



The state of the hospitality industry 2021 employment report: COVID-19 labor force legacy



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Hospitality Management

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	2-3
RESPONDENTS PROFILES	4-6
THE IMPACT OF COVID-19 ON HOSPITALITY INDUSTRY	7
THE IMPACT OF THE COVID-19 PANDEMIC ON HOSPITALITY EMPLOYEE'S LIVELIHOODS	8
HOSPITALITY EMPLOYEE VACCINE HESITANCY	9-10
STATUS OF THE UNEMPLOYED	11-12
CAREER BENEFITS	13
QUALITY OF WORK LIFE	14
CAREER SATISFACTION	15
REASONS FOR HOSPITALITY EMPLOYEES LEAVING OR STAYING IN THE INDUSTRY	16-17
CONCLUSION	18

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EXECUTIVE SUMMARY

PURPOSE OF THE STUDY

The purpose of this study is to investigate the COVID-19 pandemic's ongoing impact on the U.S. hospitality industry. The report details the primary economic issues the industry faces as well as provides a unique workforce analysis that anticipates continued labor shortages as the country moves towards an endemic. The research was conducted using a national survey with almost 1,000 U.S. hospitality workers. The survey includes questions pertaining to COVID-19 related hospitality employee topics such as: the impact COVID-19 had on hospitality jobs, employees' intentions to leave the industry, employees likelihood to accept or look for a hospitality job, employees' perceived career benefits, career satisfaction, and perceived work-life balance, as well as employees' vaccine perceptions, and socio demographic information.

SURVEY SAMPLE

The employee sample used reflects the U.S. hospitality census population in terms of age, gender, race, job level, and income. The survey had respondents from every state including Puerto Rico with approximately, 30% of the respondents working in FL, TX, CA, and NY. Overall, nearly six out of 10 respondents were vaccinated for COVID-19 and the majority of unvaccinated employees would not get the vaccine if it were available at no cost at their place of employment. If free vaccines were available at hospitality businesses only about one in four unvaccinated employees would get the vaccine.

THE IMPACT OF COVID-19

The results tell the tale of two COVID-19 hospitality industry stories as well as provide a telling picture for how the pandemic will continue to impact the industry's workforce. The first story is plotted by the job carnage left in the wake of the pandemic where a little more than half of the respondents were furloughed or lost their job while another quarter saw the hospitality business they worked at close. Almost half of the respondents saw a reduction in work time and more than one-third of respondents revealed that they did not have enough money to meet monthly expenses, while nearly two out of five respondents expressed that they were/are concerned for their health and safety due to COVID-19, and about 10% switched their jobs.

The results indicate that the overwhelming majority of U.S. hospitality employees experienced at least one of the following during the COVID-19 pandemic: job loss (i.e. laid off or furloughed), business closure, or a reduction of hours and pay. African Americans were the most affected by being laid off compared to the other groups.

THE LABOR SHORTAGE

The results tell a second story in terms of replenishing the industry's labor force post pandemic. About one-third of unemployed respondents have either left the industry without intention to return or are looking to leave the hospitality industry to pursue other professional opportunities in other industries or with education. While some employees do indicate that they are apprehensive to return to the industry due to the risks of COVID-19 exposure, the study reveals that employees are contemplating leaving because of employees' perceived lack of career benefits in the U.S. hospitality industry. This report refers to this issue as hospitality employees' *"great reassessment of work."* Hospitality employees' reassessment of work is primarily due to safety concerns, poor working conditions, and stressful work environments.

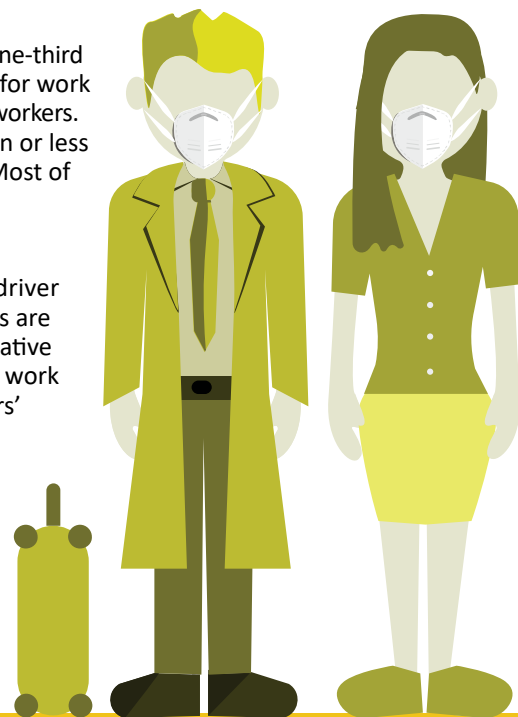
PROFILING THE LABOR SHORTAGE

The data reveals that the hospitality industry will continue to have a labor supply shortage as one-third of the unemployed respondents who previously worked in hospitality jobs are not returning for work in the hospitality industry. The sample also provides a picture to describe employed hospitality workers. The results reveal that generally, these people are white females with a high school education or less that worked part time in the industry and earned a low annual income (less than \$25,000). Most of these workers are predominantly unvaccinated.

