HOSPITALITY INDUSTRY

The Role of Human Resources in Managing Employee Stress in the Hospitality Industry

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Published November 2026

Abstract

Within the hospitality industry, employees are often required to have unsociable hours and face many challenges, including high standards expected of them, and both physical and psychological demands. Employees may experience stress within this sector and this can then lead to issues such as burnout, low motivation, absence and even employee resignation. Human Resource Management is integral in analysing why employees may become stressed and putting in place effective human resource management strategies in order to promote well-being.

This paper investigates how Human Resources manage employee stress within the hospitality sector. The main factors which may result in employees becoming stressed include; workload, working hours, employee-employee relationships, work life balance, job instability, employee numbers and difficult customer relationships. Human resource activities which can be implemented to help manage stress include employee recruitment and resourcing, training, employee support services, health and well-being initiatives, variable working hours, positive management styles, complaint procedures, performance appraisal, reward and career progression.

Sources of information include academic and report literature on topics such as, employee well-being, and employee stress and human resource management. Recent in-depth research has shown that both person, team and organizational factors can impact the well-being of those in hospitality. For example, a 2025 systematic literature review analysed 122 articles published in 19 hospitality journals. Within this, it was emphasised how significant the influence of organizational strategies can be on the well-being of hospitality employees. Likewise, research into the Indian hospitality industry also underlines the significance of stress and job satisfaction for employees within the hotels of Mumbai.

Therefore, rather than managing employee stress on an individual basis, Human Resources should adopt a pro-active and holistic strategy. Strategies such as promoting good environments, optimising jobs, developing appropriate management and guaranteeing suitable numbers of employees, alongside offering access to mental health support, can all help to improve both employee well-being and business performance.

Keywords: Human Resource Management; Employee Stress; Hospitality Industry; Employee Well-being; Burnout; Job Satisfaction; Work-Life Balance; Human Resource Practice

1 Introduction

Together with hotels, restaurants, leisure, tourism and food and drink, the hospitality industry is one of the world's largest service industries. Staff are vital to hospitality as staff behaviour, attitude and communication will directly affect the service offered to customers.

Staff in this sector can often experience high pressure and/or labour intensive work. They can be required to work long or unsocial hours and may be presented with challenging customers. Further-

more, they must often resolve unforeseen issues and continue to display a good attitude in adverse situations – again adding to the pressure. Employees can thus experience high degrees of stress.

As with the hotel industry, staff relationships and workload have both been found to frequently cause staff stress. Work related stress has also been associated with poor physical health and has been shown to negatively impact on staff job satisfaction and increase staff's desire to leave an organisation.

Clearly, staff stress can affect both the individual and more widely, the organisation. High staff stress can therefore result in staff absence, a drop in productivity together with poor service provision. Staff stress can also increase staff turnover rates and present difficulties in maintaining a stable workforce.

It is crucial that Human Resources is involved in developing a work environment which minimises staff stress and provides appropriate organisational support. The World Health Organisation suggests that organisations should implement a range of measures to promote good employee mental health, such as: organisational policy, staff and management training together with individual and reintegration strategies.

2 Background to the study

Within the hospitality sector, it is vital that employees provide good quality, personable and uniform service to customers irrespective of the customers' and staff's individual circumstances.

Alongside this, there are particular features of hospitality work. For instance, staff may be asked to work unsociable hours and during weekends and holidays. There can also be seasonal fluctuations in work demand and, as previously mentioned, the work can be physically strenuous. In addition, staff may have little control over their roles.

A 2025 systematic review analysed the well-being of hospitality staff. It analysed 122 articles taken from 19 hospitality journals and recognised staff stressors together with staff and organisational resources. This research illustrated that:

Well-being is a complex area and requires consideration at individual, team and organisational levels.

As in the UK, research in India has shown that stress is a highly relevant issue for those working in hospitality. An analysis of 510 members of staff from six 5 star hotels in Mumbai explored the effect of staff stress and job satisfaction on people's lives. Again, this reiterates the relevance that stress can hold for staff in the Indian hotel industry.

Therefore, in addition to standard HR roles, it is important that HR is involved in promoting good staff well-being.

3 Statement of the problem

Staff stress presents an important issue in the hospitality industry. Despite staff being fundamental to the provision of an organisation's service, hospitality can encounter issues relating to workload, staffing levels, work hours, staff relations, customer behaviour, staff progression and work life balance.

