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Research article

Building readiness for sustainable health tourism: The influence of workplace well-being climate, eustress, and personal health orientation

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ABSTRACT

Grounded in Job Demands-Resources (JD-R) Theory, this study investigates how workplace well-being climate enhances employee readiness for sustainable health tourism through the mediating role of eustress and the moderating role of personal health orientation. The study was conducted among employees working in Egyptian spa and wellness resorts who are directly involved in delivering health and well-being services. Data were collected from 260 employees and analyzed using PLS-SEM with WarpPLS 8.0. The findings indicate that workplace well-being climate significantly promotes employee readiness for sustainable health tourism and positively influences eustress. Eustress, in turn, enhances employee readiness and partially mediates the relationship between workplace well-being climate and readiness. In addition, personal health orientation strengthens the positive effect of workplace well-being climate on eustress, indicating that employees with stronger health orientation derive greater motivational benefits from a supportive work environment. By integrating organizational and personal resources within the JD-R framework, this study extends the literature on sustainable health tourism and employee readiness. The findings also provide practical insights for spa and wellness organizations seeking to foster sustainable transformation through well-being-focused workplace practices.

KEYWORDS

Workplace well-being climate; eustress; employee readiness; sustainable health tourism; personal health orientation; spa and wellness resorts

Introduction

The global expansion of health and wellness tourism has repositioned employees as central actors in delivering sustainable, high-quality well-being experiences. Health tourism integrates hospitality and healthcare dimensions, emphasizing prevention, recovery, and holistic wellness (Marmion & Hindley, 2019). In emerging destinations such as Egypt, spa and wellness resorts are increasingly aligning their services with sustainable development principles and wellness trends (Elshaaer & Elsayed, 2016; Hammad, 2025). However, sustainable health tourism cannot be achieved solely through infrastructure or marketing strategies; it fundamentally depends on employees' preparedness and proactive engagement in supporting sustainable health-oriented practices (Kim & Baker, 2024; Szromek et al., 2023). Recent research highlights that employee well-being is both an outcome and a driver of sustainable tourism systems (Munasinghe et al., 2024; Wong et al., 2025). Workplace well-being climate—defined as employees' shared perceptions that their organization prioritizes physical, psychological, and social health—has been recognized as a critical contextual resource influencing performance, engagement, and sustainability-related behaviors (Burns & Machin, 2013; Viitala et al., 2015; Huang et al., 2025). In hospitality and healthcare settings, organizational climate significantly shapes employee motivation, mental health, and service quality (Yesildag et al., 2025). Despite this, limited research has examined how a well-being climate fosters employee readiness to support sustainable health tourism initiatives. Drawing on Job Demands–Resources (JD–R) theory, which posits that job resources stimulate motivation and positive work outcomes (Demerouti et al., 2001; Bakker & Demerouti, 2017; Bakker et al., 2023), this study conceptualizes workplace well-being climate as a strategic

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job resource. Within the JD–R framework, job resources can generate positive psychological states that enhance adaptability and proactive behavior (Bakker & De Vries, 2021). One such state is eustress—a positive form of stress characterized by energy, focus, and growth (Nelson & Simmons, 2005; Simmons & Nelson, 2007). Unlike distress, eustress stimulates creativity, resilience, and engagement (Faiz et al., 2022; Gu et al., 2026).

Although eustress has been examined in healthcare and hospitality contexts (Meirun et al., 2020; Hasanein et al., 2026), its role as a motivational mechanism linking organizational climate to sustainability-oriented readiness remains underexplored. Organizational readiness, defined as employees' collective willingness and psychological preparedness to implement change (Holt et al., 2007; Weiner, 2020), is essential for sustainable tourism transitions (Day, 2011; Widagdo & Roz, 2024). Particularly in health tourism enterprises, readiness reflects employees' proactive orientation toward embedding wellness and sustainability practices into service delivery (Bostani et al., 2024; Hasanein et al., 2025). Furthermore, individual differences may shape how employees respond to well-being climates. Personal health orientation—defined as the degree to which individuals value and prioritize healthy lifestyles (Snell et al., 1991)—may strengthen the positive motivational effects of a supportive climate. Employees with strong internal health beliefs are more likely to engage in health promotion initiatives (Rongen et al., 2014) and align with organizational health values (Smith et al., 2012). Yet, little empirical work has examined how personal health orientation amplifies the relationship between workplace well-being climate and eustress.

