support (CMSSS) with WPS was not significantly related to MH ($\beta = 0.120$; $t = 1.095$; $p = 0.273$; $CI = [-0.103; 0.329]$), indicating that seeking social support as a coping mechanism does not significantly moderate the relationship between WPS and MH (Figure 21).

Referencing the theoretical framework of transactional model of stress and coping within which this relationship was established, the result from this section supports the theory such that with the exception of seeking social support, all the coping mechanisms measured significantly moderated the proposed relationship. An interesting finding which remains relevant and novel to the current study is the moderating effect of mhealth psychological support.

Indeed, the dominance of the use of mhealth psychological support among Ghanaian hospitality employees supports the assertions that the phenomenon is increasingly gaining popularity in the 21st century (BinDhim, Alanazi, Aljadhey, Basyouni, Kowalski, Pont, Shaman, Trevena & Alhawassi, 2016; Naslund & Aschbrenner, 2019).

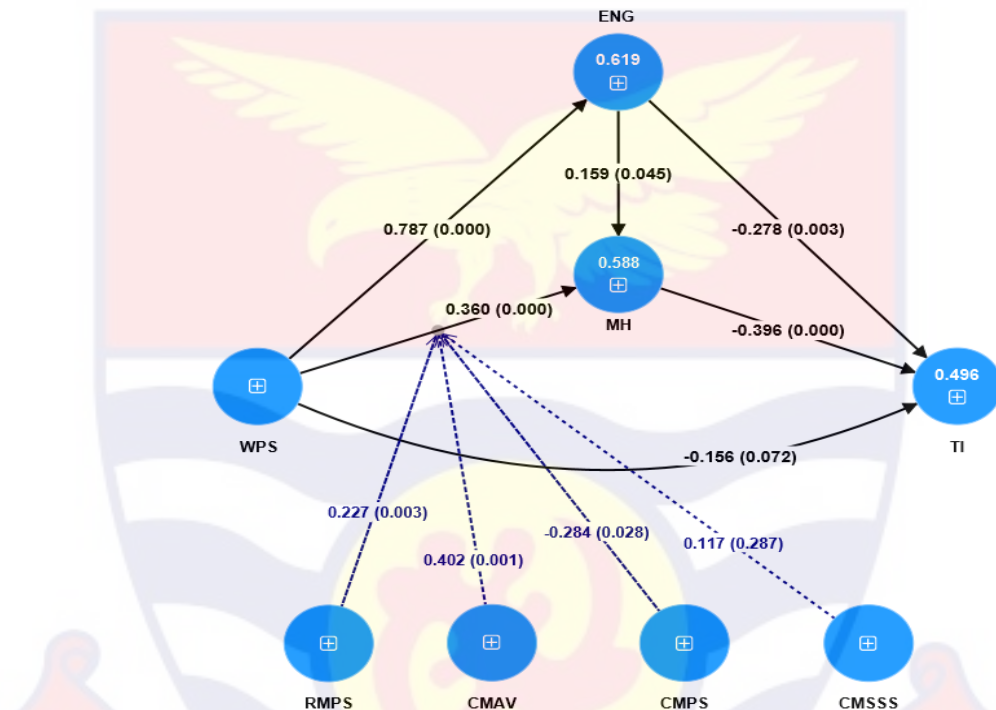
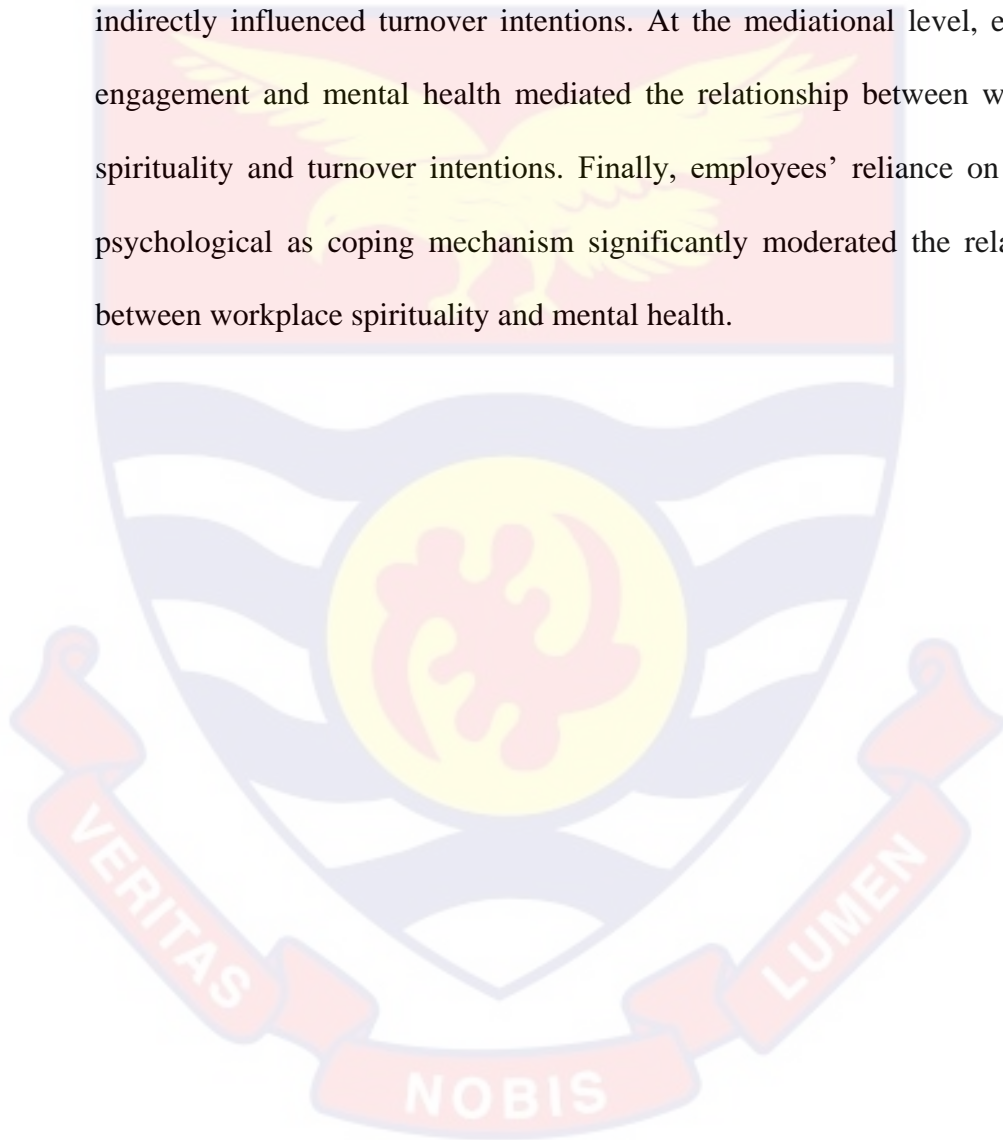