REASONS FOR THE LABOR SHORTAGE

Some of the hospitality employees did express concern and fear about the pandemic as a driver of their great reassessment of work, there are other reasons explaining why these employees are considering leaving the hospitality industry. Some of these drivers pertain to employees' negative perception about hospitality employees' quality of life (e.g. ability to care for family, income, work life balance, etc.). While other drivers fall outside the realm of business owners and managers' control, such as the employees' perceived vaccine risks and adverse impacts of COVID-19. The conundrum that business owners and managers will find themselves in is that they have little to do with the ability to effect public safety as well as misinformation and individual vaccine beliefs, which may imply that recovery efforts may not be enough to mitigate the lingering effect of COVID-19.

The report includes reference to the hedonic wage model and recommends hospitality business owners and managers to conform to the model to prevent a continued exodus of hospitality employees.



INTRODUCTION

THE ECONOMIC IMPACT OF COVID-19 TO THE U.S. HOSPITALITY INDUSTRY



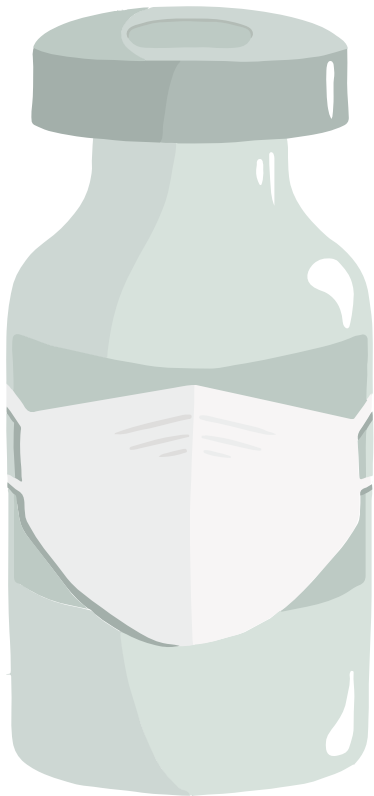
The COVID-19 pandemic caused considerable havoc to the global economy and, in particular, the U.S. hospitality industry. It has been estimated that overall the U.S. COVID-19 virus lockdowns occurring in April 2020, cost on average \$5,000 per American household.ⁱ Of course, the pandemic devastation was more enormous to people who lost their jobs or were furloughed. In the U.S. alone, roughly 9.6 million jobs were lost as a result of the pandemic. The employees that worked in lower-income jobs were the ones most affected by job loss. According to one study, 80% of the job losses observed in the U.S. industry were amongst the lowest quarter of wage earners in 2020.ⁱⁱ

The hospitality industry is one of the domestic industries that suffered considerably from the pandemic. This is because of the actions taken to mitigate the spread of the virus, which included thwarting mobility and imposing travel bans. According to the U.S. Travel Association, the estimated loss in travel and tourism was an unprecedented \$492 billion in cumulative losses for the tourism and travel economy from March to December 2020. This unprecedented loss in just ten months, equals a daily economic loss of \$1.6 billion and \$64 billion in federal, state, and local tax revenue.ⁱⁱⁱ

For the U.S., job loss numbers had one particular source: the tourism and hospitality industry. Before the pandemic, the industry amassed nearly 14 million jobs or 10% of U.S. jobs. By the end of 2020, the pandemic decimated 3.5 million jobs in the industry. The job loss disproportionately affected women, minorities, and service occupations identified as notoriously low-wage and low-hour workers.^{iv}

Economic forecasts anticipated that with the arrival of vaccines the tourism and hospitality industry would bounce back as people resumed traveling. However, these forecasts were countered by a shortage of not tourists but labor employees. Interestingly, with the arrival of vaccines, tourists were quick to book travels and locals were quick to revisit restaurants and attractions, but hospitality employees were not quick to return to the industry. Perhaps, the delay for employees to return to labor positions was due to a slower pandemic recovery due to COVID-19 spikes and market uncertainties.