Addressing these gaps, this study investigates the mediating role of eustress and the moderating role of personal health orientation in the relationship between workplace well-being climate and employee readiness for sustainable health tourism. Using data from employees in Egyptian spa and wellness resorts, this research contributes to JD–R theory by introducing eustress as a positive motivational mechanism in sustainable tourism contexts and extends health tourism literature by integrating climate, stress, and readiness perspectives into a unified model.

Literature review and hypotheses development

Theoretical foundation: JD–R theory

This study is grounded in JD–R theory, originally developed by Demerouti et al. (2001) and later refined by Bakker and Demerouti (2007, 2014, 2017). The JD–R model posits that every occupation has specific job demands (e.g., workload, emotional labor, role pressure) and job resources (e.g., supportive climate, leadership, autonomy). While excessive demands may lead to strain and burnout, job resources activate a motivational pathway that enhances engagement, growth, and performance (Bakker & Demerouti, 2017; Bakker et al., 2023). Recent extensions of JD–R theory emphasize the dynamic interplay between job resources and personal resources in shaping proactive behaviors and adaptability (Bakker & De Vries, 2021). Importantly, job resources do not merely buffer negative outcomes; they also stimulate positive psychological states that energize employees and foster development-oriented responses. In hospitality and health tourism environments, employees face unique demands, including emotional labor, health safety responsibilities, and customer well-being expectations (Wong et al., 2025; Kim & Baker, 2024). In spa and wellness resorts, employees are not only service providers but also ambassadors of health and sustainability. Thus, a workplace well-being climate—where health and psychological safety are visibly prioritized—functions as a strategic job resource that can transform demanding service contexts into motivational environments. Within this framework, eustress is conceptualized as a positive psychological response activated through the motivational pathway of JD–R theory. Rather than leading to exhaustion, resource-rich climates convert potential stressors into energizing challenges (Simmons & Nelson, 2007; Faiz et al., 2022). This mechanism is particularly relevant for sustainable health tourism, where employee readiness and proactive commitment are critical for successful implementation of sustainability initiatives (Day, 2011; Hasanein et al., 2025).

Workplace well-being climate an employee readiness for sustainable health tourism

Workplace well-being climate reflects employees' shared perceptions that the organization actively supports physical, psychological, and social health (Burns & Machin, 2013; Huang et al., 2025). Organizational climate research consistently demonstrates that employees' collective perceptions shape attitudes, motivation, and behavioral outcomes (Viitala et al., 2015; Sanduvete-Chaves et al., 2018). In healthcare and hospitality sectors, well-being climate is associated with mental health, job satisfaction, and improved service outcomes (Yesildag et al., 2025). Teetzen et al. (2023) argue that organizational health climate serves as a precondition for health-oriented leadership and employee well-being. Similarly, Stuber et al. (2021) emphasize that health-oriented organizational systems enhance psychological resilience and mental health outcomes.

Within the hospitality and tourism domain, sustainable HRM and well-being initiatives have been linked to employee engagement and sustainability performance (Hung et al., 2025; Bansal et al., 2025). Moreover, Munasinghe et al. (2024) demonstrate that employee well-being directly contributes to wellness tourism sustainability. From a JD–R perspective, workplace well-being climate represents a collective job resource that signals organizational support, enhances psychological safety, and reduces uncertainty. Such climate conditions increase employees' intrinsic motivation and reinforce their alignment with sustainability objectives. In spa and wellness resorts—where service quality is inseparable from employee vitality—a well-being climate is likely to foster readiness to support sustainable health tourism practices. Accordingly, the following hypothesis is proposed:

H1: Workplace well-being climate is positively related to employee readiness for sustainable health tourism

Workplace well-being climate and eustress

Stress in organizational settings is not inherently detrimental. Nelson and Simmons (2005) distinguish between distress (negative stress) and eustress (positive stress). Eustress is characterized by heightened energy, motivation, and growth-oriented engagement (Simmons & Nelson, 2007). It enhances creativity, performance, and job satisfaction (Faiz et al., 2022). Empirical evidence suggests that organizational conditions determine whether stress is experienced as distress or eustress. Meirun et al. (2020) found that psychosocial work environments influence stress appraisal, consistent with JD–R logic. Almazrouei (2017) and Hasanein and Khairy (2026) demonstrate that supportive leadership and climate factors foster eustress rather than distress. Kozusznik et al. (2015) further show that team-level climates can generate collective eustress patterns associated with positive performance outcomes. In hospitality contexts, awareness of supportive systems enhances positive psychological activation (Hasanein et al., 2026). According to JD–R theory, job resources transform demanding situations into challenging opportunities, leading to motivational activation rather than exhaustion (Bakker & Demerouti, 2017; Bakker et al., 2023). A workplace well-being climate provides emotional and social resources that enable employees to interpret job demands as meaningful challenges, thereby generating eustress. Therefore, the following hypothesis is developed:

H2: Workplace well-being climate is positively related to eustress.