Figure 21: Complete Structural Model depicting Direct and Moderating Effects
Source: Field survey, Appietu (2023)

This notwithstanding, the phenomenon is also perhaps providing quality mental health treatment for upscale hotel employees in Accra particularly those with mental health concerns such as depression, anxiety, and stress, (PTSD) (Firth, Torous, Nicholas, Carney, Pratap, Rosenbaum, & Sarris, 2017; Chandrashekar, 2018). Undoubtedly, the ability of mhealth psychological support to provide a moderating effect in this study implies that employees who are activating these coping resources are more likely to experience improved and quality life style which will eventually reflect in the quality of their service delivery at work. This result supports hypotheses 8b.

Chapter Summary

In summary, guided by the conceptual framework of the current study, this chapter examined the interactive relationship among workplace spirituality, mental health, employee engagement, and turnover intentions. Workplace spirituality directly influenced mental health and employee engagement and indirectly influenced turnover intentions. At the mediational level, employee engagement and mental health mediated the relationship between workplace spirituality and turnover intentions. Finally, employees' reliance on mhealth psychological as coping mechanism significantly moderated the relationship between workplace spirituality and mental health.



CHAPTER NINE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter provides a synthesis of the issues examined in the study on the basis of the accumulated empirical evidence provided by the research respondents and participants. Particular attention is paid to the research questions and the objectives which guided the study as well as the procedures and methods used to accomplish the objectives. The chapter also discusses significant findings of the study and conclusions thereof. The chapter concludes by highlighting the theoretical and practical implications of the results as well as the direction for future studies.

Summary of the Research

Following the extremely scarce empirical evidence in the context of workplace spirituality particularly in the Ghanaian hospitality industry, this study was undertaken to partially fill this gap in existing literature. The general objective of the study was to examine the interactive effects among workplace spirituality, employee engagement, mental health and turnover intentions of employees in upscale hotels in the Accra Metropolitan Area. The specific objectives of the study were to;

1. explore the workplace spirituality experiences of hotel employees;
2. assess the mental health of hotel employees;
3. examine the level of hotel employees' engagement with their respective organizations;
4. assess the turnover intentions of hotel employees;
5. assess the effect of WPS on employees' mental health;

6. examine the effect of coping mechanisms on employees' mental health status.

Given that the concept of workplace spirituality is both an objective and a subjective phenomenon, it was considered more appropriate to study the workplace spirituality experiences of upscale hotel employees in the Accra Metropolitan Area using a mixed methodology approach within the framework of the pragmatic research paradigm. In view of this, self-administered questionnaire were used to gather data from 280 respondents for the quantitative component whereas 28 research participants were interviewed with a semi-structure interview guide for the qualitative part of the study. A multistage sampling approach was used to select participants for the study. A combination of statistical tools including SPSS version 24.0 and PLS SEM version 4.0 were used to analyze the data. The qualitative data was examined using content analysis.

Main Findings of the Study

Within the context of the results and discussions, the key findings of the study are;

- a. With regard to the workplace spirituality experiences of upscale hotel employees, the meaningful work dimension measured secured a mean score of 3.91 (SD=1.26) translating into a total of 73.6% of respondents in agreement with the items measured. Specifically, respondents indicated that they always looked forward to coming to work all the time (M=3.97, SD=1.19) because their work provided them with sufficient satisfaction and personal meaning (M= 3.94, SD=1.23) and therefore

they always maintained a high spirit at work ($M=3.97$, $SD=1.23$). Clearly, this indicates that upscale hotel employee in Accra are involved in tasks in which they derive considerable meaning and purpose for their own lives rather than just materialistic gains. Nonetheless, respondents reported an inability to balance their work and family life demands which made them unhappy and unhealthy ($M=3.76$, $SD=1.33$). Hence, they personally felt challenged to fully experience meaningful work.

- b. The dimension of sense of community revealed that respondents on average had a fair experience ($M=3.91$; $SD=1.24$) implying that upscale hotel employees in Greater Accra are not fully experiencing adequate authentic and/or genuine interactions among themselves at the departmental level. Specifically, a little over half (69.3%) of the respondents supported the fact that co-workers genuinely cared about each other's welfare ($M=3.78$, $SD=1.34$). In spite of this, they reported feeling a sense of belonging to their respective departments ($M=4.08$, $SD=1.18$) and also valued working cooperatively with their coworkers ($M=4.04$, $SD=1.24$). This result reflects a collaborative working relationship at the departmental level among upscale hotel employees in the Accra metropolis.
- c. The alignment with their organizational values dimension measured was the least endorsed ($M=3.88$; $SD=1.30$) by the respondents. Indeed, this finding shows that upscale hotel employees at the organizational level are not fully in sync with some policies, programmes, and practices in their respective hotels. This reflected in their response to the experience of being part of a family in their workplace ($M=3.84$, $SD=1.31$) as this item was highly rated at their departmental level ($M=4.08$, $SD=1.18$).

The result implies that at the departmental level, departmental heads and/or supervisors are more conscious of the need to create and maintain a family-friendly oriented working environment but at the organizational level, this consciousness appears to fairly exist.