For example, in the summer of 2021 there were more job openings than unemployed people willing to apply or able to fill those jobs. According to the U.S. Bureau of Labor Statistics, there were nearly two million job openings per July 2021 with nearly 1.6 million hires.^v Many of the jobs available within the U.S. were positions within the hospitality industry. The total unfilled jobs were approximately 400,000. This count excludes those jobs that would have been created in the absence of COVID-19.



The labor shortage in the U.S. hospitality industry caused alarm amongst hospitality businesses and industry leaders. The labor shortage was quickly deemed problematic to the quick and sound recovery of the industry. Today, hospitality companies continue to voice concern that managerial teams are finding it more difficult to find hires for many of the positions that had employees who were laid off or furloughed.^{vi} Further, many of the employees who demonstrate interest to return to the industry are demanding higher salaries and/or better career benefits prior to the pandemic.^{vii}

Some hospitality businesses have reached out to their previous employees and offered better career benefits but still the industry is finding it hard to get the employees to return or to keep their current employees in their jobs. Some pundits blame the pandemic unemployment benefits for the industry's labor scarcity. Others suggest that unemployed or furloughed hospitality workers have found other jobs in other industries that enable them to reconsider the value of their own time and allowing them to spend more time with family and friends while making a commensurate salary or above. Thus resulting in a great reassessment of their work in the hospitality industry.

This report proposes answers regarding if employees who left the tourism and hospitality industry are likely to return as well as if those employees who did not leave the industry are likely to stay working in the industry. The answers are delved from a national survey consisting of 927 respondents in August 2021.

U.S. HOSPITALITY LABOR FORCE SURVEY

According to the Department of Labor, 4.3 million people quit their jobs in August, 2021. This number increased since previous records were set in April, 2021. In August alone 892,000 hospitality employees quit their job. This is twice as high as the national quit rate. The Department of Labor report reveals that workers are less willing to endure poor work conditions (e.g. inconvenient work hours, low income, etc.) and are seeking professional opportunities in different industries.^{viii} Thus, a national survey was constructed to address some of the emerging labor challenges within the U.S. hospitality industry as well as to understand some of the behavioral and attitudinal differences between vaccinated and unvaccinated employees.

The survey used a work-life balance (WLB) framework, which takes into consideration the advantages and disadvantages of balance or imbalance between professional and family lives. Past research demonstrates that breaching the balance between work and personal life may negatively impact an individual's productivity, family connections, stress levels, and mental health.^{ix}

The survey consisted of 32 questions covering eight categories that included: the impact COVID-19 had on jobs (seven questions), employees' turnover intentions (two questions), employees' job pursuit (five questions), employees' perceived career benefits (five questions), career satisfaction (four questions), quality of work-life balance (four questions), COVID-19 vaccine perception (nine questions), and socio demographic questions. The responses were anchored on 5-point Likert scales. The questions were pretested to ensure question clarity and the survey was offered in both English and Spanish.

The 927 respondents were acquired via an online panel to ensure the sample was representative of individuals who were qualified to take the survey. A filter question at the beginning of the survey selected respondents when they answered yes to the question, "Are you currently working or were you working in the tourism and hospitality industry prior to the COVID-19 Pandemic? If the respondents answered, "yes" to the question they proceeded to complete the survey. If the respondents answered, "no" to the question they were dismissed from the survey.

SURVEY QUESTIONS

DIMENSION	QUESTIONS
COVID Impact	During the COVID-19 pandemic, the financial assistance I received was adequate to sustain my living standards. Prior to COVID-19, I was satisfied with my most recent tourism and hospitality job? My compensation is sufficient to encourage me to stay at my current job for the next 12 months.
COVID Negative Impact	During the COVID-19 pandemic, my employer cut jobs or reduced shifts/hours. Due to COVID-19, my employer made changes that negatively impacted my financial situation. Due to COVID-19, my employer made changes that negatively impacted my stress level. Due to COVID-19, my professional life has been negatively impacted.
Turnover Intentions	Given the current situation, I am thinking about leaving my current job for a different tourism and hospitality job. Given the current situation, I am thinking about pursuing other professional opportunities not in the tourism and hospitality industry.
Job Pursuit Intentions	I am concerned about the likelihood of COVID-19 exposure if I return to work in the tourism and hospitality industry. How likely are you to accept a job offer from a tourism and hospitality company? How likely are you to actively search for more information about jobs in the tourism and hospitality industry? How likely are you to speak to a representative if a tourism and hospitality company contacted you for a job opportunity? How likely are you to actively pursue getting a position in the tourism and hospitality industry?
Career Benefits	I think the benefits for tourism and hospitality jobs are adequate. Tourism and hospitality jobs provide an above average income. Tourism and hospitality jobs provide job security and stability. The advantages of working in the tourism and hospitality industry outweigh the disadvantages. Career advancement opportunities are satisfactory in the tourism and hospitality industry.
Career Satisfaction	Working conditions in the tourism and hospitality industry are satisfactory. I would encourage other people to apply for a tourism and hospitality job. The amount of time off from a tourism and hospitality job is satisfactory. A job in the tourism and hospitality industry provides a satisfactory lifestyle.
Quality of Work Life	Working in the tourism and hospitality industry allows a person to care for their family. A job in the tourism and hospitality industry provides adequate work hours. The workload of a tourism and hospitality job is reasonable. A tourism and hospitality job ensures balance between work and life.
Vaccine Confidence	How satisfied are you with the COVID-19 vaccination process for tourism and hospitality employees? If the COVID-19 vaccine was conveniently available to you through work at no cost, would you agree to be vaccinated? Vaccines are important for my health. Being vaccinated for COVID-19 is important for the health of others in my community. The information I received about the COVID-19 vaccine is reliable and trustworthy. Getting the COVID-19 vaccine is a good way to protect myself from the disease. I will encourage my co-workers to get the COVID-19 vaccine.
Vaccine Risk	I am concerned about serious negative effects of the COVID-19 vaccine. New vaccines carry more risks than older vaccines.