Eustress and employee readiness for sustainable health tourism

Eustress enhances engagement, creativity, and proactive behaviors (Faiz et al., 2022). Anjum & Zhao (2022) found that positive stress stimulates innovative work behavior among healthcare professionals. Similarly, Moyo (2025) highlights that optimal stress levels enhance performance outcomes. In sustainability transitions, psychological activation plays a crucial role in readiness and adaptation. Holt et al. (2007) define readiness for change as employees' beliefs, attitudes, and intentions regarding organizational change. Weiner (2020) further conceptualizes readiness as collective psychological preparedness to implement change initiatives. Within tourism contexts, readiness predicts sustainable practice adoption (Day, 2011; Widagdo & Roz, 2024). In health tourism enterprises, employee preparedness determines service quality and long-term sustainability (Bostani et al., 2024; Szromek et al., 2023). Hasanein et al. (2025) emphasizes that employee readiness mediates the impact of organizational culture on sustainable performance in hotels. Under JD–R theory, motivational states generated by job resources stimulate proactive adaptation (Bakker & De Vries, 2021). Eustress represents such a motivational state—energizing employees to embrace sustainability-related transformation rather than resist it. Consequently, the following hypothesis is formulated:

H3: Eustress is positively related to employee readiness for sustainable health tourism.

The mediating role of eustress

JD–R theory proposes that job resources influence performance outcomes through motivational processes (Demerouti et al., 2001; Bakker & Demerouti, 2017). This motivational pathway suggests that climate-related resources first stimulate positive psychological states, which then translate into adaptive behaviors. Empirical studies support the mediating role of eustress. Meirun et al. (2020) found that eustress mediates the relationship between psychosocial environments and well-being outcomes. Faiz et al. (2022) show that thriving at work enhances eustress, which subsequently drives performance-related outcomes. In spa and wellness resorts, workplace well-being climate may enhance employees' psychological energy and intrinsic motivation (Hung et al., 2025). This energized state—eustress—then strengthens employees' willingness

and preparedness to implement sustainable health tourism practices. Thus, eustress serves as the key motivational mechanism linking climate to readiness. Consequently, the following hypothesis is formulated:

H4: Eustress mediates the relationship between workplace well-being climate and employee readiness for sustainable health tourism.

The moderating role of personal health orientation

Personal health orientation reflects individuals' attitudes, beliefs, and behavioral tendencies toward maintaining health (Snell et al., 1991). Employees with strong health orientation exhibit higher engagement in health promotion programs (Rongen et al., 2014) and align more closely with organizational health initiatives (Smith et al., 2012). JD–R theory recognizes personal resources as factors that influence how individuals respond to job resources (Bakker & Demerouti, 2017). Personal resources enhance individuals' capacity to interpret environmental signals positively and capitalize on available job resources. In spa and wellness resorts, employees with high personal health orientation are more likely to internalize the organization's well-being climate and perceive it as personally meaningful. This alignment intensifies positive stress appraisal, generating stronger eustress responses. Therefore, personal health orientation strengthens the climate–eustress relationship by enhancing value congruence and psychological resonance. Consequently, the following hypothesis is formulated:

H5: Personal health orientation positively moderates the relationship between workplace well-being climate and eustress, such that the relationship is stronger for employees with high personal health orientation.

The theoretical framework of the study is illustrated below in Figure 1.