- d. Overall, the status of workplace spirituality in upscale hotels in the Accra metropolis was found to be at a moderate level ($M=3.90$, $SD=1.26$). Actually, this is considered a true reflection of the status of workplace spirituality in the hotels studied as the majority of employees in this study were permanent staff and therefore could better experience and understand the concept of workplace spirituality which is usually achieved over a period of time.
- e. In terms of their WPS experiences by their socio-demographic characteristics, the results showed significant differences with age across the sense of community ($P=0.012$), alignments with organizational values ($P=0.037$), and their overall WPS experience ($P=0.022$). In that younger respondents experienced higher levels of the dimension compared to the older ones. Again, significant difference were found with their educational level in their meaningful work ($P=0.031$), alignment with organizational values ($P=0.010$), and their overall WPS experience ($P=0.023$). In this regard, the study found respondents with higher educational level experiencing higher WPS than those with lower levels of education. Finally, their level of income showed significant differences with low income employees found to experience meaningful work ($P=0.005$), alignment with organizational values ($P=0.020$), and overall workplace spirituality experience ($P=0.021$) compared to their counterparts with high levels of income.

- f. With respect to the assessment of their mental health status, 87.3% of employees in upscale hotels in Greater Accra reported all of the domains of mental health disorders measured whereas only 12.7% reported none. Specific to the domains, the majority of them reported stress (38%) followed by anxiety (34.0%) with depression (28.0%) being the least reported. Results in terms of the level of severity with the domains showed that in aggregate, approximately one third of the respondents reported severe (7.5%) and extremely severe (25.0%) cases of depression. Anxiety on the other hand recorded almost fifty percent in aggregate for severe (12.5%) and extremely severe cases (35.7%). In line with stress, alarming rates of severe (29.6%) and extremely severe (28.6%) cases were recorded as these aggregately constituted approximately sixty percent of the entire cases of stress recorded. Clearly, the issues of mental health disorders are still predominant among employee in upscale hotels in the Accra Metropolitan Area.
- g. Results from the assessment of employees' mental health status by their socio-demographic characteristics revealed some significant differences albeit not in all the domains measured. Gender in particular showed no significant difference in the domains of mental disorders measured, however, the mean differences revealed that females experienced high levels of depression ($M=2.85; 2.75$), anxiety ($M=3.55; 3.31$), and stress ($M=3.67; 3.39$) compared to their male counterparts. This finding is comparable with the trends earlier reported among upscale hotel employees across Ghana and the global hotel industry. In terms of age, a statistically significant difference was observed in the domain of stress ($P=0.050$) with respondents in the age ranging from below 30 through to

40 years found to experience high levels of stress compared to those aged 41 and above. Mean differences in the domains of depression and anxiety although not significant also revealed a similar trend as the younger respondents were found to report high levels compared to the older respondents. Significant differences were found in terms of their educational level, occupational tenure, and level of income. Undoubtedly, these results suggest that respondents' socio-demographic characteristics actually influence their experiences with mental health disorders.

- h. With regard to how respondents were managing these reported domains of mental health disorders, the results showed that the majority (81%) of them activated the coping resources of the problem solving. 67.1% were found to activate the coping resources of seeking social support while the least endorsed coping mechanism was the avoidance (60.8%). Without a doubt, it is understandable why upscale hotel employees in Accra used less of the avoidance coping mechanism in managing their mental health disorders as this coping mechanism in its self has shown detrimental impact on its patrons in extant literature.
- i. Differences in the choice of coping mechanism by respondents' socio-demographic characteristics revealed significant differences in terms of educational level, marital status, work experience, and income level. Specific to the educational level, recipients of higher educational level activated problem solving ($M=4.13$; 3.89 , $P=0.025$) and seeking social support ($M=3.87$; 3.52 , $P=0.050$) coping mechanisms compared to the recipients of lower educational level. Married respondents activated more of problem solving ($M=4.05$; 3.91 , $P=0.049$) and seeking social

support (M=3.70; 3.61, P=0.020) than the unmarried respondents. Respondents with work experience above 6 years activated more of problem solving (M=4.16; 3.87, P=0.040) and seeking social support (M=3.95; 3.54, P=0.050) than those with below 5 years work experience. Finally, respondents who earned higher income ranging from 2001 and above activated more problem solving (M=4.45; 3.48; P=0.000) and seeking social support (M=4.24; 3.48, P= 0.008) coping mechanisms than avoidance (M=3.70; 3.81, P=0.030) while their counterparts were in reverse.

