



Correlation between workloads and well-being of cruise line employees

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Abstract

In the cruise line industry, employee workloads and well-being are key factors affecting job performance and retention. This study examined the relationship between workload and well-being of hotel department employees on cruise ships. Using a quantitative approach, a survey was administered to 115 cruise line employees. The findings indicated that employees face high physical, mental, emotional, and coordination demands, but they exhibit strong coping skills and emotional resilience, leading to high psychological well-being. The results of this analysis indicate a Significant Positive Moderate Correlation between workload and overall well-being among cruise ship employees. Effective workload management, along with resource and support provisions, can enhance workplace well-being, fostering a positive work environment. This study sheds light on the challenges faced by cruise line employees and emphasizes the need for prioritizing effective workload management to improve employee well-being, productivity, and performance. Given the significant role of employees in the cruise line industry, their well-being directly impacts industry success and passenger experiences. Future research may explore the role of organizational support in enhancing employee well-being and stress management within cruise lines.

Keywords: *workload, well-being, cruise line, hospitality*



1. Introduction

Cruise line employees need to face the guest and ensure the passengers that they have everything they want on board. The engagement of these cruise line employees may get affected if their workload increases. One of the main problems that cruise line employees experience on board is their compliance with the working hours. The Maritime Labor Convention has been regulating working hours internationally since 2006, yet violations still occur frequently (Martiny, 2023). In order for employees to comply properly and serve the guests in the cruise ship, they need to have a longer time to rest or sleep to condition themselves in their shifts for the next days.

According to Teberga (2020), a tourism professor at the University of Palmas in Brazil, they had investigated that working conditions on cruise ships, working hours, and the workload cause the most complaint among the employees, as well as, the increasing of the passengers in the cruise ships in year 2001 and 2020 the average of the passengers increased at 60% but the crew in the cruise ships increased by only 44% in which the crew members had to take a lot of workloads.

The National Director of CLIA – Germany Helge Grammerstorf argues that the valid working time regulations internationally has been disrespected on cruise ships and shipping companies should follow the permitted working hours and cannot be exceeded. Many cruise line companies evade the prohibitive laws that control wages, working hours, taxes, and criminal and environmental laws by indicating their ships are registered in countries. This kind of circumstances should be reviewed and checked by the government to assure the well-being of our fellow Filipino cruise line workers.

Research by Ghosh (2022) asserts that employees in every company have different levels and intensities of workloads. Employees deal with varying degrees of workload daily. Because the workload fluctuates, it affects their impression of fairness in task balancing especially when the change is for the better. Given the chance for workloads to differ among cruise line employees' indistinct sections of the hospitality department, and even within the same company department, an organization's requirement to manage workloads becomes crucial.

This study delves into a crucial aspect of their work experience, aiming to shed light on the intricate relationship between workloads and well-being from the perspective of cruise line employees serving in the hotel sector of these floating cities. By examining the intricate

dynamics at play, the researchers seek to uncover the correlations and intricacies that govern the connection between the demanding nature of their roles and the quality of life they experience. The main objectives of the study were: to assess if the respondents are towards their workload as cruise ship employees in terms of experiences during tasks and team's performance during tasks; to assess if the respondents are towards their well-being as cruise ship employees in terms of psychological, social, workplace well-being, and subjective well-being; and to identify the relationship between the assessment of the respondents towards their workload and well-being as cruise ship employees.

2. Literature Review

Workloads of Employee

Employees with an increased workload are going to gain more from a job crafting intervention that will improve employees' dedication and absorption as a behavior, compared to employees with a lower workload (Kuijpers et al., 2020). According to "Safety 4 Sea" (2022), crew members engage in an extremely controlled field with a physically and mentally demanding workload; in fact, aside from sleep, grabbing a rest between work periods can help restore seafarers' performance levels and improve their work behavior. When indirect effects such as work conflict, difficulty sleeping, work engagement, and behavior were taken into account, high workload was associated with less well-being (Zappala et al., 2022).

According to the "The Seafarers Happiness Index" (2019), few seafarers stated, that a significant portion of their time has been consumed in checking and auditing, combined with an excess of checklists and paperwork that was not beneficial to the vessel's operation making the job difficult than it needs thus affecting the seafarer's work behavior and performance in the job. Overwhelming tasks and requirements cause the individual Irritated and unmotivated at work which impacts their physical, mental, and psychological health (Evangelista, 2021). Bakker (2021) emphasizes the job demands they get from daily work create stress and lead to a more abnormal and less flexible self-regulating cognitions and behaviors.

The employees who are avoiding cope due to their experience in job strain will more likely to increase their job demands. Li et al (2019) confirms that job demands are positively correlated with well-being and work behaviors. These relationships must be considered when an organization seeks to reduce job demand. Work design and performance evaluation should be based on employees' actual work abilities and assign meaningful tasks to each employee.

According to “Safety 4 Sea” (2019), increased workload and subsequent fatigue were the biggest obstacles to communication on board that it affects their mental and social life in cruise ship. According to Radic et al (2020) to the JD-R model, career-related burnout develops from two sources: the first is negative feedback, extremely stressful circumstances at work in which job demands results in tiredness, and the following is connected with not enough job resources leading to dissatisfaction with obvious inspiration failure. The JD-R model acknowledges that, beyond all resources, control and independence are critical in allowing employees to cope with requirements such as workload (De Reuver et al., 2021).