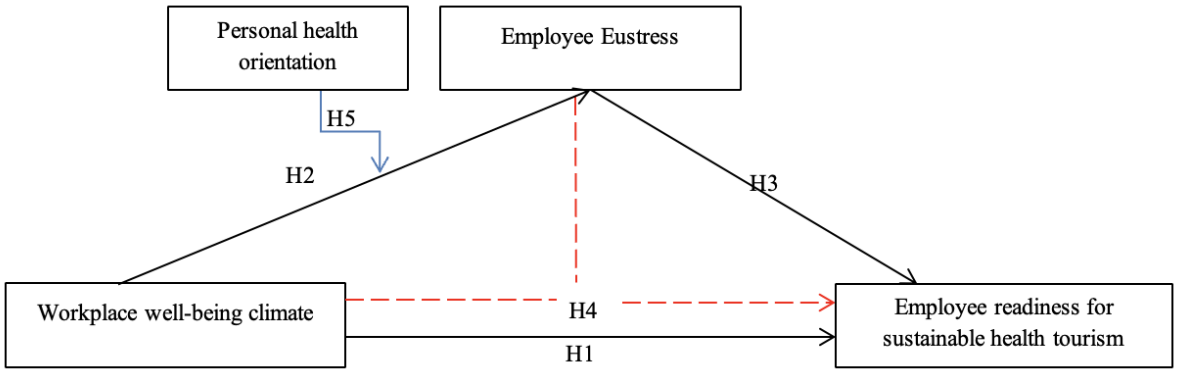

Figure 1: The theoretical framework of the study

Methodology

Research context, sample, and data collection procedure

This study was conducted in spa and wellness resorts across Egypt, focusing on employees involved in delivering health and well-being services. Spa resorts were chosen as the research setting due to their critical role in promoting sustainable health tourism and the direct influence of employee behaviors on guest experiences. A convenience sampling approach was employed, targeting frontline and support staff who actively interact with guests and participate in wellness service delivery. Data were collected using self-administered questionnaires distributed to employees at the resorts in a way that minimized disruption to their daily duties. Participation was entirely voluntary, and confidentiality was assured. The original questionnaire was developed in English and translated into Arabic using the back-translation technique to ensure semantic equivalence and cultural relevance. The Arabic version was further checked for content validity by experts familiar with health tourism and spa operations. A pretest with 20 employees was conducted to verify clarity, comprehension, and contextual appropriateness of the items. A total of 350 questionnaires were distributed, and 260 valid responses were obtained, representing a response rate of 74.3%. among the 260, the majority were male (62.3%) compared to female participants (37.7%). Most respondents were aged between 30 and 45 years (49.2%), followed by those aged 18–29 years (36.2%), and a smaller proportion over 45 years old (14.6%). Regarding educational attainment, over half of the participants held an undergraduate degree (57.7%), while one-third had completed high school or lower education levels (33.8%), and a minority possessed postgraduate qualifications (8.5%). All participants had

at least one year of professional experience, which is generally considered sufficient for acclimating to the organizational culture (Morrison, 1993).

Measures

Workplace well-being climate reflects employees' shared perceptions that their organization actively supports their physical, psychological, and social well-being. This construct was measured using an 8-item scale adapted from Sanduvete-Chaves et al. (2018) and Huang et al. (2025). Sample item is "This organization encourages a healthy balance between work and personal life". Employee eustress, defined as the experience of positive, motivating stress that enhances focus, performance, and growth, was measured using a 10-item scale adapted from Almazrouei (2017). Sample item is "I cope effectively with stressful changes that occur in my occupational life". Employee readiness for sustainable health tourism construct captures employees' willingness, preparedness, and proactive orientation toward supporting sustainable health and wellness tourism practices. It was assessed using a four-item scale adapted from established readiness-for-change instruments (Holt et al., 2007; Weiner, 2020), sustainability intention measures in tourism research (Hsu et al., 2020), and Moilanen & Toikka (2023). Sample item is "I am ready to support changes at work related to sustainable health tourism". Personal health orientation, reflecting the degree to which employees value, prioritize, and invest in their own health and well-being, was measured using a four-item scale adapted from the Health Orientation Scale developed by Snell et al. (1991). Sample item is "I actively try to prevent health problems to perform well at work".

Data analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to test the hypothesized relationships. Analyses were conducted using WarpPLS 8.0. To minimize potential common method variance (CMV), multiple procedural remedies were implemented, including ensuring anonymity of responses and separating the measurement of predictor and criterion variables. Additionally, Harman's single-factor test indicated that no single factor accounted for more than 50% of the total variance, suggesting that CMV was not a significant concern. Collinearity diagnostics further confirmed the robustness of the data: all latent constructs achieved VIF values lower than 3.3, supporting the conclusion that the model was free from multicollinearity.

Results

Measurement model

The psychometric assessment confirmed satisfactory reliability and validity for all constructs (Table 1). Factor loadings ranged from 0.649 to 0.775 for workplace well-being climate (WWC), 0.655 to 0.921 for employee readiness for sustainable health tourism (ER-SHT), 0.623 to 0.794 for employee eustress (EEU), and 0.719 to 0.885 for personal health orientation (PHO). All constructs demonstrated acceptable reliability (CR = 0.876-0.915; CA = 0.810-0.897) and convergent validity (AVE = 0.511-0.722). In addition, all VIF values were below 5, indicating no multicollinearity concerns. Overall, the measurement model demonstrated adequate reliability and validity for subsequent analyses.

