



The Role of Technology in Mitigating Work-Related Stress among Hospitality Workers

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Abstract

This study examined the nature of job-related stress and the role of technology in reducing workplace stress among employees in upscale hotels. It used a descriptive cross-sectional survey design. A structured questionnaire with 32 closed-ended items was used to collect data from 60 members of staff across eight hotels in the Sekondi-Takoradi Metropolis. The data was analyzed using descriptive statistics. It was found that hotel employees experienced moderately high stress, with job insecurity being the primary stressor. Heavy workload, emotional labor, and long working hours were also identified as significant stressors. Management staff reported the highest stress levels, followed by housekeeping and food and beverage staff, while maintenance staff experienced the least stress. The responses generally indicated that digital systems were perceived as stress-reducing resources. Mean scores ranging from 3.72 to 4.00 indicate that technology improved work efficiency and work-life balance. These results support the Job Demands-Resources (JD-R) model, suggesting that technology can function both as a demand and a resource, though it primarily acted as a mitigating factor in this context. The study concludes that improving job security, workload management, and continuous digital training can enhance employee well-being. It recommends that hotel management can integrate technology strategically and supportively to reduce occupational stress, improve service delivery, and promote retention in the hospitality sector.

Subject Areas

Human Resource Management

Keywords

Technostress, Job Stress, Hospitality Industry

1. Introduction

All over the world, the hospitality industry is considered the most significant part of the Tourism Industry, as a human-oriented sector that renders services to hotel guests all year round [1]. This industry engages in highly labor-intensive activities and has increasingly harsh environmental demands imposed upon its employees [2]. Hospitality work is affective labor, and this is a shared relational practice created collaboratively among workers, enacted in the labor process and in workers' engagement with the precarious hospitality labor market [3]. Thus, in delivering the service product, employees of the hotel industry play their integral parts that are very different from those in other industries in order to create a lasting positive experience for customers. In the daily execution of duties as employees, these workers undergo some percentage of job stress, which has not received much attention [4].

This study aims to identify the levels and types of job stress experienced by the staff in upscale hotels. It also aimed to understand the role of technology in reducing workplace stress in the Hospitality industry.

2. Conceptual Model of Job and Workplace Stress

In the 1930s, the term stress was used to describe circumstances where an organism does not respond appropriately to a physical challenge [5] [6]. Stress implies that there is a disruption to the normal environment or an imbalance in a situation. Stress is the body's natural response to challenges, pressure, and threats. While it is a normal part of life, stress can take a toll on both emotional and physical health.

A study on job stress and productivity revealed that stressors faced by employees include excessive workload, role ambiguity, job insecurity, and gender discrimination [7]. Additionally, it has been argued that job stress emanates from poor interpersonal relationships, change of job areas, and resource constraints [7] [8]. In the end, with training, staff become qualified to take on higher-value responsibilities.

The framework, as shown in **Figure 1**, describes the relationships between occupational stress and employee outcomes. It describes various job stressors and their impact on employees and their output. Stressors are usually influenced and moderated by individual and sociocultural factors. Individual factors influence how stressors are perceived and can determine the level of resilience, emotional stability, and coping styles, which can be a buffer against the impact of work stressors like customer aggression among hotel employees [10]. Also, sociocultural factors like values, beliefs, family, and social support networks significantly reduce job-

related stress and turnover intentions in hospitality workers [11], and this is particularly true in collectivist societies like Ghana. Whatever the nature of the stressors, they can affect employees' physical, mental, and social health and, consequently, their relationship and commitment to their work.