According to “Safety 4 Sea” (2019), high workloads can affect their physical health that can cause fatigue and in cruise ship there is less interaction with their loved ones which can affect their well-being onboard. According to “How to achieve consistency when working under continuous extreme stress on a ship?” (2023), working on a cruise ship is known to be one of the most stressful jobs. This includes long working hours, regular shifts in team members, high quality standards and especially high-workloads. Due to these reasons can affect their performance they would easily lose their focus and attention on their work, physically and mentally.

The ratio of passengers has been increasingly than the crew members become disadvantage to the employees. The passenger capacity of cruise ships increased by 60%, but the number of crew members increased by only 44%. As a result, crew members had to take on high-workloads and it also affects their working hours in cruise ship (Welle, 2023). Result of the findings of Casper & Sonnentag (2020), states that high workload could have a negative impact on employee well-being while in the anticipated phase if it is followed by work-related worry. It claimed that employees' well-being and work behavior suffer as a result of work-life time constraints, task assignments and workloads (Radic et al., 2020).

A raise in workload and a change in the work environment, on the other hand, could promote employee behavior and performance improvement (Munandar et al., 2019). According to Kim & Beehr (2020) teamwork and collaboration under high workloads can create a supportive environment. Research by Tummers and Bakker (2021) argues that when employees are provided with the necessary resources and support to manage high workloads, workplace well-being can improve, fostering a positive work environment. They demonstrated that well-managed high workloads can positively influence psychological well-being by increasing a sense of mastery and engagement in one’s tasks (Schonfeld et al., 2019).

This indicates that employees who have a heavy workload are at a high risk for well-being and physical health problems, which can affect employee performance and behavior at work. High workload activities were associated with lower well-being, including higher stress and complications at work. This is essential since job overload is a big issue in the workplace, and it can have a severe impact on the well-being of cruise line employees. According to the JD-R model, job demands have a negative impact on the well-being of cruise ship employees. As a result, adaptability in the cruise line is crucial, when employees can balance their task and work without errors.

This could lead to life dissatisfaction which can lead to people being unmotivated to accomplish their work and being less productive. The findings of this study could be utilized to assess how it affects employee performance because it goes beyond typical work hours and workloads, which can lead to restlessness, lower self-esteem, and have an impact on an employee's well-being. High workloads can also promote employees, improve their performance and teamwork and collaboration with co-workers it has positive effect on their psychological well-being.

Well-Being of Cruise Line Employees

Long-distance connections to loved ones, short opportunities for social events, and raised physiological and emotional stress can frequently result in health risks or an absence of engagement at work, affecting their performance and behavior. Overall, this has an impact on the overall health of the seafarers, which may be a factor that leads to psychological difference among team members (Singh, 2022). Because the total number of individuals on board ships is limited and conflicts of egos and unhappiness among crew members are common (Anish, 2021). According to Bakker and De Vries (2021), when employees had autonomy in their jobs, acquired feedback, had their social support or established good relationship with their supervisor, the workload, emotional and physical demands, as well as work-home interference failed to result in higher levels of burnout.

Employees who possess a positive attitude at work are more likely to connect them with the behavior of organizational citizenship, increasing their productivity and need to work. Employees, on the other hand, will behave in the opposite way when they are experiencing negative workplace emotions (Deng et al., 2022). Kang (2020) emphasizes that even though recent research has focused on the role of well-being in tourism, little is known about how

marketing professionals can benefit specifically from it. The relationships between co-workers that exist on a cruise ship have an impact on the health and happiness of cruise line employees. The theoretical concepts of experiential value and value co-creation were found to be linked by well-being, with brand prestige acting as a moderator.

According to (Lagniton, 2023), a lot of coworker's challenges have led to cracks as a result of severe stress brought on by miscommunication with managers and other crew members who suffer from anxiety and influencing their job performance and system at work. It is difficult for seafarers to get used to because employees possess distinct ethnic groups and behaviors. Extended working hours, an absence of clear separation between work and rest, and being separated from one's confidential social life of family and friends have all been recognized as significant stressful circumstances, as has the constant desire to get to know, adjust to, and form new working relationships (Osterman & Boström, 2022). Lütkenhaus (2020) asserted that the cruise industry is a tourism sector that is still growing and requires a lot of workers.

According to Kwon (2019), The trait-based view suggests that engagement is a matter of innate disposition, explaining why some individuals feel engaged at work while others do not. In contrast, the state-based view posits that engagement can fluctuate over time based on an individual's work-related experiences. They conceptualized employee engagement as "an active, work-related positive psychological state operationalized by the intensity and direction of cognitive, emotional, and behavioral energy". Kwon emphasized the significance of psychological conditions, including meaningfulness, safety, and availability, in explaining why an employee might choose to engage or disengage during work. Khan (2019) discusses one such perspective, based on the distinction between trait-level (between-person process) and state-level (within-person process) views. The trait-based view suggests that engagement is a matter of innate disposition, explaining why some individuals feel engaged at work while others do not. In contrast, the state-based view posits that engagement can fluctuate over time based on an individual's work-related experiences. Khan emphasized attitudinal and motivational facets, the state-level work engagement which underscores the organizational context as a stable resource influencing daily work engagement

However, criticism of cruise ship workers' working and living conditions, as well as their ability to control their emotions, is a common topic in both the news and research literature. The industry's success is largely dependent on the well-being of resort operators.