Table 1. Overview of psychometric assessment result

Construct	Indicators	Loading	CR	CA	AVE	VIF
Workplace Well-Being Climate (WWC)	WWC_1	(0.720)	0.893	0.863	0.511	3.181
	WWC_2	(0.737)				
	WWC_3	(0.695)				
	WWC_4	(0.692)				
	WWC_5	(0.775)				
	WWC_6	(0.709)				
	WWC_7	(0.735)				
	WWC_8	(0.649)				
Employee readiness for sustainable health tourism (ER-SHT)	ER-SHT_1	(0.921)	0.911	0.865	0.722	1.977
	ER-SHT_2	(0.888)				
	ER-SHT_3	(0.905)				
	ER-SHT_4	(0.655)				
Employee Eustress (EEU)	EEU_1	(0.766)	0.915	0.897	0.521	2.138
	EEU_2	(0.794)				
	EEU_3	(0.770)				
	EEU_4	(0.786)				
	EEU_5	(0.700)				
	EEU_6	(0.706)				
	EEU_7	(0.726)				
	EEU_8	(0.678)				
	EEU_9	(0.647)				
	EEU_10	(0.623)				
Personal health orientation (PHO)	PHO_1	(0.756)	0.876	0.810	0.641	2.177
	PHO_2	(0.885)				
	PHO_3	(0.832)				
	PHO_4	(0.719)				

Discriminant validity was confirmed using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio (Tables 2 and 3). The square roots of the AVE for all constructs exceeded their inter-construct correlations, satisfying the Fornell-Larcker criterion. Likewise, HTMT values ranged from 0.371 to 0.765, all below the recommended threshold of 0.90, confirming that all variables are empirically distinct and supporting the measurement model's discriminant validity.

Table 2. Fornell-Larcker criterion results

Construct	WWC	ER-SHT	EEU	PHO
Workplace Well-Being Climate (WWC)	0.715			
Employee readiness for sustainable health tourism (ER-SHT)	0.606	0.849		
Employee Eustress (EEU)	0.669	0.616	0.722	
Personal health orientation (PHO)	0.608	0.314	0.518	0.800

Table 3. Heterotrait-Monotrait result

HTMT ratios (good if < 0.90, best if < 0.85)				
Construct	WWC	ER-SHT	EEU	PHO
Workplace Well-Being Climate (WWC)				
Employee readiness for sustainable health tourism (ER-SHT)	0.699			
Employee Eustress (EEU)	0.765	0.698		
Personal health orientation (PHO)	0.749	0.371	0.613	

Model fit

The model fit and quality assessment (see Table 4) indicated that the structural model demonstrated strong overall performance across multiple indices (Kock, 2021). Collectively, these results confirm that the structural model exhibits robust explanatory power, low multicollinearity, and high overall validity.

Table 4: Model fit and quality indices

	Assessment	Criterion	Mark
Average path coefficient (APC)	0.399, P<0.001	P<0.05	√
Average R-squared (ARS)	0.522, P<0.001	P<0.05	√
Average adjusted R-squared (AARS)	0.518, P<0.001	P<0.05	√
Average block VIF (AVIF)	1.947	acceptable if ≤ 5, ideally ≤ 3.3	√
Average full collinearity VIF (AFVIF)	2.283	acceptable if ≤ 5, ideally ≤ 3.3	√
Tenenhaus GoF (GoF)	0.595	small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	√
Sympson's paradox ratio (SPR)	0.750	acceptable if ≥ 0.7, ideally = 1	√
R-squared contribution ratio (RSCR)	0.961	acceptable if ≥ 0.9, ideally = 1	√
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7	√
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if ≥ 0.7	√

Structural model evaluation and hypothesis testing

Table 5 and Figure 2 present the structural model results, showing moderate-to-substantial explanatory power. Workplace well-being climate (WWC) and the interaction term explained 53% of the variance in employee eustress (EEU) ($R^2 = 0.53$), while WWC and EEU explained 52% of the variance in employee readiness for sustainable health tourism (ER-SHT) ($R^2 = 0.52$). Hypothesis 1 was supported, with WWC positively influencing ER-SHT ($\beta = 0.53$, $p < 0.01$, $f^2 = 0.372$). Hypothesis 2 was also supported, revealing a strong positive effect of WWC on EEU ($\beta = 0.73$, $p < 0.01$, $f^2 = 0.570$). Hypothesis 3 confirmed that EEU positively affects ER-SHT ($\beta = 0.23$, $p < 0.01$, $f^2 = 0.146$). Finally, Hypothesis 4 was supported, as personal health orientation (PHO) significantly strengthened the relationship between WWC and EEU ($\beta = 0.11$, $p = 0.04$, $f^2 = 0.044$). Overall, the findings demonstrate that workplace well-being climate is a key driver of employee eustress and readiness for sustainable health tourism, with eustress acting as an important psychological mechanism and personal health orientation enhancing this relationship.

