

**科学研究費助成事業 研究成果報告書**

令和 3 年 6 月 2 日現在

機関番号：37503

研究種目：若手研究(B)

研究期間：2017～2020

課題番号：17K13805

研究課題名(和文) The Staff Oasis: The role of staff break rooms for hospitality employees' wellbeing and performance

研究課題名(英文) The Staff Oasis: The role of staff break rooms for hospitality employees' wellbeing and performance

研究代表者

齊藤 広晃 (Saito, Hiroaki)

立命館アジア太平洋大学・国際経営学部・准教授

研究者番号：30794812

交付決定額(研究期間全体)：(直接経費) 2,900,000円

研究成果の概要(和文)：このプロジェクトは、従業員のストレスに対し、休憩室がどのような役割を担うかというテーマについて調査しました。助成金では、文献レビュー、データ収集、データ分析、論文の作成を行うことができました。論文は、現在Cornell Hospitality Quarterlyにてピアレビュー中です。調査結果は、従業員の休憩室には、感覚的、機能的、社会的、文化的、自然的要素を含む、従業員の回復に影響を与える5つの主要な側面があることを示唆しています。これらの側面は、休憩時間中の従業員の特定の回復活動と経験を促進します。研究は、3つの国際会議で発表しました。

研究成果の学術的意義や社会的意義

This research was unique and innovative as it focuses on the role of an organisation's restorative spaces as one way to mitigate the negative impacts of emotional labour, promote employee wellbeing and increase employee performance in customer service.

研究成果の概要(英文)：The study sought to understand the role of staff break rooms in creating a restorative environment to help employees cope with their work related stress. With the JSPS grant, I could conduct a thorough literature review, complete the data collection (both interview and survey data) from both Japan and Australia, analyse the data, and prepare a manuscript. The manuscript was submitted to a top-tier international journal, Cornell Hospitality Quarterly, which is currently under review. The study results suggest that there are five main dimensions in the staff breakrooms that affect employees' restoration, which include sensory, functional, social, cultural and natural components. These dimensions foster employees' certain recovery activities and experiences during their breaktime. The research ideas and preliminary findings were presented at three international conferences and were well received.

研究分野：Hospitality Management

キーワード：Employee well-being Breakroom Emotion

科研費による研究は、研究者の自覚と責任において実施するものです。そのため、研究の実施や研究成果の公表等については、国の要請等に基づくものではなく、その研究成果に関する見解や責任は、研究者個人に帰属します。

## 1. 研究開始当初の背景

Hospitality jobs are commonly associated with negative characteristics such as long and unsocial hours, inadequate pay and heavy workload. Despite these conditions, hospitality employees, particularly customer-contact employees, are required to deliver quality service to customers. To do so, they are often required to manage their emotions and display friendly and courteous attitudes by engaging in emotional labour.

*Emotional labour* is, “the management of feelings to create a publicly observable facial and bodily display” (Hochschild, 1983, p. 7). Engaging in emotional labour on a daily basis is essential for hospitality employees. However, past research on emotional labour suggests that concealing genuine emotions and displaying ‘different or fake’ emotions may result in emotional dissonance and lead to a decline in employee wellbeing including *burnout*, *decline in engagement* and *psychosomatic complaints* (Rathi, Bhatnagar, & Mishra, 2013). These negative impacts of emotional labour impose significant costs on organisations such as poor service quality, employee turnover and poor organisational performance.

Previous research has examined physical work environments such as office and retail settings. However, there is limited research that explicitly examines staff break rooms, particularly in the hospitality industry context where employees’ wellbeing is critical for their performance. Taking inspiration from literature on servicescapes (Mari & Poggesi, 2013) and restorative environments, this study suggests that staff break rooms may help foster relaxation and help employees to renew their physical, psychological and social capabilities, which in turn, fosters better performance in customer service.