Teamwork and collaboration in high-workload situations can foster social interactions and positively affect social well-being (Demming et al., 2021). It claims that employees' well-being and work behavior suffer as a result of work-life time constraints, task assignments and workloads (Radic et al., 2020). (Ying, 2023) confirms that employees can experience mental problem, interactions with customers can be a significant source of work-related stress for hospitality workers, which could result in burnout and high employee turnover rates. Work-life balance is fundamentally how every crew can overcome burnout and fatigue.

Motivated teams working on challenging tasks tend to experience better psychological well-being (Susanto et al., 2022). Research by Kramer and Simmons (2021) supported that on a daily basis emotion we feel at work has been shown to be profoundly negatively connected with regular psychological wellness and daily physical well-being. Daily emotion at work intense acting, on the other hand, had no significant connection to daily mental well-being or daily physical wellness. As it stands, work-life balance is linked to a variety of how to improve the ship's productivity and working environment by adjusting life on board (Evangelista, 2021).

According to “Seafarers working on cruise ships and ferries are the unhappiest” (2019), seafarers reported more positive interactions with their families while at sea, indicating improved bonds and more opportunities to stay fit and healthy on board that has good affect in their well-being. Jobs (2023) emphasized that employees’ onboard need to be strong because all of crew members are locked up on a cruise where only focus is at work. Those who face seasickness every time can affect their well-being while onboard by taking medications and it could affect them mentally. According to “Cruisejobs” (2021), for some employees’ this may be the first time they have lived away from home, away from family and friends for an extended period of time, it has an effect to their well-being while at work. Cruise lines try to hire crew members who understand well and could handle the challenges of working on cruise ships.

According to “Travel Pedia” (2023), the fatigue and exhaustion of the team makes life difficult away from home. For others, the hardest part of working and living on a cruise ship is the lack of sleep and poor work-life balance that it affects their well-being. Most crew members also agree that being away from loved ones is the hardest part of working at sea, especially when they are homesick. According to Malvaso & Kang (2022) subjective well-being is influenced by a multiple of personal and external factors. Research by Kwon & Park (2019) suggest that meaningful and challenging work can contribute to an enhance of overall

well-being. The result of the research of Galanakis and Tsitouri (2022) showed that high levels of personal resources can mitigate the adverse effect of high job demands on stress while also enhancing the already positive effects of high job resources on motivation. It was said that job characteristics and work is having a resource which is the personal resources and in creating a personal resource, it would have a positive effect on well-being.

This has an impact on the overall health of the seafarers, which may be a factor that leads to the effect on the well-being of the employees onboard. Having problems with relationships can cause low confidence, and not having to concentrate while working. The solution here to work this relationship with employees many suggested that can always be honest with someone to gain your trust. Being more transparent while communicating with other employees to make your bond sustainable and to have good results. Giving appreciation they need to motivate them in their workplace. Due to high-workloads at cruise ship employees' well-being and work behavior suffer as a result, Teamwork and collaboration has a positive affect social well-being while coping up with high-workloads. Work-life balance is important on how to improve the employees' behavior, social interaction for better working environment by adjusting life on board. Improved bonds with co-workers on board that has good affect in their well-being.

Job resources are divided into three dimensions: social support from colleagues, knowledge, and work–family balance. Social support, particularly from colleagues, is identified as a direct and valued resource capable of reducing fatigue levels (Wan and Liu, 2023). The study acknowledges the importance of differentiating social support into work-related interactions and leisure-time social activities to comprehend its nuanced impact (Wan and Liu, 2023). Knowledge is recognized as a resource fostering specialization and cooperation, contributing to workplace achievements and reducing job demands. Work–family balance, as a reflection of role resources, encompasses low conflict and high enrichment between work and family roles (Wan and Liu, 2023). Leadership resources, as subdimensions, include development possibilities, supervisory coaching, and a supportive environment. Adequate opportunities for professional development are emphasized as crucial for motivation and are indicative of effective leadership. The study underscores the role of supervisory support and coaching in embodying high-quality leadership (Bakker et al., 2021).

Working together with new coworkers can help reduce heavy workloads by encouraging collaboration, alleviating the adverse consequences of high job demands while

increasing engagement and behavior (Wan et al., 2023). Through employee engagement, psychological well-being, and transformational leadership, the purpose of this study is to ascertain the connection between job demands and resources and organizational trust. Organizational trust has a positive and significant relationship with employee engagement. The relationship between employee engagement and organizational trust is mediated by transformational leadership and psychological well-being (Widanti, 2022). The conditional indirect effects examine showed that when mindfulness was present, work engagement was positively and subsequently affected by the innovative work behavior when the workload was high and increasing (Montani et al., 2020). Research by Rodden and Nancy (2019) emphasizes that social interactions are important because they could help cruise lines make memorable experiences that make people want to cruise again in the future. In addition, crew social interactions were rated as more important for mentally stimulating social interactions because they could influence crew members' choices of activities and how to conceal their true emotions to provide professional service.