Poorly managed problems in these areas can cause employees to become emotionally fatigued. Staff can then become dissatisfied and less motivated. Further issues which may subsequently arise include staff absence and burnout and a desire by staff to leave an organisation.

Primarily, this research will seek to ascertain:

How can Human Resource Management recognise, avoid and manage staff stress within the hospitality industry?

3.1 Objectives of the study

This research will:

1. Investigate key reasons why staff may experience stress.
2. Assess the impact that staff stress can have on staff and on an organisation's performance.
3. Evaluate HR's role in recognising and managing staff stress.
4. Identify human resource methods which can aid staff well-being.
5. Investigate the relationship between staff stress and staff job satisfaction and retention.
6. Provide hospitality organisations with strategies to develop good quality work environments.

3.2 Research questions

This research will address:

1. What are the key reasons for staff stress within the hospitality industry?
2. How does staff stress impact upon both staff job satisfaction and organisational performance?
3. What role does HR have in recognising and managing staff stress?
4. Which human resource methods can help to reduce staff stress?
5. How can hospitality organisations develop a good work environment?
6. What can HR do to improve staff well-being and increase staff retention?

3.3 Significance of the study

This research will be relevant to a variety of parties.

3.3.1 Hospitality staff

This research will highlight the importance of staff well-being and identify organisational methods which can enable staff to better manage their stress.

3.3.2 Human resource managers

Analyses performed within this research can inform HR managers about appropriate policies which can be implemented in relation to recruitment, rostering, training, staff support, performance and in addition, well-being.

3.3.3 Hospitality organisations

Reducing avoidable staff stress can assist in improving staff engagement, service provision and job satisfaction together with increasing staff retention rates.

3.3.4 Researchers and students

This study will underpin additional research into areas such as hospitality HRM together with staff stress, well-being, burnout and organisational behaviour.

4 Literature review

Within the hospitality industry, employees often have to work long and unsociable hours and can also face challenging customer related situations (O'Neill and Davis, 2010; Stamolampros et al., 2019).

These stressful elements have been found to negatively impact an employee's job satisfaction and organisational commitment and are often associated with higher turnover intentions (Wong et al., 2020). Research has shown that organisations can utilise HR practices including, for example, flexible working and good social support which in turn can then function as valuable employee job resources and so alleviate the impact of stressors (Li et al., 2023; Ponting, 2019). Moreover, conservation of resource theory emphasises that high quality social support is a key resource, which can successfully counteract the adverse impact of stressors on individuals (Yousaf et al., 2019). Organisational work-life balance support is also a key contributor to an employee's well-being. Policies promoting work flexibility and maternity leave can resolve work and family conflict – which is a key stressor within the hospitality industry (Medina-Garrido et al., 2023).

4.1 Stressors within hospitality

The hospitality industry can involve long and non-fixed hours of work. Employees can be required to work at different times such as in the early morning, evening, night and at weekends and during holidays. It can subsequently prove challenging for individuals to maintain work and personal life balance. Employees also often have to manage their emotions in order to provide good customer service. Further, employees can experience stress due to a lack of job control and job insecurity.

Occupational stress can therefore result from work-related stressors such as workload, job control, work relationships, role definition, and the availability of and quality of support and working conditions. Within hospitality, these can be highly relevant as employees often interact with customers and are subject to work related stressors.

4.2 Stress faced by employees

An employee can experience stress if their resources are not adequate or if they feel they lack the ability to manage stress. Sources of workplace stress can encompass heavy workloads, lack of control, poor work relationships, undefined roles and insufficient or inappropriate support and working conditions.

The International Labour Organisation 2026 report on psychosocial working conditions states that psychosocial working conditions can be influenced by elements including: job requirements, workload, role definition, autonomy, working time and perceived procedural fairness.

Within the hospitality industry, these can be particularly relevant given the nature of the sector and that employees both come into contact with and manage work related stressors

4.3 Sources of stress within hospitality

4.3.1 High workload

During busy periods, at events and at times of peak mealtimes, the workload can intensify. Therefore, employees may be required to quickly undertake a variety of tasks.

4.3.2 Long and non-fixed hours

As a sector, hospitality is often required to be open outside of normal hours. People can therefore need to work at varied times including early mornings, evenings, nights, weekends and bank holidays. Non-fixed hours can again be challenging for individuals to effectively manage and so maintain a good work-life balance.