- j. An intriguing finding in this study regarding the use of coping mechanisms in managing mental health related conditions was the overwhelming endorsement of the reliance on mhealth psychosocial support as coping mechanisms. In fact the result showed that 68% of employees in upscale hotels in Greater Accra use mhealth application features to cope with their mental health disorders. Findings from the Chi square test showed a significant difference in relation to their educational level (χ^2 (2, N=191) =7.15, $p>0.05$) as respondents with tertiary educational level used mhealth applications as coping mechanisms more than those of JHS and SHS levels. Similarly, employees with higher levels of income (χ^2 (3, N=191) =11.49, $p>0.05$) relied on mhealth psychological support as coping mechanisms compared to the lower income earners. Upscale hotel employees in Accra mainly used smartphones as a means of connecting to these features (68.6%). This result was expected in view of the proliferation of smartphone ownership in the 21st century particularly among the working population. In terms of the frequency with which they used these features, aggregately, the

majority of them used the mhealth features to monitor their daily walking and eating habits (75%). In addition, 73% of the respondents monitored their weight and engaged in mentally helpful activities while 70% used it as medication reminders. In all, upscale hotel employees found the reliance on mhealth psychological support as a coping mechanism beneficial (94%).

- k. Results from examining employees' level of engagement with their respective organizations showed that on average, they were moderately engaged ($M=3.89$, $SD=1.23$). Specific to the dimensions measured, upscale hotel employees in Accra are more dedicated ($M=3.95$; $SD=1.21$) and vigorous ($M=3.90$; $SD=1.22$) than absorbed ($M=3.70$; $SD=1.27$) in their respective jobs. The findings in terms of their levels of engagement by their socio-demographic characteristics showed significant differences in relation to their educational level, industry experience, organizational tenure, and income levels across all the dimensions measured.
1. With regard to respondents' turnover intentions, the results indicated a moderate level of respondents' intentions to leave their respective organizations ($M=3.18$; $SD=1.46$). Following the limitation in existing literature which scarcely accounts for the duration within which the actual voluntary turnover is likely to manifest, this study found that within the next three to six months, less than one third (25.7%) of upscale hotel employees in Greater Accra will begin nurturing the intention to search for a new job ($M=3.67$, $SD=1.45$). However, within the next one year, approximately 65% of employees of upscale hotels in Greater Accra are more likely to begin nurturing the intention to search for a new

job ($M=3.67$, $SD=1.45$). Surprisingly, there was no significant difference in terms of their turnover intentions by their socio-demographic characteristics. This clearly indicates that the antecedents of turnover intentions are enormous and weightier particularly among upscale hotel employees, hence, demographic variables may be less effective in predicting their significant occurrence.

- m. Results from the SEM analysis which tested the hypothesized relationships in the conceptual framework guiding the study showed that workplace spirituality directly had a significant and positive effect on mental health ($\beta=0.293$; $t=5.285$; $p < 0.001$; $CI=[0.171; 0.392]$) and employee engagement ($\beta=0.787$; $t=19.148$; $p=0.000$; $CI=[0.691; 0.853]$) providing support for hypothesis 3 and 4. On the contrary, no statistically significant relationship was observed in the direct relationship between workplace spirituality and turnover intentions ($\beta=-0.155$, $t=1.785$, $p=0.074$, $CI=[-0.335; 0.004]$) thus, rejecting hypothesis 5. Mental health also had a directly significant effect on turnover intentions ($\beta=-0.396$, $t=8.663$, $p=0.000$, $CI=[-0.482; -0.302]$). In addition, employee engagement directly had a positive and statistically significant effect on employee mental health ($\beta=0.266$, $t=5.298$, $p=0.000$, $CI=[0.171; 0.368]$) and turnover intentions ($\beta=-0.271$, $t=3.026$, $p=0.002$, $CI=[-0.442; -0.093]$). These results supported hypotheses 6a, 7a, and 7b respectively.
- n. At the mediational level, employee engagement mediated the relationship between workplace spirituality and turnover intentions ($\beta=-0.219$; $t=0.074$; $p < 0.003$; $CI=[-0.367; 0.076]$) but failed to mediate the relationship between workplace spirituality and mental health ($\beta=0.125$; $t=1.948$; $p = 0.051$; $CI=[0.007; 0.261]$). On the basis of these