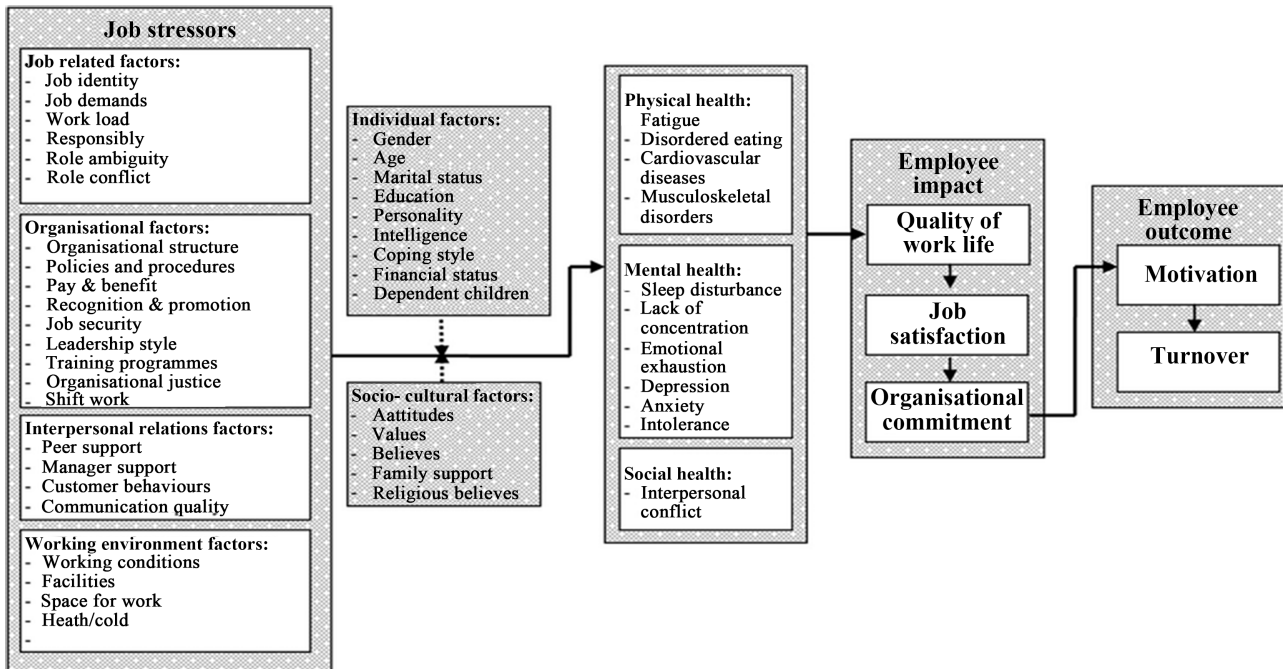


Figure 1. Occupational stress and employee outcomes [9].

3. Workplace Stressors

Individual stressors originate within a person and represent stress-inducing thoughts or behavior, personal perceptions, and expectations [12]-[14]. Common internal stressors include role conflict and ambiguity, personality traits, life and career changes, pessimism, pressure to be perfect, negative self-talk, perfectionism, unrealistic expectations, financial problems, and lack of assertiveness.

Stress among workers is caused by multiple interactions with people, particularly where they work [15]. This kind of stress is called group stress, and it can occur within the formal and informal groups to which one belongs. Stressors could arise from conflict among team members, unequal distribution of tasks, lack of group cohesiveness, lack of social support, and interpersonal and intergroup conflict. With the affective nature of hospitality work, staff in hospitality organizations that have an unusually high level of interpersonal conflict are likely to suffer workplace stress, and this has been confirmed by [16]. Promoting open communication and teamwork and addressing conflicts promptly is seen to be effective in reducing group conflict at work.

It is also argued that the most common reason for job stress is the workload [17]. Such stress emerges from within the organization, where factors like organizational policies, strategies, structure and design, processes, and working condi-

tions [12]. Long working hours, changes to work hours and major life changes, which are more challenging as they are usually out of an individual's control, are sources of stress [18]. Workplace factors that have been found to be associated with stress and health risks can be categorized as those related to the content of work relationships at work, career development, organizational structure, and climate [19] [20]. Improving communication, promoting work-life balance, and creating supportive work environments could reduce organizational stress.