4.3.3 Customer related

As previously mentioned, employees regularly engage with customers and can be subject to, for example, criticism, unreasonable requests and/or challenging customer related situations.

4.3.4 Emotional labour

Despite potentially being tired and/or in an unfavourable emotional state, employees frequently need to appear friendly, polite and calm. Being required to display particular emotions as part of a person's role can further induce stress.

4.3.5 Work relationships

Relationships between employees, line managers and managers can influence workplace stress. Work relationship issues have been recognised as an important source of work place stress. Such issues are associated with lower job satisfaction and greater turnover intentions amongst hotel employees (as found by studies).

4.3.6 Job insecurity

Employees can experience stress if they are in temporary, seasonal and/or insecure employment. Individuals can then become anxious regarding both their earnings and their future career prospects.

4.3.7 Restricted career progression

If people perceive that there are limited opportunities for career advancement, training and development, this can cause them to become disheartened and so reduce their motivation.

4.3.8 Work–life imbalance

Long and/or non-fixed hours can interfere with employees' family life, social life and self-care.

5 Impacts of employee stress

Employee stress can impact on both staff and on hospitality businesses.

5.1 Physical impacts

Physical manifestations of occupational stress can include tiredness, sleeping issues and headaches, for example. Within hospitality, research has uncovered links between occupational stressors and adverse physical health impacts.

5.2 Psychological impacts

Staff can experience psychological impacts including emotional depletion, and can also feel anxious. Further, individuals may become less motivated and/or more easily agitated and may struggle to concentrate.

5.3 Job dissatisfaction

Constant exposure to high work related stressors and insufficient support can lead to employees becoming dissatisfied with their jobs.

5.4 Burnout

Following extended exposure to stressful working conditions, people can suffer from a state of burnout. Recent studies have investigated the link between work related stressors, leadership and burnout, alongside the relationship between these and job satisfaction in India's hotel industry.

5.5 Absence

Highly stressed employees may be more likely to either take time off or shun work.

5.6 Turnover

Stress and dissatisfaction can motivate people to seek new employment. For hospitality businesses this is of particular relevance as there can be financial implications for businesses when replacing skilled staff – for example, staff need to be recruited and trained.

5.7 Service provision

Hospitality businesses depend on staff to provide good service to customers. Highly stressed individuals may lack the energy and emotional resources to adequately provide good service.

6 Contributions that HR can make to managing employee stress

HR can manage employee stress through preventative and supportive methods.

6.1 Staffing

It is a fundamental HR function to ensure that a business employs sufficient numbers of staff.

When there are insufficient numbers of employees, existing staff can become over-worked. Consequently, people can become fatigued and also feel frustrated. HR can therefore utilise staffing planning, forecasting and recruitment techniques to avoid overwork.

6.2 Recruitment

By employing staff with the right skills and expectations for hospitality work, HR can minimise future employee stress.

Providing prospective employees with information regarding working hours, roles, customer interactions and work related stressors can also enable candidates to better understand a job prior to accepting a role.

6.3 Training

Training can enhance employees' self-belief and equip them to competently manage situations.

Training can cover aspects such as:

- Customer service
- Dispute management

- Communication
- Stress management
- Time management
- Leadership
- Emotional intelligence
- Health and safety
- Mental health awareness

Training for staff and for managers has been specifically highlighted by the World Health Organisation (WHO) as a method of managing mental health within the workplace.

6.4 Supportive management

Line managers and managers directly affect an employee's working experience.

HR can train managers to:

- Actively listen to staff.
- Provide effective feedback.
- Recognise and value staff members' efforts.
- Manage disputes.
- Identify signs that an employee is highly stressed.
- Communicate expectations clearly.
- Not excessively control staff.
- Encourage staff to seek out support when necessary.

Recently, a study of hotel support staff revealed that both a manager's mental health awareness and their management approach may affect how work stress is viewed.

6.5 Appropriate and flexible working hours

To effectively manage employee stress, HR should devise fair working hours for staff which also consider employees' well-being.

Where possible, businesses can:

- Specify in advance the hours that employees will work.
- Avoid consecutive shifts where practicable.
- Regulate the number of hours that staff work overtime.
- Ensure that enough rest periods are provided for employees.
- Consider people's personal circumstances.
- Distribut[e] appropriately work related stressors across staff, and do so on a regular basis.

Working time is recognised as an essential element of psychosocial working conditions.

6.6 Employee assistance programmes

These provide private support for staff, for both personal and work related issues.