## 2. 研究の目的

The study sought to understand the role of staff break rooms in creating a restorative environment to help employees cope with the negative aspects of emotional labour, promote employee wellbeing and increase employee performance in customer service. It aimed to develop our understanding of how built, restorative spaces can be used to overcome the negative impacts of emotional labour (e.g., burnout, decline in engagement and psychosomatic complaints) in the hospitality industry context. This cutting-edge research strived to accomplish the following objectives:

- Understand how built, restorative spaces can mitigate emotional labour issues (i.e., burnout, decline in engagement and psychosomatic complaints) and promote employee wellbeing in a workplace.
- Identify what aspects (or elements) of staff break rooms play the most important role in mitigating emotional labour issues and promoting employee wellbeing.
- Explore the link between staff break room environments, employee wellbeing and employee performance in service delivery.
- Elaborate on the effects of national culture on the relationship between staff break room

environments and the level of employee wellbeing.

### **3 . 研究の方法**

The study employed a combination of different methods that entail the following activities: (1) designing a survey, (2) administering the survey to employees and managers at 20 hotels in two countries (Australia and Japan), (3) interviewing customer-contact employees from a sub-set of 3-5 theoretically relevant hotels that will be identified in the quantitative phase and (4) disseminating the findings of the research at prestigious international conferences before planning the publications in highly ranked journals in the field.

The research questions to be addressed are:

- (1) What aspects of staff break rooms play the most important role in mitigating emotional labour issues and promoting employee wellbeing?
- (2) To what extent does the effective management of a staff breakroom improve employee performance?
- (3) How do staff break rooms mitigate emotional labour issues and promote employee wellbeing?  
and
- (4) How does national culture influence the relationship between the staff breakroom environment, employee wellbeing and employee performance?

### **4 . 研究成果**

I could conduct most of the activities as planned: a thorough literature review, complete the data collection (both interview and survey data) from both Japan and Australia, analyse the data, and prepare a manuscript. The manuscript was submitted to a top-tier international journal, Cornell Hospitality Quarterly, which is currently under review. The research ideas and preliminary findings were presented at three international conferences and well received.

The study results suggest that there are five main dimensions in the staff breakrooms that have the potential to affect employees' restoration, which include sensory, functional, social, cultural and natural components. These dimensions foster employees' certain recovery activities and experiences during their breaktime, which facilitate the improvement of their wellbeing. The recovery activities include relaxation, nutrition-intake, social, and cognitive activities, which lead to eight different recovery experiences, including psychological detachment, relaxation, relatedness, enjoyment, connectedness, control, mastery experience and refreshment.

Currently, I extend this project with a newly secured JSPS Grant-in-Aid Category C to further investigate the role of physical environment on employees' well-being and recovery at work.

5. 主な発表論文等

〔雑誌論文〕 計0件

〔学会発表〕 計3件（うち招待講演 0件 / うち国際学会 3件）

1. 発表者名 Hiroaki Saito, Andy Lee, Huong Bui
2. 発表標題 Hotel employees' recovery experience from job stress: The role of staff breakrooms
3. 学会等名 2nd International Conference of Critical Tourism Studies Asia Pacific (国際学会)
4. 発表年 2020年

1. 発表者名 Hiroaki Saito, Elizabeth Sander, Arran Caza
2. 発表標題 The role of staff breakrooms in mitigating emotional labor associated stress and fostering employee well-being
3. 学会等名 2019 APacCHRIE & EuroCHRIE Joint Conference (国際学会)
4. 発表年 2019年

1. 発表者名 Hiroaki Saito
2. 発表標題 Critical Issues of Managing Hospitality Employees in Japan: Role of Staff Break Rooms
3. 学会等名 16th Asia Pacific Conference (国際学会)
4. 発表年 2018年

〔図書〕 計0件

〔産業財産権〕

〔その他〕

-

6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考
---------------------------	-----------------------	----

7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8 . 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
---------	---------