Respondents profiles

SOCIODEMOGRAPHIC PROFILES: SURVEY RESPONDENTS

The survey respondents' demographic profile follows the national profile of hospitality employees. About half of the respondents were between 25 and 44 years old, while 21% were older than 55 years. Respondents were from all 50 states as well as Puerto Rico. While the total sample had representation from all 50 states about 30% of the respondents were from the following states: Florida (13%), Texas (7.2%), California (5.6%), and New York (5.5%). The two states with the least amount of respondents were Vermont and Wyoming.

The overwhelming majority of the respondents (83.3%) were employed and worked in the hospitality industry, while 7.1% left the hospitality industry, and another 6% had worked in the industry but were currently unemployed. Of those respondents who indicated that they had a job in the hospitality industry, 42% worked in the hotel industry, followed by the restaurant (29%) and events and entertainment (7%), while only 1.6% of the respondents were from the cruise industry.

The majority of respondents were white women (70.2%) with nearly 60% having one or more children. Minorities comprised 25% of the respondents. A quick look at the census from the Bureau of Labor Statistics indicates that among waiters and waitresses, 70% are female, 75.8% are white with approximately 25% waiters and waitresses belonging to minority categories including African Americans, Hispanics, and Asians. The quick snapshot from the Bureau census suggests a close resemblance to the study's sample.^x

Further demographic analysis reveals that nearly 40% of respondents were single. Approximately, 43% of respondents had high school education, and 37% earned less than \$25,000 per year. Another 24.8% earned between \$25,000 and \$35,000, which means that more than half of respondents earned less than \$35,000 per year. Three out of four respondents were hourly employees, while one out of four worked more than 40 hours a week.



RESPONDENTS' DEMOGRAPHIC CHARACTERISTICS

What is your age?

18-24 | 11%

25-34 | 26%

35-44 | 25%

45-54 | 18%

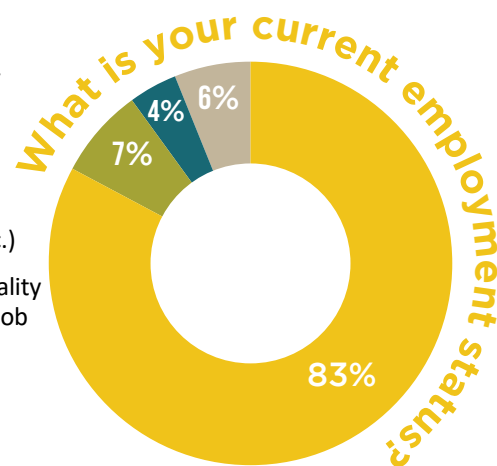
55-64 | 13%

65-74 | 7%

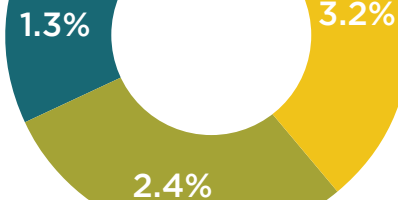
75-84 | 1%

(Years)

- I work in the tourism and hospitality industry (e.g., hotel, restaurant, airport, etc.)
- I work in another industry not related to tourism and hospitality (e.g., retail, healthcare, car sales, etc.)
- I work in two jobs, one in the hospitality and tourism industry and a second job in another industry
- I am unemployed