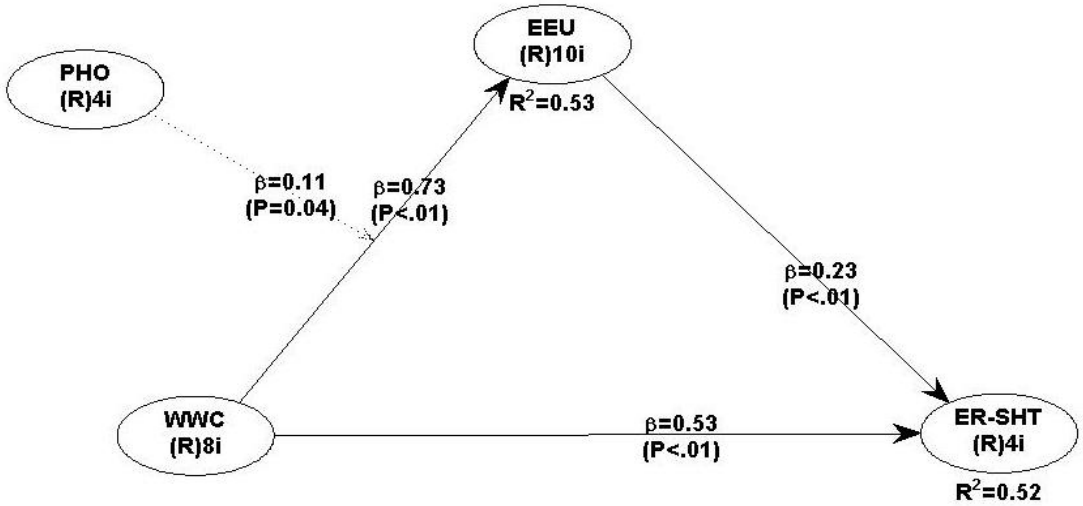

Figure 2. Final results

Table 5: Direct effects

Hs	Structural Paths	*β*	*P*-values	f^2	Result
H1	WWC → ER-SHT	.53	<.01	.372	Confirmed
H2	WWC →EEU	.73	<.01	.570	Confirmed
H3	EEU → ER-SHT	.23	<.01	.146	Confirmed
H4	WWC*PHO→ EEU	.11	=.04	.044	Confirmed
EEU R^2 =.53, ER-SHT R^2 =.52					

The mediation analysis (see Table 6) using bootstrapped confidence intervals (Preacher & Hayes, 2008) indicated a significant indirect effect of WWC on ER-SHT through EEU. The pathway coefficients were 0.730 for WWC→EEU and 0.230 for EEU→ER-SHT, resulting in an indirect effect of 0.168 (SE = 0.043, t = 3.905). The 95% bootstrapped confidence interval ranged from 0.084 to 0.252, excluding zero, confirming the presence of a statistically significant partial mediating effect. This supports the hypothesis that EEU mediates the relationship between WWC and ER-SHT.

Table 6. Mediation results

Hy.	Indirect path	Path a	Path b	Indirect Effect	SE	t-value	Bootstrapped Confidence Interval 95%		Mediation
							LL	UL	
H5	WWC→EEU→ ER-SHT	.730	.230	.168	.043	3.905	.084	.252	Partial

