



Intention to Leave in Hospitality Industry During Pandemic Covid-19: Literature Review

Cahyadi Pakeh; Ahmad Azmy

Master Program in Management, Faculty of Economy and Business, Paramadina University, Indonesia

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Abstract

Covid-19 pandemic in 2020 has devastated many industries include Hospitality sector around the globe. Various restriction of human interaction as a precaution to prevent the spread of the virus has caused zero activities: travel banned, no gathering, limited meeting and direct human contact. This situation creates frustration, fear and wonder how life would be in the future. Layoff and furlough are most popular decision made by most of hospitality sectors namely Hotels, Resorts, Casinos, Restaurants, Tourism Destinations and many more. It is worth to know that some people stay to work and some do not. There are various reasons that make people start to think to leave their job, not only because of this difficult condition, but also of other things. The purpose of this paper is to explore the cause of Intention to Leave in Hospitality during Pandemic Covid-19 in order to identify the most influential factors. To achieve this, a systematic search of the literature was undertaken to identify relevant intention to leave most influential factors. Twenty International Journals were reviewed, resulting in fifteen articles that met the criteria. The key findings suggest that intention to leave during Pandemic Covid-19, is not only about leaving the job, but also leaving the industry, joining other sectors. The layoff and furlough have indirectly told hospitality employees that the pandemic could threaten the sustainability of their career in the hospitality industry in the future if a pandemic or similar situation comes again. Only hospitality sectors in USA, UAE, UK, Italy, Spain, Turkey, Pakistan, South Korea, Taiwan, China and India are include in this review. This does not cover the whole continents and all sectors within hospitality. The review is not only about findings of causes to Intention to Leave in hospitality sectors, but also sharing about the strategy to prevent high turnover as it is confirmed that Intention to Leave really leads to a resignation.

Keywords: *Intention to Leave; Hospitality; Covid-19 Pandemic*

Introduction

The effects of the COVID-19 pandemic on the hospitality sector have been far-reaching, reshaping employees' perceptions, attitudes, and decisions regarding their careers for life. With varying factors influencing their intent to remain or to leave the industry (Chen, 2022), understanding these dynamics is critical for hospitality leaders and institution especially the Human Resources People who creates policy on resignation. This issue includes United States of America where most of employees are thinking of leaving the industry (Croes, 2021).

In Taiwan, the devastating effects on the tourism and hospitality sectors have been carefully observed as Taiwan is one of the most happening tourist destination in Asia. Smaller enterprises shuttered, and larger entities placed many employees on unpaid leave (Chen et al, 2021). They identified job insecurity and organizational identification as critical factors influencing an employee's intention to stay in the hospitality sector, emphasizing the indirect effects of organizational identification as an important aspect during this pandemic crises.

Similarly, in South Korea, a persisting challenge in the hospitality sector has been the high rate of employee turnover (Abukhalifeh et al, 2020), in their study, it was highlighted on the factors influencing job satisfaction and its eventual effect on turnover. Their insights suggest that wages and opportunities for growth significantly influence an employee's satisfaction and subsequent decision to remain in the job or leave and resign.

Taking a deeper observation, the implications of supervisor incivility in China's hospitality landscape was explored (Yin et al, 2022). The findings reveal a worrying dynamic where supervisor incivility adversely impacts employees' psychological well-being, a trend that organizational support can only partially counteract.

Broadening the perspective, There was a meta-analytic review provided a comprehensive overview of the significant factors causing turnover (Erkasap & Ozkan, 2022). The analysis drew connections between work satisfaction, organizational commitment, and the intention to leave, underscoring the complex interplay of these factors.

The pandemic's impact reverberated globally (Chen & Chen, 2021) explored its psychological toll on furloughed and unemployed hospitality workers. The findings highlighted the distressing effects of financial strain, depression, and isolation on these workers, exacerbating their intent to leave the industry.

From Casino side, the relationship between gamblers and gaming company employees was studied, focusing on the high turnover rates in casino operations (Aho, 2020). After assessing various factors of job satisfaction, findings indicate that both high satisfaction and dissatisfaction levels are present in this environment. Notably, age and departmental affiliations were identified as significant determinants of the intent to leave. The reasons behind such decisions were also explored.