Additionally, environmental conditions, including several social and technical influencing factors, such as technological change, family demands and obligations, economic and financial conditions, race, caste, class, ethnic identity, relocation, and transfers, could be stressors [12]. Some other causes of stress within the environs were violence, downsizing, relations, and family issues, as well as sexual harassment.

4. Stress in the Hospitality Industry

Work-related stress is a significant issue in the hospitality industry, affecting both managers and hourly employees. Generally, the industry is characterized by poor working conditions, low wages, casualization, and high turnover rates [21]. Additionally, managers and hourly employees may experience different types and frequencies of work and family stressors [22]. Several other factors contribute to this stress. The common causes include heavy workloads, lack of control over work, role ambiguity, interpersonal relationships, low decision latitude, and organizational policies [21] [23] [24].

5. The Consequences of Job Stress

There is a lot of evidence that stress leads to a decline in job performance [25], psychological and physical problems, as well as medical consequences [17]. In the hospitality industry, it can result in poor service quality [26] and behavioral stress [12]. The effects of stress on employees could also include manifestations like headaches, frustration, and difficulty concentrating [27]. Generally, failing to address the above-mentioned issues results in organizational consequences, which then cause a decline in performance, truancy, lateness to work, lack of dedication, and high employee turnover.

6. The Role of Technology Job Stress

On one hand, digital tools can lift service quality and productivity; on the other hand, they can also introduce new stressors and blur the boundaries between work and personal spaces [28] [29]. The constant influx of information from various digital channels all day long can be overwhelming [30]. In organizations where staff are always digitally connected and reachable, connectivity can enable the spillover of work into personal space. Information Systems research refined these technostress creators, which increase strain and diminish performance and satisfaction into techno-overload, techno-invasion, techno-complexity, techno-inse-

curity, and techno-uncertainty [31] [32].

Contemporary syntheses position technostress within the job demands-resources model (JD-R) model [29] [33] and argue that technology can serve as a demand, for example, interrupting personal life after-hours, or as a resource, for example, providing improved efficiency. The JD-R model is an occupational health psychology framework that suggests that each job has its own combination of job demands and job resources, and the balance between these factors greatly influences an employee's health and motivation.

Technology is thought to function as a demand (strain) or as a resource (motivation) since it affects well-being through dual strain and motivational pathways. While an affordance like always-on connectivity can increase job control and engagement, a resource, it can also increase ICT anxiety and strain, which is a demand. Some research evidence indicates that off-hours smartphone use for work purposes is associated with higher work-life conflict by making it difficult to separate work and personal time [34]. For the hospitality industry, where irregular shifts and service peaks are common, after-hours messaging for rota changes, guest escalations, or digital tasking increases the blur between work and personal life amidst juggling these multiple tasks under public scrutiny [22] [34]. Work-family border theory complements JD-R by explaining how permeability and flexibility of boundaries shape work-life balance. Pervasive ICT increases permeability, heightening the chance of cross-domain spillovers from work into the home [35].

Hospitality is a high-contact, time-sensitive sector where digitalization has increased post-COVID (contactless check-in, mobile ordering, automation). This increased use of technology raises both job demands and skill requirements for frontline staff, with mixed effects on well-being and retention. Systematic and sector-specific studies report that contactless service and adoption of artificial intelligence improved service continuity but also elevated stress where training, staffing, or user experience were inadequate [36]. Using technology tools like social media-driven services, for example, can add overload and uncertainty and reduce well-being unless training and support are provided [37].

7. Methodology

This study used positivist philosophy and a descriptive, cross-sectional survey design. The setting was Sekondi Takoradi in the Western Region of Ghana. It was conducted on individual employees in the hospitality industry. The target population was thus individual employees in the upscale hotels. Upscale hotels in the study are establishments offering high-quality services, typically rated three-star or above, recognized for premium amenities, and using a hotel management system. Hotels included in the study had adequate staff strength across key departments and were actively operating during the study period. These hotels mainly serve business and relatively high-income clientele within the Sekondi-Takoradi Metropolis. Hotels lacking significant technological integration in their operations were excluded.

