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BMIH6001

***Contemporary Themes in the
Hotel and Hospitality Sector***

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Introduction

- Hospitality: high-pressure, people-focused, emotionally demanding.
- Mental health issues are rising post-COVID.
- Staff shortages, long hours, and stigma worsen stress.
- Objective: explore causes, impacts, and reforms for industry well-being.



Why Mental Health Matters



81% of hospitality workers experience work-related stress (Hospitality Action, 2024).



50% report symptoms of anxiety or depression.



Burnout drives labour shortages and poor service quality ((Nurski and Hoffmann, 2022).



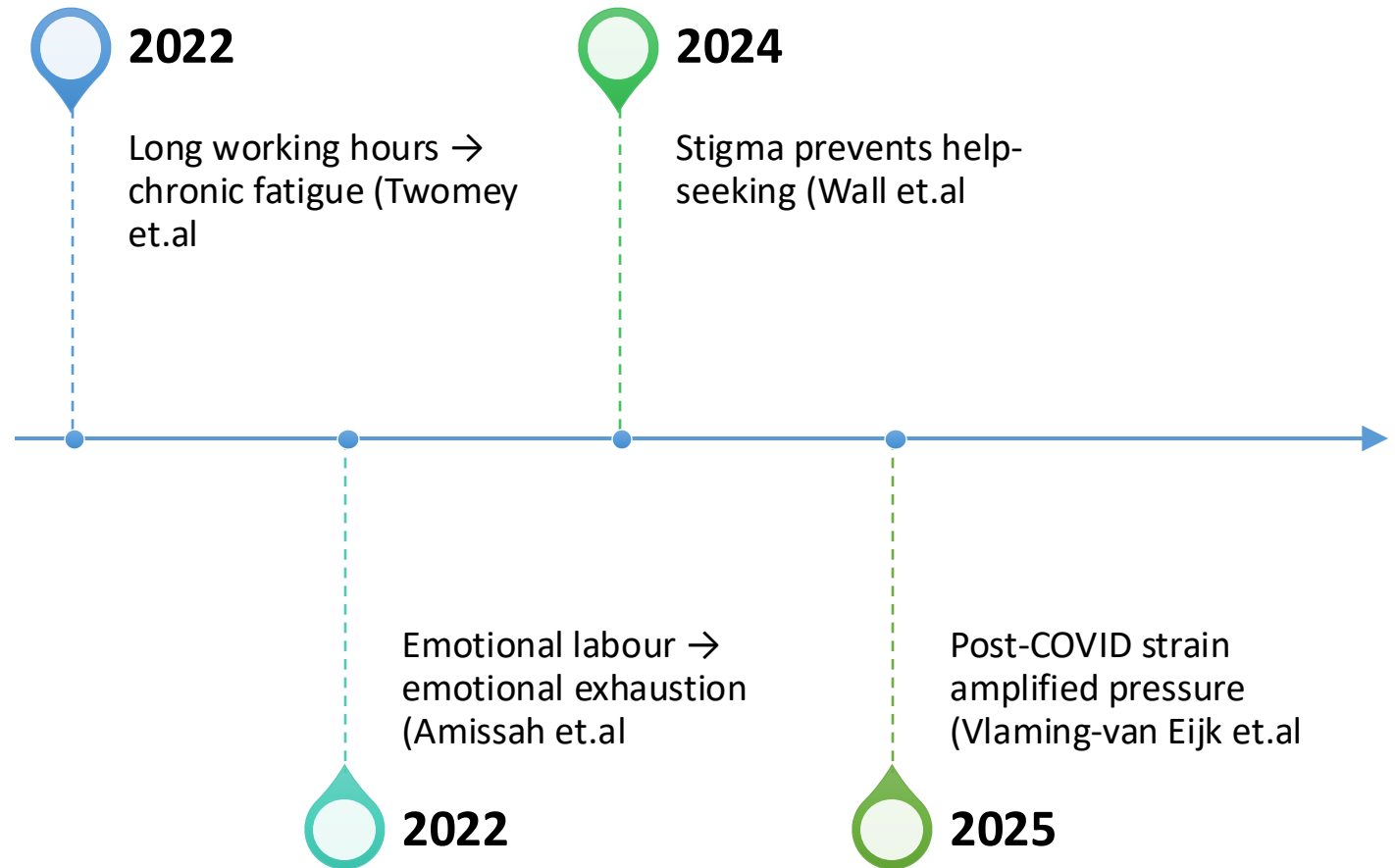
Well-being = business sustainability.