Discussion

This study examined how workplace well-being climate fosters employee readiness for sustainable health tourism through the mediating role of eustress and the moderating influence of personal health orientation, drawing upon Job Demands–Resources theory. The findings provide strong empirical support for the JD–R motivational pathway and extend its applicability to the emerging domain of sustainable health tourism in spa and wellness resorts. Specifically, the results demonstrate that when employees perceive their organization as genuinely prioritizing physical, psychological, and social well-being, they exhibit stronger readiness to support sustainable health tourism practices. This aligns with JD–R theory's core proposition that job resources stimulate motivational processes that foster adaptive and proactive outcomes (Demerouti et al., 2001; Bakker & Demerouti, 2017; Bakker et al., 2023). A well-being-oriented climate functions as a strategic organizational resource that signals support, psychological safety, and alignment with wellness values. Such perceptions enhance employees' willingness to embrace sustainability-oriented transformations, consistent with organizational readiness theory (Holt et al., 2007; Weiner, 2020). In hospitality contexts, readiness has been identified as a crucial determinant of sustainability transitions and employee sustainability behavior (Widagdo & Roz, 2024; Hasanein et al., 2025). Moreover, in health tourism enterprises, sustainable development depends heavily on frontline employees who are psychologically prepared to integrate wellness and sustainability into service delivery (Szromek et al., 2023; Bostani et al., 2024). The present findings therefore reinforce prior evidence suggesting that employee well-being is not only an outcome of sustainable systems but also a driver of wellness tourism sustainability (Munasinghe et al., 2024). The study further demonstrates that workplace well-being climate positively influences eustress, indicating that supportive climates transform potentially stressful job demands into energizing challenges. This finding resonates with JD–R theory's motivational mechanism, whereby job resources modify stress appraisal processes and generate positive psychological activation rather than strain (Bakker & Demerouti, 2017). Nelson and Simmons (2005) and Simmons & Nelson (2007) conceptualize eustress as positive stress characterized by vitality, focus, and growth, and empirical evidence suggests that organizational conditions determine whether stress becomes distress or eustress. For example, Meirun et al. (2020) showed that psychosocial work environments shape stress responses in healthcare settings, while Kozusznik et al. (2015) demonstrated that team climates generate collective eustress patterns associated with positive outcomes. In hospitality environments, where emotional labor and service intensity are high (Wong et al., 2025), a well-being climate provides emotional and social resources that allow employees to interpret work demands as meaningful and manageable. The current findings are also consistent with Almazrouei (2017), Khairy et al. (2023), Hasanein & Khairy (2026), who found that supportive organizational contexts enhance positive stress responses. Thus Alghamdi et al. (2024), the study confirms that workplace well-being climate acts as a resource that stimulates energizing psychological states rather than exhaustion.

Importantly, the results indicate that eustress positively predicts employee readiness for sustainable health tourism. This finding highlights the motivational power of positive stress in promoting adaptive and proactive behavior. Prior research shows that eustress enhances creativity, performance, and engagement (Faiz et al., 2022). Moyo (2025) suggests that optimal stress levels enhance employee performance by increasing focus and motivation. In sustainability contexts, readiness requires psychological activation and openness to change (Weiner, 2020). Employees experiencing eustress are more likely to approach sustainability initiatives with enthusiasm and confidence rather than resistance. This aligns with Anjum &

Zhao (2022), who found that positive stress stimulates innovative work behavior in healthcare settings. In spa and wellness resorts, employees must integrate sustainability principles with health-oriented service delivery (Marmion & Hindley, 2019), and eustress appears to provide the psychological energy required to support such multifaceted responsibilities. By empirically linking eustress to sustainability readiness, this study extends the literature on positive stress beyond general performance outcomes into the domain of sustainable tourism transformation.

A central contribution of the study is confirming that eustress mediates the relationship between workplace well-being climate and employee readiness. This finding empirically validates the JD–R motivational pathway, whereby job resources influence outcomes through positive psychological states (Demerouti et al., 2001; Bakker & Demerouti, 2017). Consistent with this, Meirun et al. (2020) showed that eustress links psychosocial environments to well-being outcomes, while Faiz et al. (2022) demonstrated that thriving at work enhances eustress, which subsequently promotes positive job behaviors. The present study extends this research by showing that eustress translates workplace well-being climate into readiness for sustainable health tourism. In Egyptian spa and wellness resorts, where service quality, health standards, and sustainability are closely interconnected (Elshaaer & Elsayed, 2016; Hammad, 2025), eustress emerges as a key psychological mechanism supporting sustainability-oriented transformation. Thus, workplace climate alone may be insufficient; its motivational activation is what mobilizes employees toward readiness. Finally, personal health orientation moderates the relationship between workplace well-being climate and eustress, with the positive effect being stronger among employees with high health orientation. This finding aligns with JD–R theory, which recognizes personal resources as factors that strengthen the effects of job resources (Bakker & Demerouti, 2017). Employees who value health and well-being are more likely to internalize organizational well-being initiatives and perceive them as consistent with their personal values (Snell et al., 1991). Similarly, health beliefs can enhance participation in health promotion programs (Rongen et al., 2014), while alignment between organizational health initiatives and employees' personal health commitment strengthens their effectiveness (Smith et al., 2012). In spa and wellness settings, this value congruence may intensify positive stress appraisal and generate stronger eustress responses. Conversely, employees with lower health orientation may perceive well-being initiatives as less personally meaningful. Thus, understanding motivational mechanisms in sustainable health tourism requires consideration of both organizational conditions and individual predispositions.