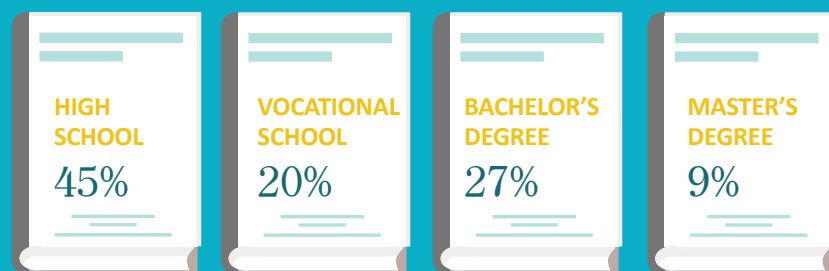


Status of the Unemployed

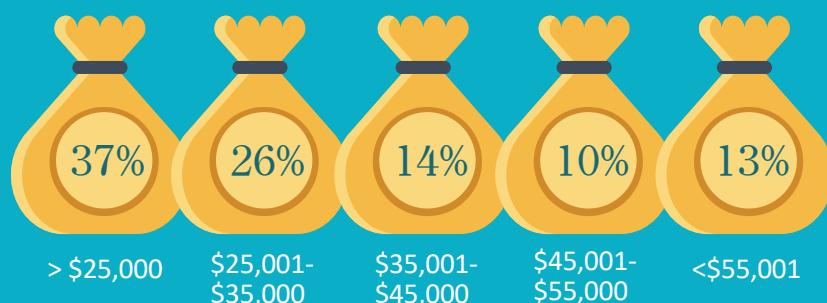


- Unemployed and looking for work in the tourism and hospitality industry
- Unemployed and looking for work in other industries not related to tourism and hospitality
- Unemployed, looking for work, and pursuing educational opportunities
- Unemployed, not looking for work, and pursuing educational opportunities
- Unemployed and not looking for work nor pursuing educational opportunities

Education



Annual Salary



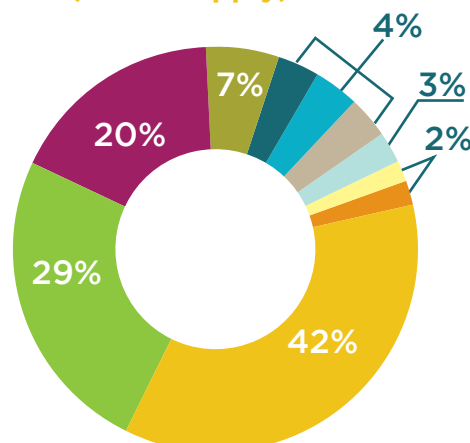
Have you been fully vaccinated against COVID-19?

By fully vaccinated, this means receiving all required doses of the vaccine.



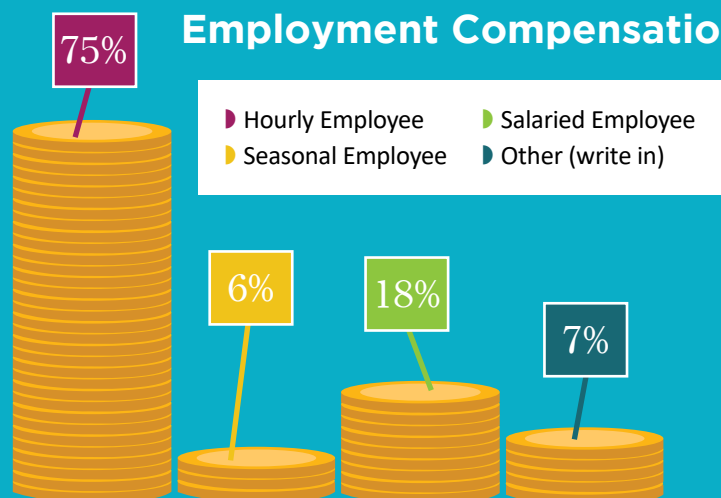
Place of Work (all that apply)

- Hotel employee
- Restaurant employee
- Other
- Events & entertainment employee
- Theme Park employee
- Vacation home employee
- Transportation employee
- Tour Operator employee
- Timeshare employee
- Cruise line employee