From Indian fast food chains, it was examined how work engagement and group cohesion play a role in the relationship between workplace fun and the intention to depart (Jyoti & Dimple, 2022). The study found that work engagement acts as a mediator, while group cohesion moderates the relationship. The data, however, is limited to this specific industry. Practical applications suggest fostering a fun-based business culture to reduce turnover intentions, which can benefit society by mitigating work stress spillage into personal lives.

The pandemic's effects, specifically the fears stemming from COVID-19, on the well-being of hotel employees are truly exist (Maslakci et al, 2022). Through survey data, it was found that these fears notably impacted turnover intentions. This was also affecting Cultural Perceptions of Ethical Leadership where Intention to Leave is happening in the Independent Hotel Industry (Nazarian et al, 2021). This study underscores the importance of understanding the interplay between national culture, ethical leadership, and turnover intentions. By surveying independent hotel employees across United States of America, United Kingdom, Italy and Spain, the research found that perceptions of ethical leadership and organizational justice vary significantly based on national culture. Crucially, relationships between organizational variables like justice, loyalty, job satisfaction, and the intent to leave were found to be influenced by cultural differences. The problem found is also about organizational culture which plays an important role in the hospitality sector. Survey data from Turkish hotel employees showcased the significant effects of hospitality culture on factors like turnover, service recovery performance, organizational citizenship behavior, and job satisfaction (Dawson et al, 2023).

Looking into those challenges and problems that hospitality industry face, it seems like there is a need to do more research in order to give wider perspectives, better insights and stronger analysis and not to mention that it is going to be even deeper to go further with more review for more sectors in hospitality industry. Therefore the overall aims of this research is to explore previous research conducted in the area of employee intention to leave within hospitality industry around the globe during pandemic covid-19 and the objectives are to highlight the cause of intention to leave and discuss strategies hospitality leaders can use to prevent high employee turnover.

This research aims to address these questions: what causes employee intention to leave are there and what strategies can be applied in the hospitality industry to prevent high employee turnover. The researcher utilized a desktop (theoretical) approach to research in conducting this study. This is a methodology which reviews published works related to a research question or an area of interest (Petticrew & Roberts, 2005). The objectives of a literature review are to identify, evaluate and reach conclusions regarding quality research related to problematic issues of interest. A comprehensive and critical examination of the literature on what cause of intention to leaves and prevention strategies of employee turnover was undertaken. Employee turnover includes involuntary, voluntary, functional, dysfunctional, avoidable and unavoidable turnover (Griffeth & Hom, 2001).

The writer conducted a literature review to establish the causes of employee intention to leave whilst highlighting and discussing retention techniques hospitality leaders could apply. The purpose of this study was to obtain an in-depth comprehension of the problem. The writer accomplished this through looking at different secondary sources of data recovered through literature searches. Sources of data consulted were journals from reputable publishers in English, and international conference papers. The researcher focused on articles and journals during the period from 2020 to 2023 as to relate to global pandemic covid-19. The key words and phrases used to search the literature were: intention to leave, hospitality, employee turnover, hotel industry, retention strategies and human resource management. The data collected from the desktop study was then systematically analysed. Following this analysis, the researcher extracted the literature relevant to this article and utilised it in this research. Finally, the writer outlined the retention strategies that could assist hospitality leaders.

Determining Intention to Leave in Hospitality

1. Operational definition of Intention to Leave

The hospitality industry is known for its high turnover rates, impacting both employees and organizations. A diverse range of factors affects an employee's intention to leave, including job satisfaction, organizational culture, perceived ethical leadership, personal traits, and the overarching industry environment. Intention to leave is defined as awareness and deliberate intention to leave the organization, it can also be considered as the (subjective) probability that someone will change jobs within a certain time period.

Intention to leave is the extent to which an employee plans to leave the organization. This turnover intention refers to the following three elements of the withdrawal cognition process: First, the thought of quitting the job; then intention to look for another job; and finally, intention to quit (Rahman & Nas, 2013). Psychological research claims that there is a positive relationship between the desire to move and actual turnover, this means that it is very likely that the intention or intention to move, indeed then becomes behavior, moving. Consequently, measuring employee turnover intention can help in determining their propensity to leave the organization. Employees who are more integrated into their work will be more able to obtain inter-personal assistance from their colleagues and will be less reluctant and more effective in using existing organizational support systems due to their integration (Awan et al, 2021).