Depending on a business, this may comprise, for example, access to counsellors, mental health support and/or guidance relating to financial and other specialist areas.

6.7 Mental health and well-being

HR can establish well-being related schemes for instance:

- Mental health awareness
- Counselling
- Stress management workshops
- Physical health related activities
- Mindfulness
- Well-being days
- Health education
- Wellness and recovery related schemes

As recommended by the WHO, businesses should seek to put in place strategies to both foster mental well-being and to prevent mental health issues within the workplace.

6.8 Recognition and rewards

Recognizing employees for their efforts and achievements plays an important role in improving motivation, job satisfaction, and commitment towards the organization. When employees feel that their contributions are valued, they are more likely to develop a positive attitude towards their workplace.

Human Resource departments can encourage employee motivation through various recognition and reward initiatives, including employee appreciation programmes, performance-based awards, financial incentives, promotion opportunities, and other forms of acknowledgment. Such reward systems should be fair, transparent, and based on clearly defined performance standards to ensure that employees are treated equally.

6.9 Career development

Limited opportunities for professional advancement can result in dissatisfaction, reduced motivation, and a lack of commitment among employees. Providing career development opportunities is therefore an important responsibility of Human Resource Management.

Organizations can support employee growth by offering professional training, mentoring programmes, leadership development initiatives, internal promotion opportunities, and cross-functional training. These activities help employees improve their skills, gain professional experience, and prepare for higher responsibilities. Career development opportunities can also strengthen employees' long-term association with the organization.

6.10 Grievance and conflict resolution mechanisms

A healthy working environment requires effective procedures through which employees can raise concerns and report workplace-related problems without fear. Human Resource departments should establish accessible and reliable grievance-handling systems to address employee complaints.

These mechanisms should cover issues such as workplace harassment, bullying, discrimination, unfair work schedules, inappropriate managerial behaviour, excessive workloads, and conflicts among colleagues. All complaints should be handled professionally, confidentially, and impartially. Timely resolution of workplace disputes can improve employee trust, reduce interpersonal tensions, and contribute to a more supportive organizational environment.

6.11 Employee participation

Employee involvement in workplace decisions can help organizations understand the challenges faced by their workforce. Providing employees with opportunities to express their opinions and share suggestions can improve communication between management and staff.

HR departments can encourage employee participation through feedback surveys, suggestion schemes, focus group discussions, exit interviews, individual meetings, and employee engagement assessments. These methods allow management to identify workplace difficulties and understand employee expectations. Regular employee participation also helps organizations recognize potential stress factors at an early stage and take corrective action before they become more serious.

7 HR stress-management framework

Human Resource departments can adopt a systematic framework to identify, prevent, and manage employee stress within hospitality organizations. This framework can be divided into four major stages.

7.1 Stage 1: Identification

The first step involves recognizing the workplace conditions that contribute to employee stress. HR departments can identify these factors through employee surveys, personal interviews, workplace observations, employee complaints, and an examination of absenteeism and turnover records.

7.2 Stage 2: Prevention

After identifying the major sources of stress, organizations should introduce measures to minimize or eliminate them. Preventive actions may include improving staffing levels, distributing workloads appropriately, developing better job roles, introducing fair scheduling practices, and providing relevant employee training.

7.3 Stage 3: Support

Employees experiencing considerable workplace stress should receive suitable organizational assistance. This may involve counselling facilities, employee assistance programmes, mental-health support, guidance from supervisors, and referrals to professional services where necessary.

7.4 Stage 4: Evaluation

The final stage involves examining whether the implemented stress-management measures are producing positive results. HR departments should regularly assess the effectiveness of their initiatives using indicators such as employee satisfaction, engagement levels, absenteeism, employee turnover, overtime, workplace grievances, customer-service performance, and participation in wellness activities.

These four stages form an ongoing process of identifying workplace problems, preventing unnecessary stress, providing employee support, evaluating outcomes, and introducing further improvements.

Identify → Prevent → Support → Evaluate → Improve

8 Conceptual framework

The conceptual framework of this study explains how different workplace conditions contribute to employee stress in the hospitality industry and how Human Resource Management practices can help minimize its effects.

The framework begins with various factors associated with the working environment, such as excessive workloads, extended working hours, customer-related pressures, interpersonal conflicts, job insecurity, difficulties in maintaining work-life balance, and limited opportunities for career advancement. These conditions may increase stress levels among hospitality employees.