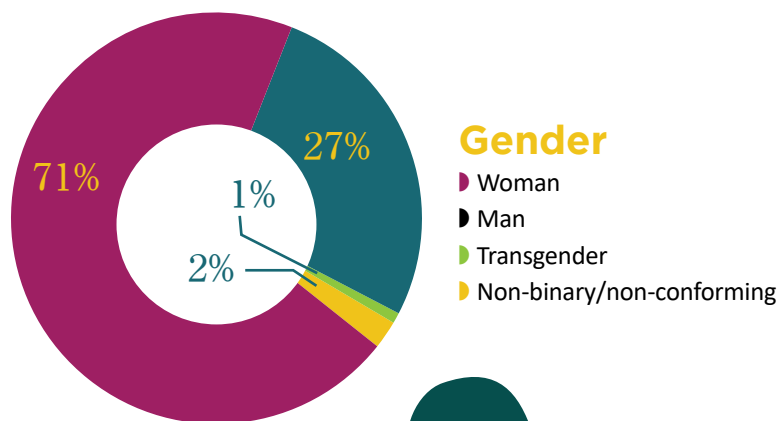
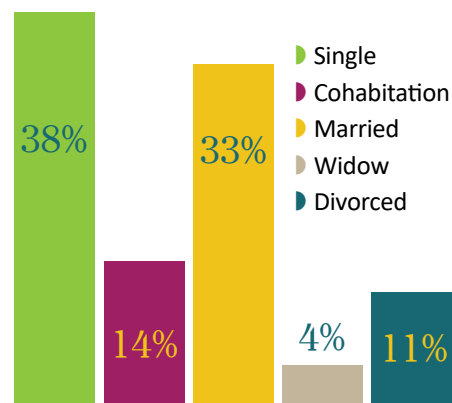
RESPONDENTS' DEMOGRAPHIC CHARACTERISTICS

Employment Compensation

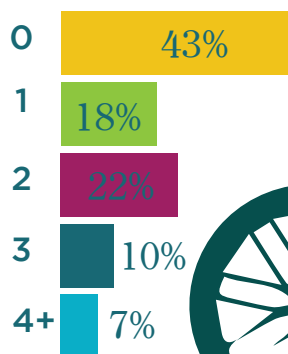


Note: Responses exceed 100% because respondents could select more than one.

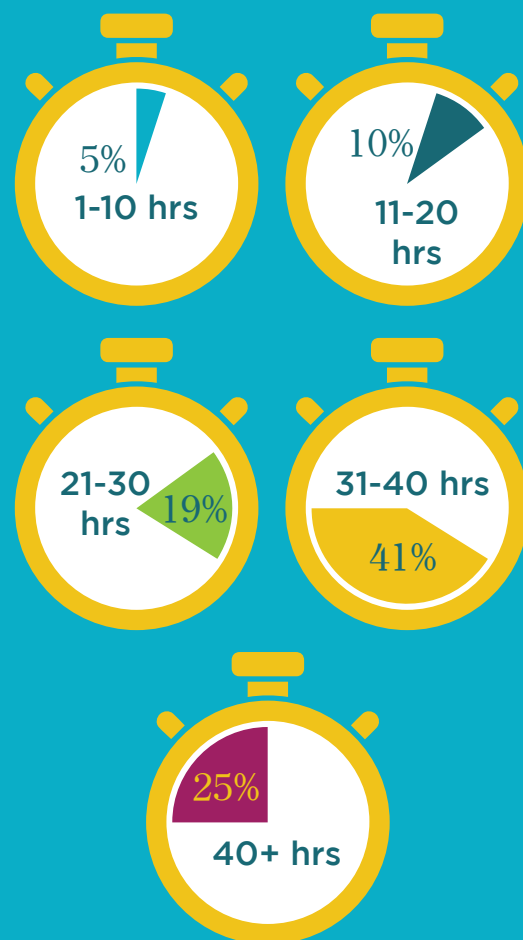
Marital Status



Number of Children



Weekly Working Hours



The impact of COVID-19 on hospitality industry

The public health crisis that ensued from the onset of the COVID-19 pandemic inflicted unprecedented negative impacts on the U.S. hospitality industry. Industry stakeholders were forced to come to terms with the economic decimation that resulted in millions of hospitality employees losing their jobs and thousands of U.S. hospitality businesses closing their doors for operation. In order to prevent business closures some management teams took drastic measures to respond to the draconian situation of the pandemic. These measures resulted in the loss of jobs by twenty-one percent of survey respondents, another 22% were furloughed, while 19% saw the hospitality business where they worked closed.