One thing to remember that employees will stay loyal and attach to the organization which can help him/her alleviate physical or psychological stressor. It is truly important that being at peaceful and positive working environment for most of employees is critical (Park et al, 2021). Eventhough, this does not mean that employees does not need challenges to grow themselves.

2. Intention to Leave the Job and to Leave the Industry

There are different understanding about intention to leave. It is called intention to leave the job, when someone leave the job at his/her current employer and join another company within the industry doing the similar role. And then we call it intention to leave the industry when someone leave the job in hospitality sector, then join another company at different industry (might be doing a similar or different role though). During the pandemic, the impact had on hospitality jobs, employees intentions to leave the industry (Croes et al, 2021) employees likelihood to accept or look for a hospitality job. A double-barreled effect of professional identity on career change intention was identified (Chen et al, 2022). Hospitality employees possessing a stronger professional identity were found to be more passionate and satisfied with their careers and less likely to switch to other industries. However, these individuals also feel more distressed by the pandemic crisis, which is associated with a heightened level of career change intentions.

Study examined by Zientara et al (2022), in relation with Intention to Leave the Industry, aim to understand how negative moods, job satisfaction, career satisfaction, work experience, and perceived organizational support (POS) impact this intention. Its Key findings include a negative relationship between job and career satisfaction with the intent to leave, a positive association between negative moods and turnover intention, and significant indirect effects of POS through job satisfaction, negative moods, and career satisfaction. The study found no moderating effect of work experience on the relationship between career satisfaction and intent to leave.

Similarly, a study found stress and negative emotions evoked by the impact of covid-19 pandemic contributed to hospitality employees' intention to leave the industry (Yu et al, 2021)

Causes of Intention to Leave in Hospitality during Pandemic Covid-19

Reviewing journals from hospitality sector in USA, UAE, UK, Italy, Spain, Turkey, Pakistan, South Korea, Taiwan, China and India, it is interesting to know that there is a concept of "calling" among hospitality employees (Lee et al, 2022). Using the "work as calling theory", they examined how an employee's professional identity can mediate their intention to leave the industry. The first study identified significant dimensions of calling as transcendent summons, passion, and purposeful life among hospitality employees. The second study tested these dimensions' significance on the intention to leave the industry, mediated by professional identity. Key findings suggest that calling can enhance professional identity and reduce intentions to leave. However, professional identity alone doesn't significantly influence the intent to leave. The paper concludes by emphasizing the importance of organizational and industry support focusing on the identified dimensions of calling (Lee et al, 2022).

1. The Organizational

Hotel as one of sector in hospitality industry has a unique and difference nature of the work where there is a low incentive with long working hours, lack of career advancement, work life conflict, a high level of emotional labour and heavy work loads, employee's turnover is significantly higher than in many other industries (Nazarian et al, 2020). But at the same time people who have passion to serve and enjoy the beauty of properties like resort and exclusive mansions, still there to work and build their career within hotels.

When pandemic covid-19 hit the world, it ruined hotel business. Some closed down the business, few remained open with minimum number of employees, several managed to switch the main revenue from rooms to outside catering, maximized laundry operation, but for sure all of them were handled with care due to restrictions. For those hotels which were unable to survive, lost the employees and the ones which still operated, implemented the employee reduction as it was a common practice for the industry during financial crisis, however the industry seemed not to really pay attention to what impacts from this initiatives (Chen & Chen, 2020).

1.1 Organizational Support

Organization should seek to provide employees with both social and organizational support, while such support may be particularly helpful during stressful time such as pandemic covid-19 (Park et al, 2021). As known that restaurant industry is generally a high-stress work environment and such support should, therefore, not be limited only to these difficult times.

1.2 Organizational Culture & Commitment

Dawson et al (2023) emphasized the pivotal role organizational culture plays in determining various employee outcomes. Their study confirmed that a strong hospitality culture positively impacts turnover, service recovery performance, organizational citizenship behavior, and job satisfaction.