results, hypothesis 7a was accepted and 7d was rejected. Further from the mediational results, mental health significantly mediated the relationship between workplace spirituality and turnover intentions ($\beta=-0.143$; $t=3.581$; $p=0.000$; $CI=[-0.222; -0.067]$) providing support for hypothesis 6b.

- o. At the moderational level, employees' reliance on mhealth psychological support moderated the relationship between workplace spirituality and mental health supporting hypothesis 8b.

Conclusions

Based on the findings of the results, the following conclusions are drawn:

- a. The concept of workplace spirituality in the dimensions of meaningful work, sense of community and alignment with organizational values moderately exists in upscale hotel work spaces in the Accra Metropolitan Area. In addition, employees' experience of workplace spirituality was more prominent at the individual level (meaningful work) and departmental level (sense of community) than the organizational level (alignment with organizational values). This suggests that the concept of workplace spirituality is not fully operational in upscale hotels in the Accra Metropolitan Area. Further, the study concludes that respondents' experience of workplace spirituality is significantly dependent on their socio-demographic characteristics.
- b. The mental health status of upscale hotels employees in the Accra Metropolitan Area is impaired in view of the fact that the majority of

employees reported all the three dimensions measured and also reported higher cases of anxiety and stress with severe and extremely severe levels. Furthermore, the study concludes that there is a significant difference between the mental health status of hotel employees and their socio demographic characteristics.

- c. With regard to employees' level of engagement, the study concludes that upscale hotel employees' level of engagement with their respective organizations is moderate. They are therefore not completely cognitively, physically, and emotionally immersed in their work and are also unable to display optimal levels of enthusiasm towards it. In addition, their socio demographic characteristics showed significant differences in their levels of engagement.
- d. Similar to their level of engagement, hotel employees generally have moderate levels of turning over with their respective organizations. Indeed, in the short term (three to six months), less than one third of the employees will be nurturing the intentions of searching for a new job whereas more than half of them will be nurturing this intentions in the long term (one year and more). The study further concludes that hotel employees' socio demographic characteristics are insignificant in influencing their turnover intentions. Thus, suggesting that perhaps, the antecedents of turnover are weightier, hence, not significantly influenced by socio demographic characteristics.
- e. Following the examination of the effect of workplace spirituality on hotel employees' mental health status, the study concludes that workplace spirituality significantly and positively influenced mental health. Thus, remains important for promoting mental health among upscale hotel

employees in the Accra Metropolitan Area particularly in the prevailing economic crises Ghana is confronted with.

- f. Finally, in terms of the choice of coping mechanisms in managing mental health conditions, the study concludes that upscale hotel employees in the Accra Metropolitan Area apart from using the conventional mechanisms of problem solving and seeking social support, are now relying on the mhealth psychological support as coping mechanisms. Furthermore, it is concluded that their choice of coping mechanism is significantly influenced by their socio demographic characteristics.

Theoretical Implications (Contributions)

This thesis makes interesting and significant contributions to the workplace spirituality literature particularly within the context of the hospitality industry and most especially from the Ghanaian perspective in view of the extremely scarce empirical evidence that exists (Ledi, Ameza-Xemalordzo, & Owusu Ansah, 2023). Although the aforementioned researchers have made an initial attempt on the phenomenon in the Ghanaian hospitality industry, this study is among the premier studies attempting to comprehensively undertake a structured academic research on workplace spirituality in the Ghanaian hospitality sector.