Research Aim & Objectives

- **Aim:**
To critically review the structural determinants of mental health problems and evaluate organisational well-being strategies.
- **Objectives:**
 - Determine major stress and burnout causes.
 - Examine cultural and leadership factors ((Leso, Cortimiglia and Ghezzi, 2023).
 - Evaluate organisational and policy responses.
 - Recommend sustainable industry reforms.



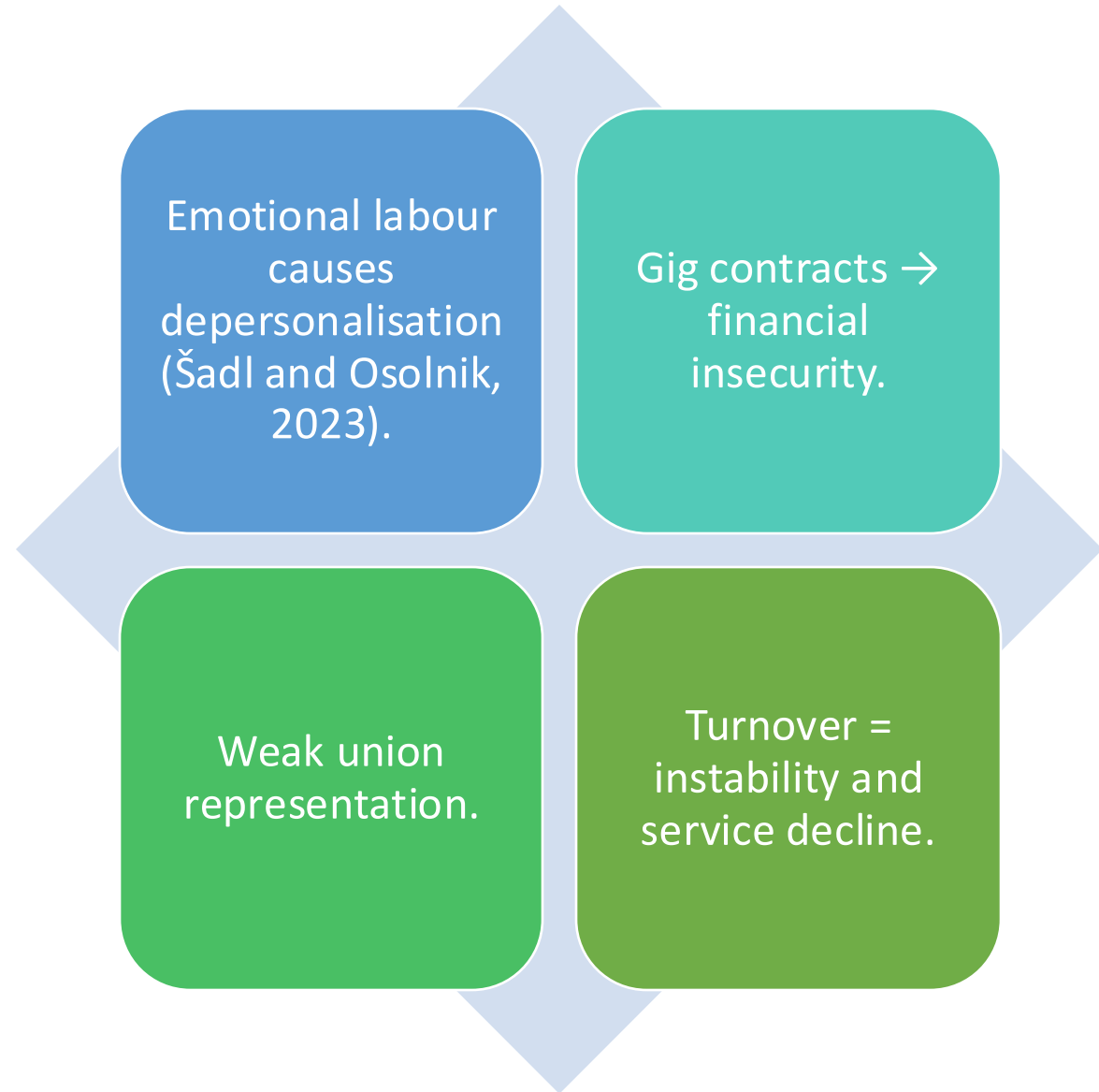
Literature Review Overview

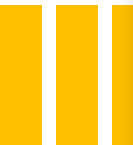


Structural Causes

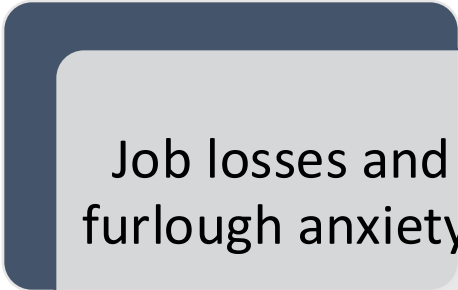


Sociological and Economic Factors

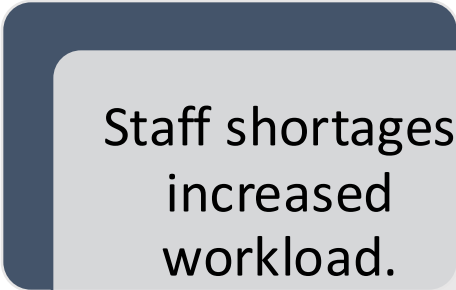




Post-COVID-19 Impact



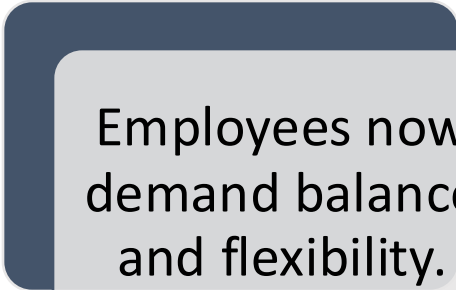