The meta-analysis conducted by Tummers and Bakker (2021) forms the basis for understanding the positive correlations between transformational leadership and both employee job satisfaction and motivation. This conclusion aligns with experimental studies, including those by Dvir et al. (2002), and Bellé (2014), which demonstrated the impact of leadership on employee well-being and performance. Recent research by Tummers and Bakker (2021) further supports this view, emphasizing that high-ability and hard-working leaders contribute to increased employee effort, knowledge-sharing, and overall performance. The integration of leadership into the Job Demands-Resources (JD-R) theory is a noteworthy development in the field, as highlighted by scholars such as Syrek et al. (2013), Perko et al. (2014), Diebig et al. (2017), and Cheung et al. (2021). This connection often takes a behavioral approach, focusing on what leaders do or how they are perceived by employees, in contrast to the trait approach that examines leader traits.

The behavioral approach proves to be more adaptable within the JD-R theory, which is characterized by its heuristic and flexible nature. Leadership is seen as a moderator between job/personal resources and motivation and between job demands and strain. Leadership, in this context, can enhance the positive effects of personal resources, such as proactive personality, thereby increasing engagement. Simultaneously, leadership can mitigate the impact of high job

demands, with servant leadership making it easier for employees to cope with challenges like high workload.

Lee (2019) confirmed with the employee's resources being drained and because of not meeting the demands of emotional labor, the employees might experience emotional exhaustion that can also decrease their cognitive energy when interacting with co-workers and customers at cruise ship. The findings of Radic et al (2020) verify that workloads such as time pressure, work environment and emotional labor have a negative impact on the well-being of the cruise ship employees. This finding has shown significance because it shows how personal approaches such as coping, healing from work-related effort, and the improvement and compensation mitigate the negative effect of workloads on the employee engagement.

Simmons (2021) indicates a noteworthy negative association between daily emotional labor surface acting and both daily psychological well-being and daily physical health. However, daily emotional labor deep acting does not exhibit a significant relationship with either daily psychological well-being or daily physical health. The study's aggregation of emotional labor across days unveils a significant positive correlation between emotional labor and burnout. This implies that the cumulative effect of engaging in emotional labor is associated with increased levels of burnout. Simmons (2021) broadens awareness regarding the impact of emotional communication expectations on employees' psychological and physical health. The study urges organizations to recognize the potential negative consequences of surface acting on employees' well-being. Additionally, the research offers research-driven practices to mitigate the adverse effects of emotional labor communication demands. The emphasis on burnout as a consequence of aggregated emotional labor reinforces the importance of addressing long-term implications for employee health. The research-driven practices suggested in the article serve as practical guidelines for organizations seeking to foster a healthier work environment by managing emotional labor demands (Simmons, M.J, 2021)

According to "Safety 4 Sea" (2023), employee engagement is defined as the attitude of employees who perform their duties with genuine interest and total dedication while being extraordinarily productive and meeting company objectives. It denotes a trusting relationship between the organization and its employees, in which the company provides comprehensive opportunities for employees to grow professionally and achieve self-realization.

This finding shows that working together as colleagues could reduce the hardness and suffering of the workloads that were given to employees. It increases their social interaction at the same time it can help their well-being in the cruise ship. Engagement within employees increased their motivation to do their job and to work together. It also benefits the performance of the employee in the cruise ship because engagement helps them to be productive in the workplace. Social interactions and engagement in work is important because it can help boost employees' confidence and to create good and better organization in cruise ship. It is important for mentally stimulating social interactions because they can influence crew members' choices of activities and how to conceal their true emotions.

Relationship between Workloads and Well-Being of Cruise Line Employees

According to a study, when there is a rise in workload activities it is automatically associated with one's well-being that is lower on multiple measures, this includes stress. Greater recovery activity frequency, on the other hand, was mostly associated with well-being that is higher, as indicated by stress and increased positive affect (Hernandez et al., 2021). According to the study entitles "Factors that Affect Employee wellbeing in the Workplace" (2019), the study attempted to explain variation in employee well-being levels tends to consider individual factors such as personality or situational factors workplace, such as physical labor. Many studies claim that high workload is present in ships that is causing negative impacts to the employees' overall health and well-being. Result of the findings of Casper & Sonnentag (2020), states that high workload could have a negative impact on employee well-being while in the anticipated phase if it is followed by work-related worry.

Its findings indicate the relationship between workloads and well-being. This issue is getting worse as conflict within the institution arises, also reduces employee's morale, which in turn reduce in the performance and engagement in their job. The study's goal to look at how the frequency of workload and the recovery tasks from work and non-work periods were related to same-day well-being measures within a person or employees onboard the cruise ship. It could also have a negative impact on employee well-being, resulting in lower self-esteem, a lack of purpose, and the adoption of unhealthy habits.