Indeed, this study is among the first examining workplace spirituality and its association with mental health, engagement and turnover intentions among upscale hotel employees in the Accra Metropolitan Area and most especially from a developing country's perspective as there is evidence to suggest that this line of inquiry is sparsely researched (Houhgton et al., 2016). Preceding studies in the context of workplace spirituality have largely focused on examining the

direct effect of workplace spirituality on employee outcomes (Rego & Cunha, 2008; Petchsawang & Duchon, 2012; Pawar, 2016; Milliman et al., 2018; Aboobaker et al., 2020b). This study however contributes to the nascent workplace spirituality literature by concurrently examining the mediational role of employee engagement and mental health on the relationship between workplace spirituality (WPS) and turnover intentions which remains under explored in existing literature. Further, the use of a mixed method approach in this study which is a limitation in most workplace spirituality studies and has strongly been recommended (Aboobakar et al., 2019) enabled the workplace spirituality experiences of the employees to be captured holistically. Additionally, the results of the study strengthens existing literature by reiterating the fact that the resources that influence employee mental health, engagement, and turnover intentions could exist at individual, group, and organizational levels.

Further contributing to existing knowledge, this study unearths the predominant use of mhealth application features or the reliance on mhealth psychological support by upscale hotel employees in Greater Accra as coping mechanisms in managing their mental health conditions following the recommendations of Ma et al. (2021) that the problem solving, seeking social support, and avoidance forms of coping mechanisms were developed almost three decades. Hence, may be less effective in capturing the actual coping resources hospitality employees are using in a contemporary business world.

In terms of theoretical contributions, there is currently a call for both theoretical and empirical research to be significantly extended within the hospitality literature in order to have a holistic appreciation of the concept of workplace spirituality (Abu Bakar, 2020; Paul, Jena, & Shaoo, 2019). This study

therefore responds to this urgent call by proposing and providing empirical evidence through the lenses of the Broaden and Build Theory of Positive Emotions (Fredrickson, 2013), Self Determination Theory (Ryan & Deci, 2017), Job Demands Resources Theory (Bakker & Demerouti, 2014), as well as the Social Exchange Theory (Cook, Cheshire, Rice, & Nakagawa, 2013).

The integration of the aforementioned theories to examine the relationships between workplace spirituality, mental health, employee engagement, and turnover intentions further validates their efficacy in the context of workplace spirituality and the related constructs. Specifically, the research extends SET by demonstrating how workplace spirituality fosters reciprocal support and emotional resources, which strengthens employee well-being and engagement. SDT is expanded by showing that workplaces that satisfy intrinsic needs for autonomy, competence, and relatedness through spiritual values improve mental health, reducing turnover intentions. The JD-R model is enriched by identifying spirituality as an organizational resource that buffers job demands and fosters resilience. The Broaden-and-Build Theory is applied in demonstrating how positive emotions generated by spiritually thriving work environments broaden coping mechanisms, enhances engagement, and reduces burnout. Finally, the study contributes to the Transactional Model of Stress and Coping by showing how spiritual practices at work help employees reframe stressors, leading to improved mental health and decreased turnover intentions. This integrated model provides a holistic framework for understanding the complex interplay between spirituality, mental health, and work-related outcomes.

Managerial/Practical Implications

The results of this study have implications for the Ghanaian upscale hotel industry in view of its significant contribution to the economy. Currently, there are concerns about the impaired nature of hotel employees' mental health status which is more likely to impact the quality of service delivery in the industry among others. Though these employees considerably meet the industry's required criteria of employment qualification, they are usually discriminated against particularly in the provision of favourable working conditions, remunerations and/or career opportunities. The findings of this study showed that the status of workplace spirituality was moderate, hotel employees had impaired mental health, moderate levels of engagement, and turnover intentions. Obviously, these results have many implications such as significantly having negative impacts on employees' psychological and well-being which can ultimately impact quality service delivery. Indeed, if these issues are considerably addressed, hotel employees can be great assets to their respective organizations. As examined in this study, if hotel organizations make deliberate efforts towards nurturing and sustaining the mental well-being of employees by establishing authentic connections with them, helping them find meaning and purpose in their workplace and supporting them cultivate team spirit, it will yield sustainable competitive advantage for the industry.