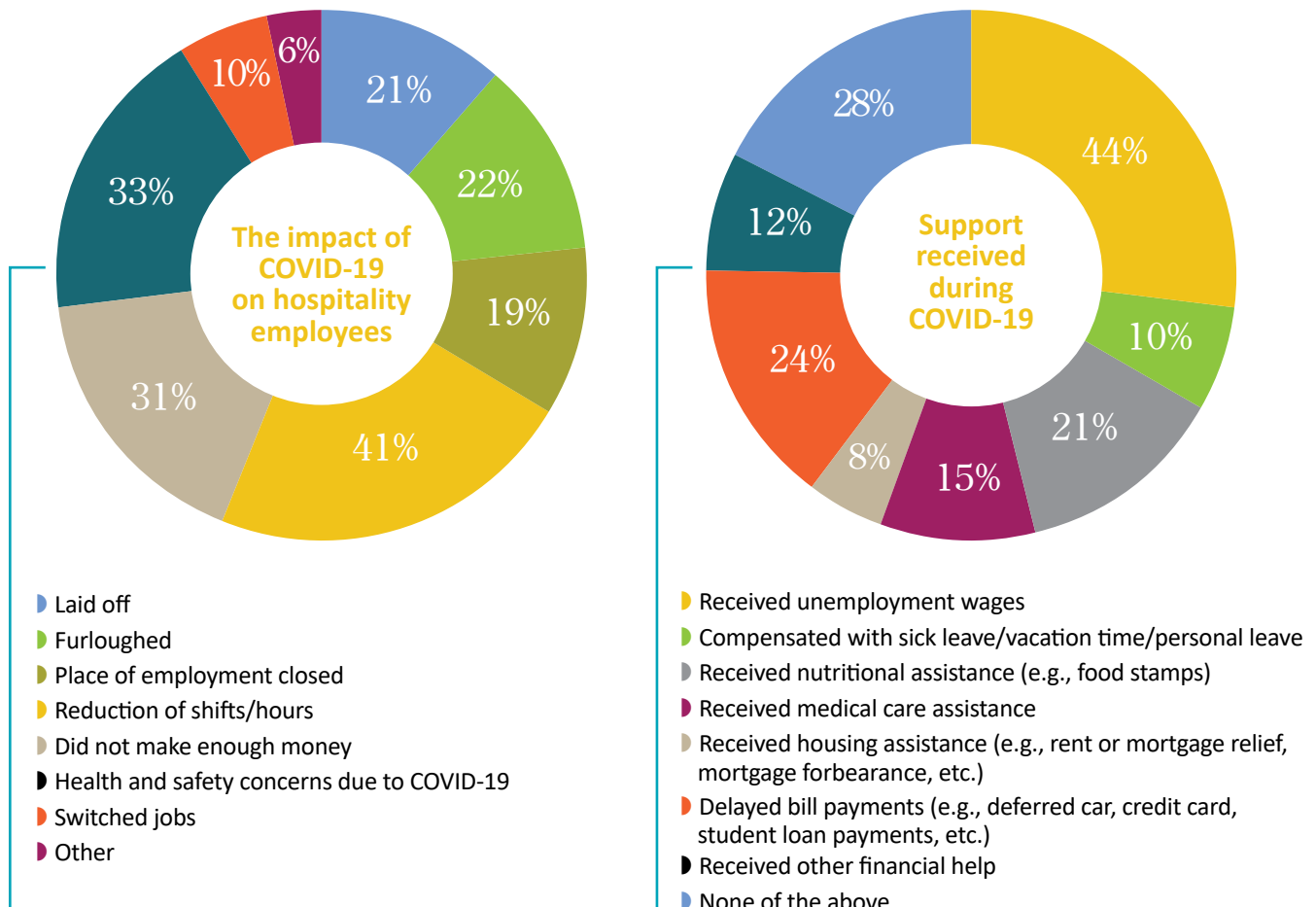
The devastation caused by the pandemic's disruptions to regular hospitality business operations, which is only half of a depressing story. The other half of the respondents (41%) indicated that they endured a reduction in work time and nearly one-third of respondents revealed that they did not have enough money to meet monthly expenses, while approximately 33% expressed that they were/are concerned for their health and safety due to COVID-19, and approximately 10% switched their jobs. Nearly 60% of survey respondents indicated that their employer made changes during the pandemic that negatively impacted their financial situation.

Throughout the pandemic, hospitality employees received financial assistance from several programs ranging from unemployment wages to deferred bill payments. Respondents were queried about their use of these assistance programs. For example, fewer than half of the respondents (44%) indicated that they received unemployment wages, 24% referenced that they deferred or delayed bill payments, 12% received other sources of financial aid, while only 8% received housing assistance (e.g., rent or mortgage relief, and mortgage forbearance), and 15% received medical care assistance.

Nearly 30% of respondents did not receive any assistance to mitigate the impacts of COVID-19, including nutritional and medical assistance, financial help, deferred or delayed bill payments, and housing assistance such as mortgage relief, rent, and mortgage forbearance. Hospitality employees' mitigation efforts to overcome financial struggles also included having to work more hours or getting a second job. Additionally, some hospitality employees needed to figure out how to overcome financial constraints after contracting the virus and getting sick or being required to quarantine because of exposure. Thus, being unable to work and earn money.