Employees in the tourism and hospitality industries have a greater likelihood of contributing to their organizations than employees in a variety of other industries. Guests expectations might be unpredictable, and in some situations, an employee's initiative alone can create guest satisfactions. Therefore, employees with lesser commitment may dismiss guest expectations, because these type of employees may also have high intention to quit, they actually see their job as a temporary, only transit (Erkasap & Ozkan, 2022).

1.3 Working Environment

(Jyoti & Dimple, 2021) did a research focusing on how employees engaged their work when they enjoy the work and have fun at workplace. Having fun at the office means employees have opportunities to be involved in social activities organised by the company and build positive relationship among them. This also involve different types of humor among employees, in the context of proper humor at the workplace. It is proven that it creates positive work environment. Hospitality industry is known for high attrition rate that is why this industry requires more engaged employees more than others. In India, hospitality employs almost 7 million people and experienced almost 70% turnover annually (Jyoti & Dimple, 2021), it should be thought how can fun be used to make a better workplace so that the intention to leave will be lower. Engaged employee exhibits more positive work-related attitudes and behavior where they consider their employer in higher regard than others, which reduces their intention to leave their company.

Creating fun at work can be as simple as organising potluck lunch where everyone bring their own food to share and enjoy together during lunch time, or exchanging gift at the end of year during year-end party or if there is no party organised by company, it is just as simple exchange gift moment at the office before going home.

It is proven that (Jyoti & Dimple, 2021) fun at workplace promotes work engagement. It generated an enjoyable and enthusiastic environment for everyone. Employee feel that organizations not only prefer work from them but also care about them too. The engaged employees in their respective fast food chain restaurants in India do not look for other employment opportunities if their employer provides them with suitable working environment, this also will reduce the attrition rate in this sector.

1.4 Colleague and Superior Support

There is a relationship between workplace bullying and organizational variables (Srivastava & Agarwal, 2020) in predicting employees' intention to leave in the hospitality industry in India. It was acknowledged that industry has high workplace abuse including bullying. Workplace bullying is known as generating a negative feeling among targets which leads to emotional exhaustion, while employees with those condition will have high turnover intention. This can be concluded that if one employee become a victim of abusive treatment in the form of bullying, which then elicits stress and anxiety, they first experience emotional exhaustion with the outcome as an intention to leave (Srivastava & Agarwal, 2020)

Different level of perceived supervisory support will result in a different response to workplace bullying: employee who is bullied have high perceived supervisory support, they will have significantly less intention to leave (Srivastava & Agarwal, 2020)

2. The Leadership

(Nazarian et al, 2021)'s work highlighted the role of ethical leadership in shaping employees' intention to leave. Their study underscored the importance of understanding the national culture's influence on employees' perceptions of ethical leadership and organizational justice. This indicates that effective leadership styles and the cultural environment can significantly influence employee turnover intentions. The question will be about what kind of leadership does actually affect the intention to leave. Studies have shown that due to the high direct and indirect costs of staff turnover, there is a need for managers to use approaches that engender a feeling that the organisation is fair to its employees and consequently reduce the intention to leave (Nazarian et al, 2021). However, to understand how to apply the research findings and theories from different parts of the world, we need to understand how employees' perceptions of such factors as ethical leadership and organisational justice are affected by the national culture. Therefore, this study aims to compare the impact of ethical leadership on the intention to leave through justice, loyalty and satisfaction among employees of independent hotels from two Global Leadership and Organizational Behaviour Effectiveness (GLOBE) cultural clusters. In this study, a total of 1,561 questionnaires were received from independent hotel employees, which were analysed using structural equation modelling. Data were collected in the USA, the UK, Italy and Spain whose national cultures fall into two different GLOBE regional clusters. Its findings show similarities and differences between countries and within and between clusters. No relationship was found between procedural justice and intention to leave in any of the four countries.

Ethical leadership had no significant impact on job satisfaction and organisational justice in the UK, which contrasts with results in the other three countries. The study findings also show that distributive justice has a significant relationship with the intention to leave in the USA and the UK (Anglo cluster), whereas no specific relationship was found between these two variables in Italy and Spain (Latin European cluster). However, employees learn from their leader's behaviors and attitudes at work, and it is proven that an unethical leaders will definitely lose their attractiveness towards their employees (Nazarian et al, 2021).

