



## **How can we find the balance? Doing more with less versus well-being**

### **EUROCHRIE SYMPOSIUM PROPOSAL**

Dr. Melissa Baker & Dr. Lisa Cain

#### **Abstract**

Hospitality and tourism management is increasingly embracing the concept of wellbeing as there is a workplace mental health crisis worldwide, with over 80% of hospitality workers suffering from mental health issues (Baker & Kim, 2024). Hospitality firms are embracing mental wellbeing in such initiatives as Hilton's "Thrive at Hilton: Care for All" or Hyatt's Wellbeing Collective. Research and firms are increasingly touting the importance of quality of life and well-being for employees.

However, at the same time, employees are being asked to do more with less. Particularly in hospitality and tourism, employees have been increasingly asked to do more with less, resulting in increased workloads and fewer resources (McPeck, 2023). The core dilemma is how can we promote employees' wellbeing and quality of life, yet also be asking them to do more with less? How can we find the balance?

#### **Background and relevance of the topic to the conference**

The core dilemma involves the business principle and firm-driven logic of doing more with less. Firms are implementing new technology, decreasing labor costs, and providing fewer resources, while asking employees to maintain or increase productivity levels. On the other side, we are also asking employees to protect their well-being and mental health and address the need for work-life balance.

To further compound the issue, the hospitality and tourism industry is often driven by the need for individuals to work on a team, where each individual is integral to success. If some individuals work less, others have to step up and work more, creating even more imbalance in wellbeing vs. doing even more with even less.

This is a critical topic affecting hospitality and tourism firms, employees, management, and academia. It aligns with the key theme of the 2024 EuroCHRIE conference, "Hospitality and Tourism Innovation: Exploring Inspiration Across Industry Lines". This roundtable will seek to discuss how we can find the balance in employee wellbeing while also asking employees to do more with less. This will seek to be innovative at its core in discussing this very real problem and innovative solutions to the conundrum.

## **Objective of the symposium**

The objectives of this roundtable are to bring to the forefront the issue related finding the balance between well-being and asking employees to do more with fewer resources constantly. This seems to be at odds with these two perspectives. We seek to have the brightest scholars truly assess how we can move forward. This roundtable seeks to achieve the following objectives:

1. Bring together hospitality and tourism leaders in industry and education to discuss both achieving wellbeing while also being aware of firms cutting resources
2. Discuss strategies that have not worked and how we can move past these ineffective strategies
3. Develop strategies to find the balance of well-being while not then asking other employees to do more work for the benefit of others
4. Integrate diverse perspectives in disseminating strategies
5. Develop a critical reflection piece for both academia and industry for strategies and a call to action for addressing the balance of these two perspectives and how to overcome them

## **Contact details and affiliation of the organizer**

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## **Contributors to the symposium**

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## **Needed timeslot**

45 minutes

## **Type of session**

Roundtable Discussion

## **References**

Baker, M. A., & Kim, K. (2024). The impacts of organizational support and customer incivility on employee vulnerability and job performance: The moderating role of employee mental health. *International Journal of Hospitality Management*, *118*, 103686.

McPeck, William (April 17, 2023). The false premise of today's predominant "do more with less" business philosophy. Retrieved from <https://williammcpeck.medium.com/the-false-premise-of-todays-predominant-do-more-with-less-business-philosophy-e8051557aea4>