

ORGANIZATIONAL WELL-BEING, STRESS AND JOB SATISFACTION AT “CROSS-BORDER HOTEL COMPANY”: A CASE STUDY

Angelo A. Camillo – School of Business Woodbury University 7500 – Glenoaks Blvd - Burbank, CA 91510 Phone: 818-394 3314- Fax: 818-394 3311- Email: angelo.camillo@woodbury.edu

Loredana Di Pietro – University of Molise, Via de Sanctis s.n.c., 86100 Campobasso (Italy)
Phone 0030 0874 404 461 – Fax 0039 0874 404 481 E-mail: loredana.dipietro@unimol.it

Francesca Di Virgilio – University of Molise, Via de Sanctis s.n.c., 86100 Campobasso (Italy)
Phone 0030 0874 404 983 – Fax 0039 0874 404 481 E-mail: fradivi@unimol.it

Svetlana Holt – School of Business, Woodbury University - 7500 Glenoaks Blvd. Burbank, CA 91510 Phone: 818-394-3359 - Fax: 818-394-3311, E-mail: svetlana.holt@woodbury.edu

ABSTRACT

The topics of organizational well-being have been at the forefront of management research over the past two decades. Scholars and practitioners, nevertheless, disagree not only on the interpretation of the findings, but with suggested theories especially, upon which variables should be considered as measures of organizational health. The aim of this study is to examine workplace well-being through the prisms of employee stress and its relationship to job satisfaction. This phenomenological study is based on the analyses of a case study in the hospitality industry. A survey instrument that included measures of job satisfaction and stress was used to collect information from hotel employees of an American “Cross-border Hotel Company” chain geographically dispersed in Georgia, Alabama, California, North Carolina, Arizona, Texas, Utah, and Indiana. Data collected directly from 78 employees in one location, representing a 100% response rate, together with their demographic characteristics, were analysed. The results suggest that the primary factors causing stress and leading to job dissatisfaction, which in turn affects employees’ well-being, are as follows: lack of confidentiality, inadequate policy implementation, laissez-faire leadership, conspicuous nepotism, pay inequality, poor communication, inappropriate task assignment and monitoring techniques, non-existent employee recognition programs, and lack of trust.

Key words: well-being, job satisfaction, organizational stress, human resources management.