Leadership style, is something that contributes strongly to intention to leave of an employee, eventhough in this industry many employees are actually empowered to make decisions in order to deliver the best possible guest service (Nazarian et al, 2021). It is very important for leaders to engender the feeling of trust and fairness among all levels of employees.

Another concern on leadership is about incivility of the leaders, in the research conducted by Yin et al (2021) leaders here are supervisors. It said that supervisor incivility is a term used to describe uncivil action such as hurtful comments, personal emails, untruth gossips and purposeful avoidance. This kind of actions might be perceived as a threat to someone in the lower position, therefore incivility creates

stressful and emotional exhaustion. It is believed that in hospitality industry, because of work pressure, employee's working attitude and behaviors are easily get affected by their emotional state (Yin et al, 2021). Working, interacting and facing guests directly are not that easy when it comes to managing emotion. As they do not only manage their own emotion, but also guest emotion at the same time. (Shin et al., 2021) even reminded in their research that supervisor incivility has a quite big impact to employee consequences, that include employee satisfaction, employee performance, employee and work engagement. Those leads to an intention to leave the job. When employees deal with supervisor incivility, they work harder to cope with either the negative effects of external pressure or the negative emotions (Yin et al, 2021). It is now proven that supervisor incivility has a significant and positive effect on employee's intention to leave and it is an important determinat of turnover intention.

Leaders are required to observe, evaluate and assess their team members' interactions with guests, because if they are reliable, good in serving guests and able to maintain positive relationship, they are assets to company. When they stay long to work and become loyal, company will not need someone new to replace them and this is great because new employee needs some times to build relationship with guests and get to know guests from zero (Erkasap & Ozkan, 2022).

3. The Work

During the pandemic covid-19, Hospitality industry faced so many challenges as it is a people business. Hospitality is unique where human serves another human being, while pandemic stop people from direct contact and interaction. Food and Beverage sector suffered from unprecedented social, economic and health-related challenges upon employees throughout the globe. In the situation where business went down due to social distancing, they are required to spend some budget for health protocol items such as sanitizer, mask and many other inisiative such as changing lay out, hand wash station etc (Park et al, 2021).

Some people have higher resilience illustrated an increased likelihood to leave restaurant industry. It is reasonable to suggest that high-resilience people also have the capability to adjust and adapt to a new job or work environment (Luthans et al in Park et al, 2021).

In the research conducted by Chen & Chen (2021), revealed that job insecurity had a significant positive effect on organizational identification during the pandemic, a finding that contradicts those of Piccoli et al (2017) and Callea et al (2016). Another result suggests that organizational identification significantly strengthens intention to stay, a finding that supports those of Bharadwaj and Yameen (2020) and Kimet al (2020).

3.1 Work Compensation and Benefit

There are quite big different between working in an international chained hotel and independent hotel. Independent means no attachment to international brand or management. Research found that independent hotel does even more suffer from employee turnover with one of the reason is low wages (Nazaria et al, 2021), whereas independent hotels are vital part for hospitality industry, and in many parts of the world, play a significant part in the economy (Nazarian et al, 2020).

3.2 Work-life Balance (Well-being)

In the hospitality industry, in fact, the well-being of employees is essential, as the pursuit of hospitality career is less likely, surprisingly, to be motivated by monetary benefits. This well-being creates commitment and loyalty (Chen & Chen, 2020). Looking into the situation where most Americans have required to follow shelter-in-place or similar orders during the early stages of the pandemic, it was known that unpleasant personal experience that can lead to mental health issues immediately and even

after the lift of lockdown (Usher et al, 2020). They were panicked, depressed and experiencing poor well-being due to the effects of the pandemics (Chen & Chen, 2020).

Being hotelier or hospitality workers, in fact, they have specific personality traits and attitudes that are more likely to survive. They tend to seek for social activities and enjoy interacting and building relationship with guests and fellow employees, hence they struggle mentally to a great extent after being laid off or furloughed (Chen & Chen, 2020).