3. Methodology

Research Design

This study used a quantitative research design with descriptive and correlational survey method. Bhandari (2022) stated that this method of gathering and examining numerical data, as well as, executing statistical, computational, or mathematical approaches, is referred to as quantitative research design. It is useful for determining averages and patterns to verify relationships between variables and extend the results to larger groups. Quantitative research collects data from existing and future respondents, for example, through sampling procedures and the dissemination of online surveys and questionnaires.

A descriptive approach of research describes the characteristics of the population or subject under inquiry. The method prioritizes identifying the characteristics of a demographic segment over explaining "why" a given phenomenon occurs. In other words, it "describes" the research issue but does not explain "why" it happens (Question Pro, 2023). The correlational survey approach is a non-experimental study whereby a researcher explores two or more variables and evaluates and analyses the statistical relationship that connects them without changing or altering any of them. A correlation is a statistical measure of the strength and direction of a relationship between two or more variables. A correlation can be either positive or negative (Bhandari, 2022).

Population, Sample Size, Sampling Technique

The researchers' respondents are cruise line employees who worked or who are working on international cruise ships. The total population comprises those cruise line employees who are from Manila, Philippines. They were chosen as respondents for this study because they have experienced cultural diversity on cruise ships, and the researchers were interested in studying the relationship between workloads and well-being from their point of view as a cruise line employee.

The G*Power was used to calculate the sample size of respondents depending on the specific statistical test that the study will need. The following were the parameters needed for the input:

- a. Effect size (often denoted as Cohen's d for t-tests and ANOVA, or r for correlation).
- b. Significance level (alpha, often set to 0.05 for a 5% chance of Type I error).

c. Statistical power (usually set to 0.80, which corresponds to an 80% chance of detecting an effect if it exists).

d. Other specific parameters relevant to your chosen test (e.g., degrees of freedom, correlation values, etc.).

Table 3.1

Profile of the Respondents

Sex assigned at birth	Frequency	Percent
Female	46	36.5
Male	80	63.5
Total	126	100.0
Age		
Below 31	64	50.8
31-40	41	32.5
Above 40	21	16.7
Total	126	100.0
Educational Attainment		
Basic Education	19	15.1
Tertiary Education	57	45.2
Post Graduate	50	39.7
Total	126	100.0
Years of Service in the Cruise Line Industry		
0-2 years	4	3.2
3-5 years	76	60.3
More than 5 years	46	36.5
Total	126	100.0
Years of Service On-board the Current Cruise Ship		
Less than 1 year	58	46.0
1 year	34	27.0
More than a year	34	27.0
Total	126	100.0

Research Instrument

The research instrument of this study was an adopted research questionnaire based on Pradhan & Hati (2019). While the well-being questionnaire was based on Sellers et al (2014), the researchers have adjusted the research questionnaire in accordance with the study. The researchers ask for permission to the authors by sending an email. The survey questionnaire has been separated into three sections: the letter to the respondents, the respondents' profiles, and the survey questionnaire. Respondents were questioned about the following in the respondent profile section: sex assigned at birth, age, highest educational background, years of service in the cruise ship industry, years of service on-board the current cruise ship, job position/department, and average weekly work hours. To evaluate the respondents' responses, the survey questionnaire used five-point Likert Scales. The five points on the Likert scale are (5) Excellent, (4) Very Good, (3) Good, (2) Fair, and (1) Poor. The other five-point Likert Scales: (5) Extremely High, (4) Very High, (3) Moderately High, (2) Very Low, and (1) Extremely Low. This survey includes 48 questions.

Data Gathering Procedures

The survey questionnaires were presented using Google forms survey at Magsaysay Maritime Corporation located along Ermita, Manila. Before they were included as respondents in this study, the researchers asked for the consent of the respondents, who are cruise line employees. The study's objectives and purpose were communicated to them, and participants were ensured of the confidentiality of any personal information and responses provided. Respondents were given a Google forms to fill out and was allotted enough time. The researchers were available to respond to respondents' questions regarding any issues that require explanation. The researchers instantly gathered the completed survey questions.

Ethical Considerations

The researchers followed the ethical considerations and the respondents in this study are not harmed by their participation. Prior to participating in this study, letter of permission to conduct survey has been given to Magsaysay Maritime Corporation and Lyceum of the Philippines University - Manila professors who have worked on a cruise ship and the researchers had communicated and had written a letter of permission to Magsaysay Maritime Corporation before conducting a survey. Respondents' voluntary participation was respected,

and their privacy and the data of research participants were protected. Furthermore, respondents could withdraw as respondents at any time. The researchers used the APA 7th edition referencing system to credit the works of other authors used in any portion of the study. They also followed the Data Privacy Act of 2012, also known as Republic Act No. 10173.

Statistical Treatment Data

This study used a quantitative research design that employed the descriptive-correlational method. The researchers used Weighted Mean and Pearson R for the statistical treatment data. The weighted mean was used for SOP 1 and SOP 2 of this study while Pearson R used in SOP 3. G*Power was used to calculate the sample size of the respondents.