The study employed a purposive sampling technique, and a total of 60 respondents were selected from the eight upscale hotels. Approximately 7 to 8 employees from key operational units across the major functional departments were selected. Purposive sampling was appropriate for this study because it enabled the selection of information-rich participants with relevant experience of both job stress and technology use.

The study used a structured questionnaire comprising 32 closed-ended items adapted from established literature on job stress and technostress, including prior hospitality stress studies and technostress scales. Job stress items covered workload, job insecurity, emotional labor, and work-life balance, while technology-related items assessed perceptions of digital tools' ability to reduce workload and improve efficiency. Responses were measured on a five-point Likert scale. The instrument was reviewed by six experts to establish face and content validity. Internal consistency reliability was assessed using Cronbach's alpha, yielding a value of 0.72. Descriptive statistics were used to analyze the responses of participants.

8. Results and Discussions

8.1. Demographic Data

Demographic data collected and shown in **Table 1** covered various age ranges, gender, and current role within the hotel. Respondents represented a wide range of age groups, with the largest proportion (33.3%) between 36 and 45 years and the smallest group being 18 - 25 years, accounting for 15%. This distribution suggests that most of the respondents, 85%, were mature adults between the ages of 26 and 55 years and likely to have several years of work experience in the hospitality industry.

Table 1. Demographic data (source: Field Work 2025).

	N	%
Age Range		
18 - 25	9	15.00%
26 - 35	19	31.70%
36 - 45	20	33.30%
46 - 55	12	20.00%
Gender		
Male	24	40.00%
Female	27	45.00%
Prefer not to say	9	15.00%
Highest Level of Education		
SHS	9	15.00%
Vocational/Technical training	12	20.00%

Continued

Bachelors/HND	24	40.00%
Masters	14	23.30%
Doctorate	1	1.70%
Current Role in the Hotel		
Front desk/Receptionist	15	25.00%
Housekeeping	11	18.30%
Food and beverage services	16	26.70%
Management	10	16.70%
Maintenance/Facilities	8	13.30%
Total	60	100.00%

8.2. Forms of Stress and Levels of Job Stress

Descriptive statistics were computed for eight items that asked about the levels and the sources of job-related stress. **Table 2** shows the perceived levels and sources of job stress, with mean scores ranging from 3.42 to 3.68. This suggests that most respondents rated their experience of job stress as moderately high. The results also showed standard deviations generally below 1, which indicates that responses were tightly clustered around the mean, suggesting a high level of consistency among responses across the measured items, with limited variability.

Table 2. Levels and sources of job-related stress.

S/N	Source of Work-Related Stress	No of Respondents	Mean	Standard Deviation	Variance
1	I often feel overwhelmed by the workload at my hotel.	60	3.47	0.999	0.999
2	The fast-paced environment of my job leads to frequent stress.	60	3.45	0.852	0.726
3	Job uncertainty and insecurity add to my workplace stress.	60	3.68	0.854	0.729
4	I experience stress due to balancing my personal and professional life.	60	3.65	0.917	0.842
5	The expectations of hotel management regarding performance are too high, leading to stress.	59	3.42	0.835	0.697
6	I often feel emotionally drained due to interactions with difficult guests.	60	3.45	1.016	1.031
7	The hotel's organizational structure and communication patterns contribute to my job stress.	60	3.58	0.944	0.891
8	Inadequate rest periods and long work shifts are major contributors to my stress levels.	59	3.64	0.905	0.819

The data also suggested that job security and employment stability were rated as the highest source of stress among the participants, with a mean and standard deviation of ($M = 3.68, SD = 0.85$). Balancing professional and personal life followed with ($M = 3.65, SD = 0.92$), with the lack of adequate rest periods and long work shifts following with ($M = 3.64, SD = 0.91$). These seem to imply difficulties in maintaining a healthy work-life balance, and insufficient rest periods substantially contribute to employee stress in the hospitality industry.