Recommendations

The findings of the study are illuminative in view of the myriad implications it offers to organizational level policies, practices, and programmes. Indeed, experiences of workplace spirituality provide a means for individuals to integrate their work and their spirituality which subsequently provides them with

direction, connectedness and wholeness at work. Spirituality is primarily reflected in the values framework of the organization and values are reflected in organizational culture and work environment. Hence, the concept of workplace spirituality may be a promising mechanism for understanding the essence of creating and maintaining spiritually thriving workplaces where meaningful work, a sense of community, and an alignment with organizational values are predominant.

Following the moderate level of workplace spirituality in upscale hotels in the Accra Metropolitan Area which is partly accounting for the impairment in the mental health status of their employees, it is recommended that managers and stakeholders of the upscale hotels examined should design and/or modify policies, practices, and programmes aimed at nurturing and reinforcing authentic community living at the work place. These should include offering work-family balance initiatives such as work flexibility to help them experience meaningful work, promoting team building and comradeship to help develop authentic relationship among themselves, and ensure prompt response to employees' concerns to assure them of their commitment. This can facilitate employees' experience of workplace spirituality in its entirety and subsequently enable the hotel organizations win heightened employee engagement and a sustainable competitive advantage in the long term.

In addition, promoting good practices including guided mindfulness and meditations, establishing good interpersonal working relationship as well as consciously aligning individual's deeply held values of ethics and integrity with that of their respective organizations can influence employees' engagement and subsequently, how long they choose to stay with their organization. It is further recommend that human resource practices should show concern for employee

needs and goals as this will instigate reciprocity among them and they will be more motivated to give back to the organization and work toward organizational performance and sustainability. Considerations for work flexibility, autonomy, and effective collaboration among others will develop relationships of connectedness and reciprocity, thus ensure higher individual and organizational performance.

It is also recommended that employees of upscale hotels should participate in the creation and nurturing of the spiritual environment in the workplace in order to enrich their personal growth through the experience of meaningful work, develop authentic sense of connectedness, and align their values with those of the organization. Ultimately, this will improve their mental health and well-being and also promote the delivery of better quality service to customers.

Direction for Future Study

In view of the research design employed in this study, a longitudinal study will definitely help gain more insights into the hypothesized relationships. Self-report responses, particularly with respect to employee mental health, engagement, and turnover intentions may pose contamination of results. However, stringent statistical measures and methods were employed to ensure that common method bias was not significantly existent in this study results. Future studies should garner data response from a different sample or group of samples so as to give more perspectives for comparisons and generalization of results. Also, studies should explore the curvilinear relationship between workplace spirituality and other employee outcomes, which have been previously proposed in existing literature.

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APPENDIX A

UNIVERSITY OF CAPE COAST

INSTITUTIONAL REVIEW BOARD SECRETARIAT

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26TH MAY 2023

Ms Melody Enyonam Appietu
Department of Hospitality and Tourism Management
University of Cape Coast

Dear Ms Appietu,

ETHICAL CLEARANCE – ID (UCCIRB/CHLS/2023/16)

The University of Cape Coast Institutional Review Board (UCCIRB) has granted Provisional Approval for the implementation of your research on **Workplace Spirituality, Mental Health and Turnover Intentions of Employees in Upscale Hotels in the Accra Metropolis**. This approval is valid from **26th May 2023** to **25th May 2024**. You may apply for an extension of ethical approval if the study lasts for more than 12 months.

Please note that any modification to the project must first receive renewal clearance from the UCCIRB before its implementation. You are required to submit a periodic review of the protocol to the Board and a final full review to the UCCIRB on completion of the research. The UCCIRB may observe or cause to be observed procedures and records of the research during and after implementation.

You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours faithfully,

Kofi F. Amuquandoh
Ag. Administrator

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