4. Findings and Discussion

Table 4.1

Assessment of the Respondents Towards Their Workload

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
How physically demanding were the activities that required pushing, pulling, turning, controlling, activating, etc. as part of your job in the cruise line hotel industry?	4.17	1.14	<i>Very High</i>
How much mental and perceptual activity, such as thinking, deciding, calculating, remembering, looking, searching, etc., was required in your role within the cruise line hotel industry?	4.47	0.67	<i>Extremely High</i>
How much time pressure did you feel due to the rate or pace at which the tasks or task elements occurred in your role within the cruise line hotel industry?	4.24	1.00	<i>Extremely High</i>
How much did you have to control your emotions (e.g., anger, joy, disappointment) when you are accomplishing your day-to-day tasks and responsibilities onboard the cruise ship?	4.20	1.01	<i>Very High</i>
How much did your tasks require you to monitor your performance, ensuring that you were meeting specific	4.44	0.80	<i>Extremely High</i>

performance standards, within your department in the cruise line?

How successful do you believe you were in accomplishing the tasks assigned to you in your hotel department? 4.58 0.57 *Extremely High*

How hard did you have to work (mentally and physically) to accomplish your level of performance in your job position in the cruise line industry? 4.38 0.85 *Extremely High*

How frustrated (e.g., insecure, discouraged, irritated, stressed, and annoyed) versus satisfied (e.g., secure, gratified, content, relaxed and complacent) did you feel during your work shifts in the cruise ship? 4.18 1.07 *Very High*

Experiences During Tasks 4.33 0.63 *Extremely High*

How much communication activity, such as discussing, negotiating, sending and receiving messages, was required within your hotel department in the cruise ship?

How much coordination activity, such as changing or adjusting plans, was required by your department in the cruise ship? 4.49 0.62 *Extremely High*

How challenging was it to share and manage your time between task-work (work done individually) and team-work (work done as a team) while doing your roles and responsibilities onboard the ship? 3.83 1.11 *Very High*

How emotionally demanding was it to work as part of the hotel department in the cruise ship? 4.31 0.84 *Extremely High*

How much did your tasks onboard the cruise ship require you to monitor your team's performance? 4.48 0.63 *Extremely High*

How successful do you believe that your hotel department was in working together onboard the cruise ship? 4.68 0.50 *Extremely High*

How challenging was it to provide and receive support, such as giving guidance, helping crew members, and providing instructions, from your fellow crew members onboard the cruise ship? 3.52 1.35 *Very High*

Team's Performance During Tasks 4.27 0.45 *Extremely High*

Overall Workload 4.30 0.48 *Extremely High*

Legend: Excellent (5.00 – 4.21); Very Good (4.2 – 3.41); Good (3.41 – 2.61); Fair (2.61 – 1.81); Poor (1.81 – 1)

Respondents had expressed high satisfaction with a weighted mean of 4.68, categorizing their hotel department's performance as "Extremely High." Respondents expressed a high level of satisfaction with a weighted mean of 4.58, categorizing their job performance as "Extremely High." Respondents reported a weighted mean of 4.49, signifying an "Extremely High" level of coordination activity within their departments. Respondents reported a notably high weighted mean of 4.47, signifying an "Extremely High" level of mental and perceptual activity in their roles.

As regards to the study of Schonfeld et al (2023), when workload increases, employees are required to input greater levels of resources that includes physical, mental, or emotional capacities and if the available resources are insufficient to meet the workload demands, employees experience high workload resulting in likely performance impairments. Employees found it moderately challenging to provide and receive support, such as giving guidance, helping crew members, and providing instructions, from their fellow crew members on the cruise ship with a weighted mean of 3.52. Their perception of successful teamwork within the hotel department on board the cruise ship resulted to a weighted mean of 4.68. This indicates that employees not only recognize the demanding nature of their roles but also believe that their efforts in terms of teamwork and coordination are yielding positive results. They view their teamwork as effective and successful.

It aligns with the study of Bowers, (2019) stating that team members carry not only their individual workloads but also additional demands stemming from team interactions, such as communication and coordination. This is why the team environment is likened to a scenario where team members are tasked simultaneously executing individual task-related efforts and engaging in cooperative activities that are essential for effective team performance. Working together with new coworkers can help reduce heavy workloads by encouraging collaboration, alleviating the adverse consequences of high job demands while increasing engagement and behavior (Wan et al., 2023).

The value attached to work was rated as "Excellent" with a weighted mean of 4.79. This indicates a consistent appreciation for the significance of their work. The desire for skill advancement through challenges was rated "Excellent" with a high weighted mean of 4.79, signifying a strong consensus.