It can be said that work-life balance from the perspective of hospitality workers is not only about having chances to go home on time, but also about opportunities to express their personalities, relationship and interactions. The study results drawn from a sample of 607 hospitality workers in the USA, revealed that they were financially strained, socially isolated and panicked due to the pandemic, which then resulted in decreased personal well-being and increased depressive symptoms, and lead to an intention to leave (Chen & Chen, 2020). The covid-19 unemployment crisis finally lead not only to intention to leave the job, but also to leave the industry. They moved to retails, agricultures and other sectors which was not affected by pandemics. This situation might jeopardize the hospitality workforce: lack of talent.

3.3 Work Satisfaction

As part of hospitality sector, casino operations highlighted the vulnerability of the industry to excessive staff turnover due to the unique interaction dynamics between gamblers and gaming company employees (Aho, 2020). The intrinsic, extrinsic, and general job satisfaction factors were investigated, revealing both high levels of job satisfaction and dissatisfaction within the organization. Similarly, in a study on fast food chain restaurants in India, (Jeevan, 2021) focused on the role of work engagement (where satisfaction is one of element in it) and group cohesion in the context of fun at the workplace, finding that work engagement mediated the relationship between workplace fun and intention to leave. When the employee is satisfied and has positive work experiences, even society benefits a lot, not only the person itself and his/her family. Employee will come home with minimum work stress and will contribute positively to their personal and social life (Jeevan, 2021).

Working in hospitality sector, employees are divided in to two categories: semi-skilled and unskilled with low wages and income, therefore they are likely to respond to extrinsic motivators including payment and promotion (Nazarian et al, 2021), this create talent wars among hotels in the same area. Employee can just easily leave his/her current employer for a new job offering higher salary.

There is an association between job satisfaction and intention to leave, but this applies only to managers (Erkasap & Ozkan, 2022), however the intensity of this association varies by country. Job satisfaction is one of the variables which leads to quality of tourism and hospitality organizations where it is closely linked to intention to quit. Knowing that hospitality is a labour intense industry, intention to quit is an important element to take care.

In the research conducted by Abukhalifeh & Chandran (2020), stated that there are 3 variables affecting the hospitality employees in South Korea dissatisfaction and intention to leave. They are compensation, benefits and rewards, job security and workenvironment.

4. The Career

Hotelier (a person works in hotel) has a unique job where interactions with customer or guest are very close one another due to serving, this applies to all jobs within hospitality industry. An individual who has warm personality and easy to mingle with guest will be noticed easily. With a strong training and development framework and initiatives, those potential individuals will be then equipped with various development activities, from training to coaching, from leadership to strategic thinking. This make no

surprise to see career progress among hospitality employees. Looking into annual and monthly training program, it is a common practice to have comprehensive development plan.

5. Personal

This research examined the relationship between the Dark Triad personality traits (Machiavellianism, psychopathy, and narcissism) and voice behavior among hotel employees in Taiwan (Zhuang et al, 2022). Findings indicate that different Dark Triad traits are variously associated with voice behavior, with the intent to leave playing a moderating role. This offers insights for hotel management regarding the behavior of their employees. In this study, the relationship between the Dark Triad (Machiavellianism, psychopathy, and narcissism) personality traits and voice behaviour of hotel employees, with the moderating effect of intention to leave, was investigated. A purposive sampling method was used with employees of five-star hotels in Taiwan. The total number of questionnaires distributed was 450, with 150 each in the northern, central, and southern regions of Taiwan. The number of valid questionnaires was 336, and the valid questionnaire return rate was 74.67 %. Analysis demonstrated that (1) Machiavellianism is positively related to voice behaviour; (2) psychopathy is negatively related to voice behaviour; (3) narcissism is positively related to voice behaviour; (4) intention to leave moderates the relationship between Machiavellianism and voice behaviour; and (5) intention to leave moderates the relationship between psychopathy and voice behaviour. Implications for management and recommendations for follow-up investigations are proposed based on the research results.