Moderate stress levels were also recorded for organizational structure stressors ($M = 3.58, SD = 0.94$) and workload ($M = 3.47, SD = 1.00$), work pace-related stressors ($M = 3.45, SD = 0.85$), interpersonal stressors ($M = 3.45, SD = 1.02$), and performance stressors ($M = 3.42, SD = 0.84$).

Mean scores and standard deviations of self-reported stress levels shown in **Table 3** suggest that participants from all work roles perceived a moderate to high level of stress, with mean values clustered between 3.22 and 3.54. This indicates that stress is a notable issue across all roles. However, management staff reported the highest work-related stress ($M = 3.54, SD = 0.8$), slightly higher than the rest of the roles. This could be due to their responsibility for decision-making, supervision, and meeting organizational goals, which often involve pressure and time constraints.

Table 3. Differences in stress by job role.

Work Role	Mean	Std Dev
Management	3.54	0.80
Food and beverage services	3.47	0.64
Front desk/Receptionist	3.43	0.83
Housekeeping	3.48	0.90
Maintenance/Facilities	3.22	0.68

Housekeeping ($M = 3.45, SD = 0.9$) and Food and Beverage Services ($M = 3.48, SD = 0.64$), respectively, follow closely behind management. The roles, though having less managerial responsibility, are customer-facing and likely to experience demanding customer expectations, and these could contribute to stress levels, though. The Maintenance/Facilities staff reported the lowest mean stress ($M = 3.22, SD = 0.68$), suggesting a comparatively lower perceived workload pressure or better coping mechanisms. Their roles are likely to involve less direct interaction with guests, reducing emotional or interpersonal stressors. They are also likely to have fewer time-sensitive tasks and periods.

It is also worth noting that Housekeeping reported a relatively higher variability with a standard deviation of 0.90. Though their responses are close to the mean, there is a relatively wider range of perceived stress experiences among housekeeping staff, suggesting that while some employees experience high levels of stress,

others perceive it as more manageable. Food and Beverage Services reported the lowest variability with a standard deviation of 0.64, suggesting a more consistent level of perceived stress across individuals in that role.

Table 4 shows that males reported the highest levels of stress ($M = 3.64$, $SD = 0.96$) compared to females ($M = 3.46$, $SD = 0.96$) or respondents who preferred not to disclose their gender ($M = 3.52$, $SD = 1.02$).

Table 4. Gender differences in job stress.

Gender	Mean	SD
Female	3.46	0.96
Male	3.64	0.81
Prefer not to say	3.52	1.02

The results reveal that upscale hotel staff perceive multiple intense stressors, chiefly stemming from their job insecurity, heavy workload, work pace & time pressure, emotional labor, and organizational factors, and this is consistent with prior studies [9] [26]. Also, the results are consistent with Ko [26], which indicated that managers in the hospitality industry experience relatively higher stress and report more frequent stressors as they bear responsibility for both operations and personnel [6] [26]. Ko [26] indicated that female employees indicated significantly more stress than their male colleagues; however, results from this study suggested the opposite.

A study indicated that front office staff seem to suffer higher stress than housekeeping staff as they handle frequent face-to-face guest interactions and real-time service demands, which exposes them to work overload, customer complaints, and office politics that elevate stress [34], and they often juggle these multiple tasks under public scrutiny. This is in contrast to housekeeping staff, who face physical labor and time pressure but comparatively suffer less emotional pressure from guests. Hence, the different nature of work creates department-specific stress profiles. Frontline roles carry high emotional and cognitive demands, whereas support departments may face greater monotony or physical fatigue.

8.3. The Role of Technology in Reducing Stress

Responses relating to the role of technology in workplace stress are shown in **Table 5**.