Table 4.2
Assessment of the Respondents Towards Their Well-Being

Statement	WM	SD	QI
I easily adapt to day-to-day changes of my life and manage my responsibilities well.	4.28	0.80	<i>Excellent</i>
I care for things that are important to me, not what is important to others.	3.87	1.26	<i>Very Good</i>
I feel I am a sensible person.	4.46	0.60	<i>Excellent</i>
I am flexible.	4.59	0.64	<i>Excellent</i>
I understand the expectation from me.	4.68	0.52	<i>Excellent</i>
I feel I am capable of decision-making.	4.63	0.67	<i>Excellent</i>
I feel unbothered by stress and demands of day-to-day life.	3.29	1.53	<i>Good</i>
I believe that I have a purpose and direction in life.	4.63	0.62	<i>Excellent</i>
I think life is a continuous process of learning.	4.79	0.41	<i>Excellent</i>
I am a confident person.	4.43	0.59	<i>Excellent</i>
Psychological	4.36	0.42	<i>Excellent</i>
I am an important part of my team and organization.	4.73	0.51	<i>Excellent</i>
People are trustworthy in my team.	4.56	0.60	<i>Excellent</i>
I am close to my teammates in my organization.	4.59	0.51	<i>Excellent</i>
My team is a great source of social support.	4.60	0.61	<i>Excellent</i>
My views are well accepted by my teammates.	4.44	0.68	<i>Excellent</i>
People in my team help each other in difficult times.	4.62	0.53	<i>Excellent</i>
I take active part in important decision-making activities of my team.	4.68	0.59	<i>Excellent</i>
I love to spend time with my teammates.	4.54	0.60	<i>Excellent</i>
I can freely share my problems with my colleagues.	4.44	0.72	<i>Excellent</i>
My day-to-day activities contribute towards the benefits of my team.	4.75	0.56	<i>Excellent</i>
Social	4.59	0.42	<i>Excellent</i>
I am quite satisfied with my job.	4.63	0.56	<i>Excellent</i>
I enjoy meaningful work.	4.71	0.47	<i>Excellent</i>
I attach lots of value to my work.	4.79	0.44	<i>Excellent</i>
My work achievement often acts as a source of motivation.	4.71	0.52	<i>Excellent</i>
My workplace is very conducive.	4.67	0.52	<i>Excellent</i>
My job provides ample scope for career growth.	4.68	0.55	<i>Excellent</i>
I used to maintain a balance between work and home life.	4.21	0.96	<i>Excellent</i>
My employer does care a lot about their employees.	4.59	0.54	<i>Excellent</i>

My work offers challenges to advance my skills.	4.79	0.45	<i>Excellent</i>
Workplace Well-being	4.64	0.38	<i>Excellent</i>
Mostly I feel happy.	4.40	0.74	<i>Excellent</i>
I am an optimistic person.	4.67	0.49	<i>Excellent</i>
I feel good about myself.	4.57	0.56	<i>Excellent</i>
My life is mostly joyful.	4.60	0.63	<i>Excellent</i>
Subjective Well-being	4.56	0.47	<i>Excellent</i>
Overall Well-being	4.54	0.33	<i>Excellent</i>

Legend: Excellent (5.00 – 4.21); Very Good (4.2 – 3.41); Good (3.41 – 2.61); Fair (2.61 – 1.81); Poor (1.81 – 1)

Respondents reported "Good" stress management with a weighted mean of 3.29. The high standard deviation of 1.53 indicates significant variation in responses, suggesting that some respondents may experience stress and demands differently. Widanti (2022) studied that the protective role of job resources highlights their significance in mitigating stressors and fostering employee resilience. The reciprocal relationship between job resources and employee well-being is underscored, emphasizing that supporting well-being contributes to the conservation and fulfillment of job resources.

They demonstrated that well-managed high workloads can positively influence psychological well-being by increasing a sense of mastery and engagement in one's tasks (Schonfeld et al., 2019). Motivated teams working on challenging tasks tend to experience better psychological well-being (Susanto et al., 2022). Working together with new coworkers can help reduce heavy workloads by encouraging collaboration, alleviating the adverse consequences of high job demands while increasing engagement and psychological well-being (Wan et al., 2023). The relationship between the team and organizational trust is mediated by transformational leadership and psychological well-being (Widanti, 2022).

Additionally, well-being significantly affects an individual's ability to cope with stress, both in terms of mental and physical health. Moreover, it influences overall satisfaction in both their professional and personal life (Simmons, M., 2021). Kwon & Park (2019) suggest that meaningful and challenging work can contribute to an enhance of overall well-being.

Table 4.3

Relationship Between the Assessment of the Respondents Towards their Workload and Well-Being

Grouping Variable	Dependent Variable	r-value	Verbal Interpretation
Experiences During Tasks	Psychological	.435**	<i>Significant Positive Moderate Correlation</i>
	Social	.329**	<i>Significant Positive Low Correlation</i>
	Workplace Well-being	.328**	<i>Significant Positive Low Correlation</i>
	Subjective Well-being	.148	<i>Negligible Correlation</i>
	Overall Well-being	.383**	<i>Significant Positive Low Correlation</i>
Team's Performance During Tasks	Psychological	.579**	<i>Significant Positive Moderate Correlation</i>
	Social	.235**	<i>Significant Positive Low Correlation</i>
	Workplace Well-being	.299**	<i>Significant Positive Low Correlation</i>
	Subjective Well-being	.073	<i>Negligible Correlation</i>
	Overall Well-being	.364**	<i>Significant Positive Low Correlation</i>
Overall Well-being	Psychological	.562**	<i>Significant Positive Moderate Correlation</i>
	Social	.357**	<i>Significant Positive Low Correlation</i>
	Workplace Well-being	.357**	<i>Significant Positive Low Correlation</i>
	Subjective Well-being	.132	<i>Negligible Correlation</i>
	Overall Well-being	.425**	<i>Significant Positive Moderate Correlation</i>

Table 4.10 shows that there was a significant positive moderate correlation ($r = .435^{**}$) between workload experiences during tasks and psychological well-being. This suggests that as respondents experience higher workloads, their psychological well-being tends to improve. Workload experiences during tasks have a significant positive low correlation ($r = .329^{**}$) with social well-being. This indicates that higher workloads are associated with a slight improvement in social well-being among respondents. Similar to social well-being, workload experiences show a significant positive low correlation ($r = .328^{**}$) with workplace well-being, implying that higher workloads are linked to slightly better workplace well-being.