Another element from personal cause to intention to leave is about the calling. It is defined as a sense of destiny or prosocial obligation (Duffy et al in Lee et al, 2021). It might say that calling is also a sense of fulfillment or happiness, emphasizing the current workforces' focus on meaningful careers. Having career calling will definitely influence the commitment to work, job satisfaction and turnover. As hospitality industry is unique, the dimensions of calling might not be applicable, however looking in to the example of executive chef (Lee et al, 2021), calling will help chef to pursue his/her career successfully given the long working hours, family sacrifices and face-paced pressure of the culinary world. Traditionally, calling is related to religious and spirituality perspective, however in this modern era, again, calling is all about self fulfillment and happiness. Passion is believed to be a character of satisfaction individual feeling when their interests are related to calling (Praskova et al in Lee et al, 2021). It is proven that calling among hospitality employees has positive relationship with career satisfaction and intention to leave.

6. Mental Health

The novel coronavirus (COVID-19) outbreak has significantly impacted hotel employees' mental, emotional, and psychological well-being (Maslakci et al, 2022). They examined the impact of COVID-19-fueled fears on hospitality workers' turnover intentions, specifically subjective well-being as a potential moderator variable. Of the 500 U.S. hotel employees contacted, 326 responded. They demonstrated that COVID-19-related fears significantly influenced hotel employees' turnover intentions. The study concludes that hotel employees' subjective well-being should be promoted to alleviate the emotional and mental health problems caused by the fear of COVID-19 in order to reduce the number of employees willing to quit (Maslakci et al, 2021). Outbreak demonstrated the pandemic's profound impact on hotel employees' mental, emotional, and psychological well-being.

Strategies to Prevent High Turnover in Hospitality

1. From Organizational Perspective

Organizations should develop a business culture based on fun and enjoyment, which help in creating a healthy and comfortable environment for both leaders and employees. It will help bringing them in together and further enhance engagement. This means organizations need to ensure the balance between fun and work (Jyoti & Dimple, 2021).

Employer need to provide employees with competitive compensation, benefits and rewards, job security and work environment. Organizations needs to pay more attention to the intrinsic factors that predicts employee engagement and loyalty to the organization to reduce employee turnover (Abukhalifeh & Chandran, 2020).

Hospitality organizations to reshape and cultivate hospitality professional identity, particularly in the post-pandemic era. The distinctive characteristic of hospitality, such as the need for collective work among employees to provide a quality hospitality experience for the guests, the act of caring and kindness and the relationship process between guests and employees should be centralised and addressed by hospitality organizations (Chen et al, 2022).

Hospitality Businesses could mitigate labor shortage frustration by offering attractive mechanism to retain their experienced employees by implementing suitable talent management and retention strategies (Chen et al, 2022).

2. From Leadership Perspective

It is very important for leaders to engender the feeling of trust and fairness among all levels of employees as it actually encourages them to more value their jobs and in a long run will decrease their intention to leave the job or the company or the industry.

Leaders with ethical leadership approach can have advantages of being credible, legitimate and attractive among their employees (Nazarian et al, 2021).

Servant leadership seems to be the most fit the industry of hospitality as it influences job satisfaction (Nazarian et al, 2021).

Leaders should promote team-based fun activities initiated and organised by employees such as team sport, group competitions, once a while a spontaneous gatherings or outings, once a month organise informal get together in order to allow them to interact one another and inter-departmental (Jyoti & Dimple, 2021).

Managers working in hospitality sectors need to act to reduce workplace bullying and immediate facilitate the friendly work environment and implement practices which are detrimental to bullying behavior (Srivastava & Agarwal, 2020).

Leaders to evaluate how employees deal with an uncertain work environment and how these impact their career satisfaction, they also should acknowledge the psychological impacts caused by the pandemic on their employees (Chen et al, 2022).

3. From Work Perspective

Restaurant Firms also should seek employees input and suggestion when they create and implement new policies and regulations because they know the flow and their work operations, obstacles, challenges and problem. Knowing the pandemic covid-19 has given learning point where we need employees's involvement in many elemen of works (Park et al, 2021).

Companies should plan different work schedules for off seasons, peak seasons and pandemic times and announce such schedules during educational training to enable employees to prepare and make relevant arrangements in advance. This will help them reduce their insecurity (Chen & Chen, 2021).

4. Others

Hospitality educations should consider reframing hospitality education to support professional role identification. Specifically the design of hospitality education is often instrumental to the development of attitudes, skills and knowledge that prepares students to succeed in the workplace (Chen et al, 2022). It is also recommended to refine program goals and objectives that are geared toward identity building.

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