Study implications

This study offers several important theoretical contributions to hospitality, organizational behavior, and sustainable tourism literature. First, by grounding the model in Job Demands–Resources theory, the research extends the JD–R framework into the emerging domain of sustainable health tourism. While JD–R theory has been widely applied to explain burnout, engagement, and performance outcomes, its application to employee readiness for sustainability-oriented transformation remains limited. By demonstrating that workplace well-being climate functions as a critical job resource that fosters readiness for sustainable health tourism, this study broadens the scope of JD–R theory beyond traditional performance and well-being outcomes toward strategic sustainability readiness. Second, the study advances the literature on positive stress by positioning eustress as a central motivational mechanism linking organizational climate to sustainability readiness. Although prior research has acknowledged eustress as a positive psychological state associated with vitality and performance, empirical investigations integrating eustress within sustainability contexts are scarce. By confirming the mediating role of eustress, the study contributes to the growing positive organizational psychology perspective that emphasizes energizing psychological states as drivers of proactive and change-oriented behaviors. This extends sustainability research beyond structural and attitudinal explanations by highlighting the importance of positive emotional activation. Third, the moderating role of personal health orientation enriches JD–R theory by incorporating a domain-specific personal resource that amplifies the effect of job resources on positive stress appraisal. While JD–R theory acknowledges personal resources, empirical examinations within hospitality and tourism settings remain limited. By demonstrating that employees with higher personal health orientation experience stronger eustress under a supportive well-being climate, the study integrates individual value congruence perspectives into sustainability readiness research. This contribution responds to recent calls for multilevel and person–organization fit approaches in hospitality sustainability studies. Finally, the research contributes to sustainable tourism literature by conceptualizing employee readiness for sustainable health tourism as a psychologically grounded construct. Much of the sustainability literature in tourism has focused on policy, strategy, and environmental performance metrics. This study shifts attention toward internal human mechanisms, arguing that sustainable transformation in health tourism is contingent upon organizational

climate and employee psychological activation. In doing so, it bridges hospitality sustainability research with organizational climate and positive stress theories.

The findings offer several actionable implications for managers of spa resorts, wellness hotels, and health tourism enterprises. First, organizations should institutionalize a strong workplace well-being climate through visible practices, including employee wellness programs, work–life balance policies, and safe, ergonomically designed workspaces. Leadership behaviors are critical; managers should model healthy behaviors, communicate openly about well-being priorities, and integrate well-being metrics into performance evaluations. A formal "Well-Being Committee" can further embed well-being into organizational culture. Second, managers should actively cultivate eustress rather than merely reduce stress. This can be achieved by designing challenging yet achievable sustainability-related tasks, providing autonomy in implementing green practices, and framing sustainability initiatives as opportunities for innovation and growth. Employees could be encouraged to propose eco-friendly spa treatments or resource-saving innovations, with recognition for creative contributions. Training can also include positive stress management to help employees reinterpret demanding situations as opportunities for learning and development. Third, recruitment and training should incorporate personal health orientation. Organizations may assess applicants' commitment to health and wellness values while strengthening employees' health orientation through workshops, mindfulness programs, and health promotion incentives. These initiatives enhance value congruence and strengthen the motivational impact of well-being climate on eustress. Finally, sustainability initiatives should be communicated as integrated with employee well-being. Managers can link practices such as reducing chemical usage, improving indoor air quality, and sourcing organic products with employee health benefits. This framing reinforces organizational goals and personal values, thereby enhancing readiness for sustainable health tourism.

Limitations and future research

This study has limitations that provide opportunities for future research. First, the cross-sectional design limits causal inference; therefore, longitudinal or experimental studies are needed to better examine the relationships among workplace well-being climate, eustress, and readiness for sustainable health tourism. Second, because the data were collected from spa and wellness resorts within a single national context, future cross-country studies are needed to enhance generalizability and examine cultural and institutional differences. Third, the use of self-reported measures may introduce common method bias. Future research should incorporate multi-source data, such as supervisor evaluations, objective sustainability indicators, or physiological stress measures, to strengthen the validity of the findings. Finally, future studies should examine additional personal resources, including psychological capital, resilience, pro-environmental values, and green self-efficacy, as potential moderators, as well as mediators such as work engagement, meaningfulness, and organizational identification. Investigating team-level climate and collective eustress would also provide a more comprehensive understanding of employee readiness for sustainable health tourism.

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