Increased workplace stress can negatively affect employees in several ways, including emotional exhaustion, reduced job satisfaction, lack of motivation, absenteeism, burnout, and a greater intention to leave the organization. It may also affect the quality of customer service and overall organizational performance.

To address these challenges, Human Resource departments can introduce appropriate measures such as maintaining adequate staffing levels, providing employee training, encouraging supportive leadership, ensuring fair work schedules, implementing wellness programmes, offering counselling services, recognizing employee contributions, and creating opportunities for professional development. Effective grievance procedures and employee participation can further help organizations identify and resolve workplace-related concerns.

The implementation of these HR practices is expected to contribute to improved employee well-being, greater job satisfaction, stronger organizational commitment, reduced employee turnover, better service quality, and a more positive working environment.

Therefore, the conceptual framework highlights the relationship between workplace stress factors, their effects on employees, and the role of Human Resource Management in developing a healthier and more supportive hospitality workplace.

9 Research methodology

9.1 Research design

This study follows a descriptive research design and is entirely based on secondary data. It examines the major causes of employee stress in the hospitality industry, its impact on employees and organizational performance, and the contribution of Human Resource Management towards managing workplace stress.

The research draws upon previously published academic studies, journal articles, literature reviews, and reports from recognized institutions to develop an understanding of employee stress and the various HR practices that can help address it.

9.2 Sources of data

The study is based on secondary information obtained from existing academic and institutional publications. The major sources include:

- Articles published in peer-reviewed academic journals.
- Previously conducted research studies.
- Systematic reviews related to employee stress and well-being.
- Publications and guidelines issued by the World Health Organization (WHO).
- Reports published by the International Labour Organization (ILO).
- Studies focusing on workplace conditions and hospitality employees.
- Research examining employee well-being and HR practices in the Indian hospitality industry.

These sources provide relevant information for understanding the causes of employee stress, its consequences, and the importance of HR interventions in the hospitality sector.

9.3 Method of analysis

The information collected from secondary sources has been examined through thematic analysis. Existing studies and publications were reviewed to identify recurring themes and important findings related to employee stress in the hospitality industry.

The analysis focuses on the major causes of workplace stress, its physical and psychological effects, the influence of organizational working conditions, and the contribution of HR practices towards employee well-being. Particular attention is given to organizational support, leadership, work-life balance, employee retention, and job satisfaction.

10 Findings and discussion

The review of existing literature indicates that employee stress in the hospitality industry is influenced by several interconnected workplace and organizational factors rather than a single cause.

Firstly, job-related demands are among the major contributors to employee stress. Excessive workloads, extended working hours, demanding customers, and continuous operational responsibilities can increase pressure on hospitality employees and affect their overall well-being.

Secondly, organizational resources play an important role in determining how employees respond to workplace demands. Adequate staffing, supportive management, greater job autonomy, appropriate training, recognition, and career advancement opportunities can provide employees with the necessary resources to manage occupational challenges more effectively.

Thirdly, interpersonal relationships significantly influence the working environment. Conflicts between colleagues, supervisors, and managers can create additional psychological pressure and negatively affect employee satisfaction. Previous hospitality studies have also associated workplace interpersonal tensions with reduced job satisfaction and stronger intentions to leave the organization.

Fourthly, leadership practices are important in managing employee stress. Research involving hotel employees in India suggests that leadership approaches and psychological resources are associated with employee burnout and job satisfaction. Supportive leadership can therefore contribute to a more positive workplace environment.

Fifthly, effective stress management requires attention to organizational practices rather than focusing exclusively on individual coping strategies. The 2025 systematic review of hospitality employee well-being highlights the importance of examining workplace demands and resources at individual, group, and organizational levels.

Overall, the reviewed literature suggests that encouraging employees to manage stress independently may not be sufficient to address the underlying problems. Hospitality organizations must also examine staffing arrangements, workload distribution, management practices, working schedules, and the availability of organizational support to create healthier working conditions.

11 Emerging issues in hospitality HR

Technological developments and the growing use of algorithm-based Human Resource Management systems are emerging as important issues influencing employee well-being in the hospitality industry.

A 2025 study examining algorithmic Human Resource Management in India's hospitality sector reported that certain technology-driven HR practices were associated with increased stress, reduced employee well-being, and lower organizational commitment among the HR professionals included in the research.

