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Workplace Health & Wellbeing: Considering the Tourism Workforce

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- Discussion/raise awareness
- Cross discipline approach
- Embrace it – what are the opportunities for improved employee wellbeing?
- Long term view - prevention
- Explore possibilities from an organisational perspective

- Rationale
- Workplace welling being
- Characteristics of tourism & hospitality employment
- Key areas for discussion
- Health implications
- Opportunities

Rational - The Tourism Industry

- The industry is labour intensive
- Employment generation is widely considered to be the most direct and beneficial impact of tourism to the host population
- The global tourism industry directly provides around three percent of global employment, or 251.6 million jobs which is one in every 11 formal sector jobs. International Labor Organisation (2012)
- 2013 People 1st Employer Survey - More than a third of sector businesses (hospitality) expected their workforce to increase in the next 2-5 years

There is a strong evidence base showing that work is generally good for physical and mental health and well-being. Work can be therapeutic and can reverse the adverse health effects of unemployment. That is true for healthy people of working age, for many disabled people, for most people with common health problems and for social security beneficiaries. The provisos are that account must be taken of the nature and quality of work and its social context; jobs should be safe and supportive.

Black C. (2008) *Working for a healthier tomorrow: review of the health of Britain's working age population*. London: Dept of Health.

Hammig O. & Bauer G.F. 2012 The social gradient in work and health: a cross-sectional study exploring the relationship between working conditions and health inequalities *BMC Public Health* 2013, **13**:1170 doi:10.1186/1471-2458-13-1170



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What is work based wellbeing?

Wellbeing at work is influenced by organisational and individual factors. These fall into four main categories:

- Organisational factors, culture, leadership and communication (where the evidence tells us the majority of the influence on employee wellbeing lies)
- Environmental supports, refer to the physical factors at and nearby the workplace that help protect and enhance employee health and safety.
- Individual employee health behaviour, food, exercise, smoking, drugs/alcohol, interpersonal behaviour.
- Health-related policies, including health benefits, formal or informal written statements, or packages that are designed to protect or promote employee health.

Through these factors at work any number of specific health risks (e.g., physical inactivity, poor nutrition, tobacco use, stress), conditions (e.g., obesity, musculoskeletal disorders, mental health), and diseases (e.g., heart disease and stroke, diabetes, cancer, arthritis) can be caused.....and addressed.

Characteristics of tourism & hospitality employment

- Diverse job opportunities
- Many are service based and customer facing
- Contrasting image – exciting & fun or low status and boring?

(Job characteristics- Janta et al, 2011; Walmsley, 2004; Baum, 2006, 2012; Wong an Ko, 2009)

- **Often criticised for:**
 - Long/unsociable hours
 - Low pay
 - Shift work
 - Part time
 - Seasonal
 - Physically tiring – standing/sitting
 - Difficult environments
- Poor image
- Low skilled
- Monotonous
- Time pressured
- Routine yet unpredictable
- Lack of career prospects

3 areas for tourism

- Working Conditions – effects on health
- Emotional labour - a negative effect on employee wellbeing
- Vulnerable Groups – economic uncertainty and potential exploitation



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Literature - Tourism

Topic	Authors
Emotional Labour	Theme park employees - Van Maanen & Kunda, 1989 Fast food employees – Leidner, 1993 Burnout - Brotheridge & Lee - 2003 Workplace emotion & Effects – Grandey, 2000, Morris & Feldman, 1997 Gender difference (airlines) Taylor & Tyler, 2000 Instrument development (Chu & Murrmann, 2006; Kruml and Geddes, 2000 Work outcomes (Chu at al 2011) Antecedents and outcomes Gursoy, et al, 2011).
Job Stress	Kim et al, 2007, Chiang el al, 2010; Ko, 2012 Related to wellbeing (Tsaur and Tang, 2012)
Emotional Intelligence	Relationship with coping (Kim & Agrusa, 2011) Reducing stress and burnout (Lee & Ok, 2012) Counterproductive behavior - Jung and Yoon, 2012 Measurement - Cichy at al 2008
Migrant Workers	Janta et al, 2011, McDowell, L. Batnitzky, A. and Dyer, S. (2007), MacKenzie, R., and Forde, C. (2009).

Topic	Authors
Emotional Labour	<p>Brenda L. Seery Elizabeth A. Corrigall, (2009) Links to work attitudes and emotional exhaustion,</p> <p>Houben V. & Wüstner, K. 2014 Service Work Without Emotional Labour?</p> <p>Cheung. F & Tang C. 2009 Quality of Work Life as a Mediator Between Emotional Labor and Work Family Interference.</p> <p>Chen, Ziguang; Sun, Hongwei; Lam, Wing; Hu, Qing; Huo, Yuanyuan; Zhong, Jian An. 2012 Chinese hotel employees with smiling masks: Emotional labor and performance.</p>
Job stress	<p>Petkovska, M. S.; Stefanovska, V. V.; Bojadziev, M.; 2014 Individual differences on job stress and related ill health.</p> <p>Gosling J. A., Batterham P.J., Glozier N. & Christensen H. 2014 The influence of job stress on chronic sleep disturbance.</p>
Emotional Intelligence	<p>De Clercq, Dirk; Bouckennooghe, Dave; Raja, Usman; Matsyborska, Ganna. <i>J. 2014</i> The Roles of Work Engagement and Emotional Intelligence.</p>
Vulnerable Groups	<p>Bartoll X., Cortes I. & Artazcoz 2014 Full- and part-time work: gender and welfare-type differences in European working conditions, job satisfaction, health status, and psychosocial issues.</p>

Three key areas that the evidence shows impact most on employee wellbeing:...

- Leadership
- Culture
- Communication



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Employees are likely to have worse health if:

- Employment is insecure
- Work is monotonous and repetitive no development opportunities are offered
- Workers have little or no autonomy, control and task discretion
- There are few supportive social networks
- There is an absence of procedural justice i.e. workers cannot be confident that they will be treated fairly
- There is an imbalance between effort and reward so that workers feel exploited (this is wider than just the pay packet)

These negative factors will then impact on the quality of service offered by staff.....



Workplace wellbeing – opportunities for tourism & hospitality

- Reduced sickness absence
- Reduced staff turnover
- Reduced accidents and injuries
- Reduced spending on all the above
- Increased employee satisfaction
- A higher company profile
- Higher productivity.....



What can organisations/employers do?

Focus on:

- Organisational factors, culture, leadership and communication (where the evidence tells us the majority of the influence on employee wellbeing lies)
- Environmental supports, the physical factors at and nearby the workplace that help protect and enhance employee health and safety
- Individual employee health behaviour, food, exercise, smoking, drugs/alcohol, interpersonal behaviour.
- Health-related policies, including health benefits, formal or informal written statements, or packages that are designed to protect or promote employee health

The way forward

- What can tourism/hospitality employers do to engage more with workplace well being?
- Information?

<http://www.hse.gov.uk/hwwb/>

<http://www.apa.org/news/press/releases/2012/03/well-being.aspx>

Ideas Cafés – 4-6pm

- 21 October 2014 – Marketing & Product Opportunities in Health & Wellbeing Tourism
- 20 November 2014 – Food Innovation & Legislation
- 24 February 2015 – Healthy Staff, Healthy Profit

We look forward to seeing you there.

Towards a healthier tourism industry

www.destinationfeelgood.co.uk





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