The results, as presented, revealed that all items recorded relatively high mean scores ranging from 3.72 to 4.00, indicating that employees generally perceived that technology plays a significant role in influencing workplace stress. The highest mean was observed for the statement “*Using hotel management software can help reduce my daily workload and stress*” ($M = 4.00$, $SD = 0.88$), suggesting that most staff perceive technology as a useful tool for easing work-related burdens. This was closely followed by “*The availability of mobile apps for communication*

and coordination among staff helps reduce stress” (M = 3.97, SD = 1.01) and “Technology helps me balance my work and personal life better, thus reducing overall stress” (M = 3.90, SD = 0.87). These results suggest that effective use of communication and coordination tools could positively affect employees’ ability to manage stress and maintain work-life balance.

Table 5. The role of technology in reducing job stress.

S/N	Role of Technology	No of Respondents	Mean	Standard Deviation	Variance
1	Using hotel management software can help reduce my daily workload and stress.	60	4	0.883	0.78
2	Digital systems in our hotel help streamline tasks and reduce manual errors, decreasing my stress.	60	3.72	1.236	1.529
3	The introduction of automated check-in/checkout systems has reduced pressure during peak hours.	60	3.78	1.106	1.223
4	Technology-based training and onboarding have made it easier for me to manage my job responsibilities.	60	3.8	1.219	1.485
5	The availability of mobile apps for communication and coordination among staff helps reduce stress.	60	3.97	1.008	1.016
6	Technology helps me balance my work and personal life better, thus reducing overall stress.	59	3.9	0.865	0.748

Moderate yet positive mean values were also reported for “Technology-based training and onboarding have made it easier for me to manage my job responsibilities” (M = 3.80, SD = 1.22), “The introduction of automated check-in/checkout systems has reduced pressure during peak hours” (M = 3.78, SD = 1.11), and “Digital systems in our hotel help streamline tasks and reduce manual errors, decreasing my stress” (M = 3.72, SD = 1.24). These findings suggest that while digital solutions improve efficiency and reduce manual workload, the stress associated with adapting to new systems and ensuring consistent system performance may still exist.

In line with the JD-R framework, high workload, job insecurity, heavy emotional labor, and poor work-life balance were seen as job demands since they generate strain on the employee. Conversely, participants perceived digital tools as reducing workload, improving efficiency, and supporting task completion. Digital tools can be seen as a job resource. Under the JD-R model, such resources buffer the effects of these demands. The JD-R model predicts that these technology resources can mitigate the negative effects of demands.

Studies have indicated that upscale hotel staff are increasingly required to engage with multiple platforms as part of their work, blurring the line between work and personal life, and these act as stressors by eroding recovery time [37]. However, the results obtained indicated the opposite. It indicated that technology in the hospitality industry plays a supportive and stress-reducing role rather than a stress-inducing one.

9. Conclusions and Recommendations

The results reveal that job insecurity, difficulties balancing personal and professional life, and prolonged working hours were perceived by hotel employees to be their most dominant stressors. These findings highlight the need for management to establish supportive organizational policies, improve job security measures, and provide adequate rest and recovery time for workers. The intensity of these pressures in a luxury hotel context can be high, and prolonged exposure often leads to burnout. Hence, addressing these areas could significantly enhance employee well-being and overall organizational performance in the hospitality sector. The results indicated that technology tools seem to enhance coordination, simplify workflow, and promote work-life balance. However, consistent training, reliable digital infrastructure, and technical support remain essential to sustaining these positive outcomes. Future research should adopt longitudinal designs to track the various stressors that contribute to stress over time. Also, a comparison between luxury, mid-scale, and budget hotels could reveal whether there are any differences in stressors and their impact.

Ethics Declaration

The study collected anonymous, non-clinical survey data from adult participants and did not involve any experiment or procedure requiring ethical approval. In line with the institutional ethics policy and national regulations, formal ethics approval was not required for this research. Participants were fully informed about the purpose of the study, participation was voluntary, and completing the questionnaire was regarded as implied consent.

Conflicts of Interest

The authors declare no conflicts of interest.

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