These findings indicate that the introduction of technology does not necessarily lead to improvements in employee working conditions. Although digital systems can improve administrative efficiency and organizational processes, they may also create additional pressure through continuous monitoring, reduced employee autonomy, and increased work-related uncertainty.

Therefore, HR departments should carefully evaluate the impact of technological developments on employees before implementing new systems.

In addition, recent hospitality research has increasingly focused on employee wellness, workplace mental health, diversity and inclusion, and professional development. These areas are becoming important considerations in developing sustainable Human Resource practices and maintaining a healthy and productive workforce.

12 Recommendations

Based on the findings obtained from the reviewed literature, several measures can be recommended to help hospitality organizations reduce employee stress and improve workplace well-being.

12.1 Conduct regular employee stress assessments

Hospitality organizations should regularly evaluate employee stress levels to understand the difficulties experienced by their workforce. Anonymous surveys, interviews, group discussions, and feedback mechanisms can help HR departments identify workplace problems and introduce suitable corrective measures.

12.2 Improve staffing levels

Organizations should develop effective workforce planning strategies to ensure that sufficient employees are available to manage operational requirements. Maintaining appropriate staffing levels can reduce excessive workloads, employee fatigue, and unnecessary workplace pressure.

12.3 Introduce better scheduling practices

Hospitality organizations should aim to provide employees with predictable and fairly distributed work schedules. Adequate rest periods between shifts and proper monitoring of overtime can help employees maintain a healthier balance between professional and personal responsibilities.

12.4 Provide training for managers

Managers and supervisors should receive appropriate training in communication, conflict resolution, mental-health awareness, employee relations, and workplace stress management. Such training can help management recognize employee difficulties and respond to them in a supportive manner.

12.5 Establish confidential support systems

Organizations should make confidential counselling and employee assistance services available to workers experiencing personal or professional difficulties. Access to appropriate support can help employees manage stress and improve their psychological well-being.

12.6 Strengthen recognition and reward practices

HR departments should introduce fair and transparent recognition systems to appreciate employee contributions and achievements. Performance-based rewards, appreciation programmes, and other incentives can help improve motivation and strengthen employee commitment.

12.7 Create career development opportunities

Hospitality organizations should provide employees with opportunities to improve their professional skills and advance within the organization. Training programmes, mentoring, internal promotions, and career development plans can improve motivation and reduce dissatisfaction associated with limited growth opportunities.

12.8 Establish effective grievance procedures

Organizations should develop reliable mechanisms through which employees can report workplace concerns, including harassment, discrimination, bullying, excessive workloads, and unfair treatment. Complaints should be addressed fairly and confidentially, without exposing employees to retaliation.

12.9 Encourage employee participation

Employees should be encouraged to contribute their opinions regarding workplace policies, scheduling arrangements, workload distribution, and organizational improvements. Their participation can help management understand employee expectations and identify potential sources of workplace stress.

12.10 Evaluate HR interventions regularly

Human Resource departments should periodically review the effectiveness of their stress-management initiatives. Employee satisfaction, engagement, absenteeism, turnover rates, and overall well-being can be used as indicators to determine whether implemented measures are achieving their intended objectives.

13 Conclusion

Employee stress is an important Human Resource Management concern in the hospitality industry because of the demanding nature of hospitality-related occupations. Factors such as extensive working hours, heavy workloads, irregular shifts, continuous customer interactions, emotional labour, interpersonal conflicts, and difficulties in maintaining work-life balance can create considerable pressure on employees.

The existing research reviewed in this study indicates that employee well-being is influenced by various individual, interpersonal, and organizational factors. Previous hospitality studies have also highlighted associations between workplace stress and negative outcomes, including physical health problems, reduced job satisfaction, emotional exhaustion, and increased intentions to leave the organization.

In this context, Human Resource Management plays a significant role in identifying and addressing the factors responsible for employee stress. Effective HR practices should extend beyond encouraging employees to develop individual coping strategies. Organizations must also focus on improving working conditions through adequate staffing, fair scheduling, supportive leadership, professional training, employee participation, career development, recognition systems, and access to mental-health assistance.

The World Health Organization's approach to mental health in the workplace also emphasizes the importance of organizational interventions, appropriate training for managers and employees, and individual support mechanisms.

The study therefore concludes that managing employee stress should be considered an important organizational responsibility within the hospitality sector. By identifying workplace stressors, implementing preventive measures, providing appropriate support, and regularly evaluating HR initiatives, hospitality organizations can promote employee well-being and create a more positive and sustainable working environment.

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