Job losses and
furlough anxiety.



Staff shortages
increased
workload.



“Always-on”
digital
management.



Employees now
demand balance
and flexibility.

Theoretical Framework – JD-R Model

Job Demands–Resources (JD-R) Model

High demands: workload, pressure, emotional labour.

Low resources: autonomy, recognition, managerial support (Trifunović, 2024).

Outcome: burnout, disengagement, turnover.

Organisational Responses



Marriott – Take Care Programme: workshops & counselling.



Hilton – Thrive Days: paid mental health days (Harrison et.al, 2022).



Accor – All Heartiest Fund: emotional & financial support.



Independent hotels lag.

Strengths & Limitations

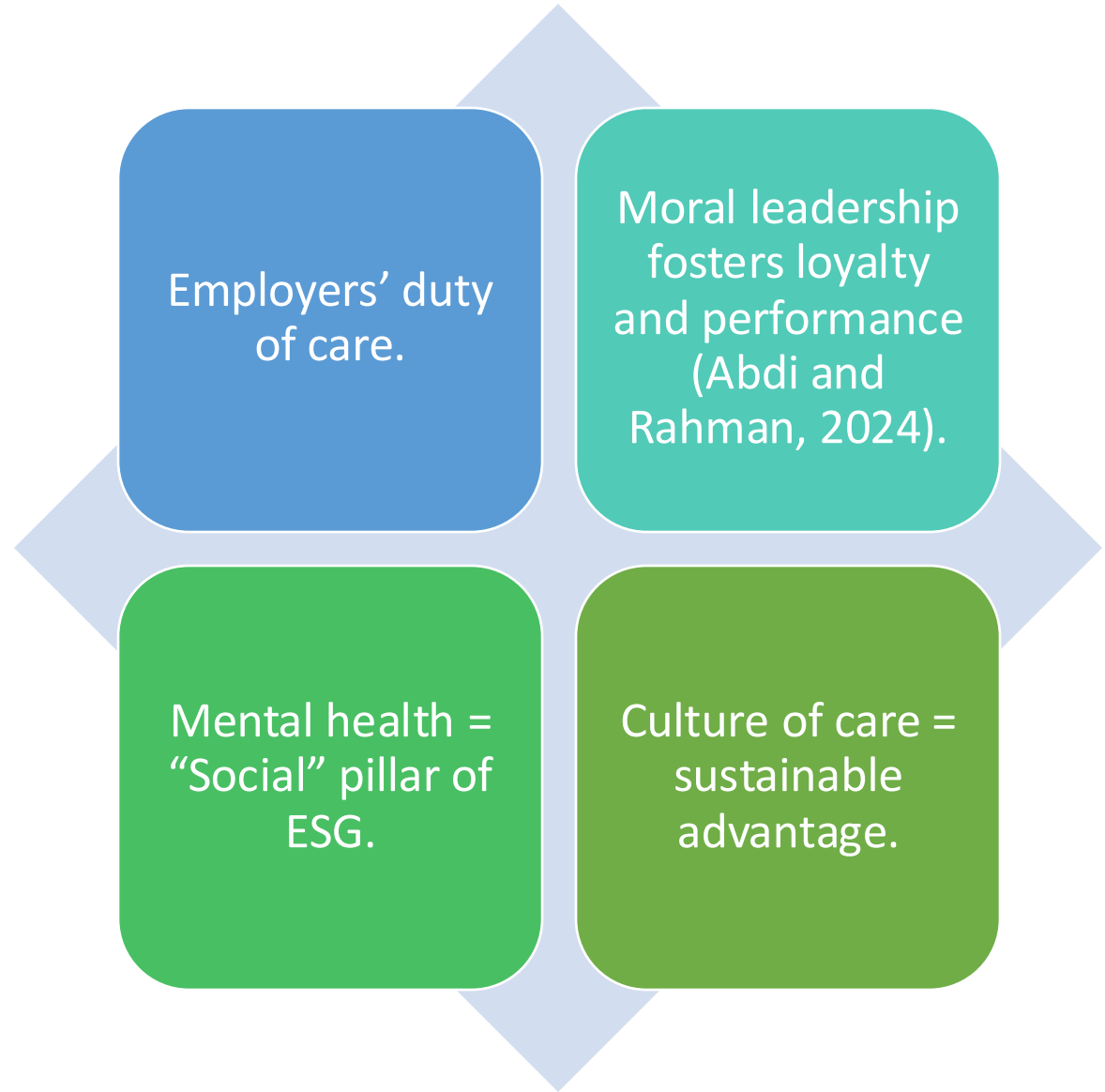
Strengths:

- Growing awareness & destigmatisation.
- Integration into CSR.
- Larger hotel chains are improving support.

Limitations:

- SMEs lack training and funds.
- Policies are reactive, not preventive.
- Stigma persists, poor monitoring.

Ethical and Cultural Implications



Recommendations (Part 1)

Integrate	Integrate mental health KPIs into HR and performance management
Deliver	Deliver emotional intelligence and mental-health-first-aid training for managers.
Conduct	Conduct regular stress audits and anonymous feedback surveys.

Recommendations

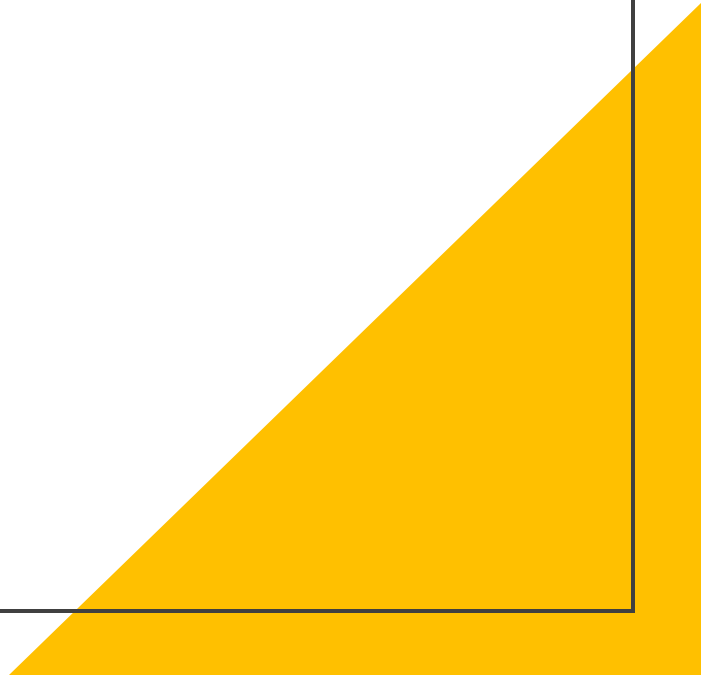
(Part 2)

- Introduce flexible scheduling and mandatory rest periods to reduce fatigue (Caruso et.al, 2022).
- Develop an industry-wide Hospitality Well-being Charter with Hospitality & government.
- Offer tax incentives or funding for SMEs adopting well-being programs.



Conclusion

- Crisis = systemic, not individual.
- Sustainable hospitality depends on mental health.
- Cultural and policy reform is essential.
- Ethical leadership drives resilience.





Call to Action

“Healthy teams
create healthy
service.”

Re-think
hospitality culture,
empathetic,
balanced, caring.

Make wellness a
metric of success
(Hannula, 2023).

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