Workload experiences have a negligible correlation ($r = .148$) with subjective well-being. This suggests that there was little to no linear relationship between workload experiences and subjective well-being. Overall well-being exhibits a significant positive low correlation ($r =$

.383**) with workload experiences during tasks. This implies that higher workloads are associated with a slight improvement in overall well-being among respondents. In terms of team performance, there is a significant positive moderate correlation ($r = .579^{**}$) between workload experiences and psychological well-being, indicating that higher workloads are associated with improved psychological well-being among the team. Workload experiences also show a significant positive low correlation with both social ($r = .235^{**}$) and workplace well-being ($r = .299^{**}$), indicating that higher workloads are related to slightly better social and workplace well-being within the team.

There was a negligible correlation ($r = .073$) between workload experiences and subjective well-being, suggesting little to no linear relationship. There was a significant positive low correlation ($r = .364^{**}$) between workload experiences and overall well-being, indicating that higher workloads are associated with a slight improvement in overall well-being within the team.

The significant positive moderate correlation ($r = .435^{**}$) between during tasks and psychological well-being was consistent with the findings of research conducted by Bianchi and Schonfeld (2019). It has been demonstrated that well-managed high workloads can positively influence psychological well-being by increasing a sense of mastery and engagement in one's tasks.

The significant positive low correlation ($r = .329^{**}$) between workload experiences during tasks and social well-being which has emphasized that teamwork and collaboration in high-workload situations can foster social interactions and positively affect social well-being (Denning et al., 2021). The significant positive low correlation ($r = .328^{**}$) between workload experiences and workplace well-being was also supported by the work of Tummers and Bakker (2021), where they argued that when employees are provided with the necessary resources and support to manage high workloads, workplace well-being could improve and foster a positive work environment. The negligible correlation ($r = .148$) between workload experiences and subjective well-being resonates with the notion that subjective well-being was influenced by a multitude of personal and external factors, as emphasized by Malvaso and Kang (2022). The significant positive low correlation ($r = .383^{**}$) between workload experiences and overall well-being (Kwon and Park, 2019), they suggest that meaningful and challenging work can contribute to an enhanced sense of overall well-being. The significant positive moderate correlation ($r = .579^{**}$) between workload experiences and team psychological well-being is

supported by studies conducted by Susanto et al. (2022). They have argued that motivated teams working on challenging tasks tend to experience better psychological well-being. The positive low correlations with team social and workplace well-being ($r = .235^{**}$ and $r = .299^{**}$) align with the idea that teamwork and collaboration under high workloads can create a supportive environment, as indicated by Kim and Beehr (2019).

There is a significant relationship between the assessment of the respondents towards their workload and well-being as cruise ship employees.

The results of this analysis indicate a *Significant Positive Moderate Correlation* between workload and overall well-being among cruise ship employees. The positive correlation between workload and well-being suggests that, in the context of cruise ship employment, employees who perceive higher workloads tend to report higher overall well-being. Cruise ship companies should consider strategies to harness this positive relationship by managing workloads effectively, improving the employee's overall well-being.

5. Conclusion

The study found that most responders in the cruising industry are young, college-educated, and have been employed for three to five years. While workload and well-being did not differ based on age or gender. Job department, years of service, level of education, and average weekly hours had a significant impact on their workloads and general well-being. Moreover, the study highlights the importance of a college degree, as it has become a minimum requirement for many positions in the increasingly competitive and specialized cruise line industry.

The findings in the assessment of the cruise line employees toward their workload highlight the intricate interplay between job demands, employee well-being, and the potential for teamwork to alleviate some of these challenges. They underscore the importance of considering employees' well-being and the effectiveness of workplace interventions in a demanding work environment, such as, that of cruise ship employees.

The assessment of psychological, workplace, and overall well-being reveals a highly positive picture, reflecting the resilience, adaptability, and satisfaction of the respondents. Factors such as high workloads, motivated teams, collaboration, trust, and adequate resources and support contribute to enhancing well-being, job satisfaction, and engagement levels.

The findings of this study suggest that workload experiences are significantly associated with various dimensions of well-being, including psychological well-being, social well-being, workplace well-being, overall well-being, and team well-being. The results highlight the importance of well-managed high workloads, teamwork, and collaboration in creating a supportive work environment that could positively influence employee well-being.

Cruise line companies should prioritize the well-being and workload of their employees. Cruise line companies could create a positive work environment through implementing wellness programs, flexible working arrangements, team buildings, and training and development opportunities. Cruise ship managements should prioritize the well-being of their employees as a key factor in achieving a happy and healthy workforce. This could be achieved in several ways, such as offering adequate opportunities and support, conducting well-being assessments, trainings for leadership, and mental health support, stress-management programs.

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