THE IMPACT OF COVID-19 ON HOSPITALITY EMPLOYEES AND MITIGATION EFFORTS

Note: Responses exceed 100% because respondents could select more than one.



The impact of the COVID-19's pandemic on hospitality employees' livelihoods

The questionnaire asked respondent's to provide their opinions on several COVID-19 statements. The statements either asked how COVID-19 impacted the respondent or asked if their financial earnings were enough to support their living standards. For example, some of the impact statements were, *"Due to COVID-19, my professional life has been negatively impacted and Due to COVID-19, my employer made changes that negatively impacted my stress level."* The COVID-19 financial earnings and support statements included, *"My compensation is sufficient to encourage me to stay at my current job for the next 12 months and During the COVID-19 pandemic, the financial assistance I received was adequate to sustain my living standards."*

Some of the survey questions enabled respondents to indicate the degree that the pandemic impacted their lives. For example, 71% expressed that during the COVID-19 pandemic, their employer cut jobs or reduced shifts/hours, while 51% of respondents mentioned that the pandemic negatively affected their professional life, and 62% indicated that their employer's actions to the pandemic increased their stress level.

Hospitality employees indicated that there was a degree of frustration regarding the financial support they received during the pandemic. Fewer than half of the respondents (only 43%) agreed with the statement that their compensation is sufficient to encourage them to stay at their current job for the next 12 months. Only 36% of respondents indicated that the financial assistance they received during the pandemic was adequate to sustain their living standards.

Those respondents who were not vaccinated were slightly more pessimistic about the COVID-19 pandemic's impact than those employees who were vaccinated. The results show that unvaccinated respondents were somewhat less positive about their living standards, their financial situation, their stress level, and their professional life compared to vaccinated respondents. The unvaccinated respondents felt that their compensation was not sufficient to keep them in their current job for the next 12 months (mean= 2.93) compared to those vaccinated (mean=3.33) with a $p<0.001$). Both groups (unvaccinated and vaccinated) expressed concern regarding the impact of COVID-19 on professional life albeit the vaccinated had a more moderate concern than the unvaccinated.

According to results, minorities seem to have suffered the greatest impact in hospitality job loss. For example, while the sample population for the African American group was 10.2%, respondents from that group reported 21.5% job loss. This result is consistent with other studies regarding the impact of COVID-19 on minorities' job loss.^{xi} Unfortunately, this study does not provide a more in-depth analysis regarding the impact of COVID-19 on minorities due to a data limitation.

COVID-19'S IMPACT AND FINANCIAL SUPPORT

QUESTION	DISAGREE	NEUTRAL	AGREE
My compensation is sufficient to encourage me to stay at my current job for the next 12 months.	32%	26%	43%
During the COVID-19 pandemic, the financial assistance I received was adequate to sustain my living standards.	39%	25%	36%
During the COVID-19 pandemic, my employer cut jobs or reduced shifts/hours.	17%	12%	71%
Due to COVID-19, my professional life has been negatively impacted.	25%	25%	51%
Due to COVID-19, my employer made changes that negatively impacted my stress level.	21%	17%	62%
Due to COVID-19, my employer made changes that negatively impacted my financial situation.	24%	18%	58%



Hospitality employee vaccine hesitancy

The survey revealed some good news: 60% of respondents were vaccinated. The majority of respondents (63%) indicated that “*vaccines are important in my life,*” and 56% reported that a vaccine “*is a good way to protect myself from the disease.*” Sixty-one percent expressed that they will encourage their co-workers to get the vaccine. These percentages suggest that the majority of respondents have confidence in the COVID-19 vaccine. These figures were also examined based on race. We split respondents in two groups (i.e., white and minorities) and the results suggest no significant difference between the two groups. The two groups appear evenly split between those vaccinated and those unvaccinated across race lines.

However, the study reveals a canary in the coal mine when the respondents are split into vaccinated and unvaccinated groups. Vaccine hesitancy significantly separates the two groups over vaccine confidence and vaccine risks. A two tailed t-test was used to examine if there were significant differences based on vaccination between the two employee groups. This test was specifically conducted across eight survey statements. All eight statements showed significant differences between vaccinated and unvaccinated employees. For example, the statement, “*If the COVID-19 vaccine was conveniently available to you through work at no cost, would you agree to be vaccinated*”? The results indicate significant differences between those vaccinated versus those unvaccinated regarding vaccine hesitancy.

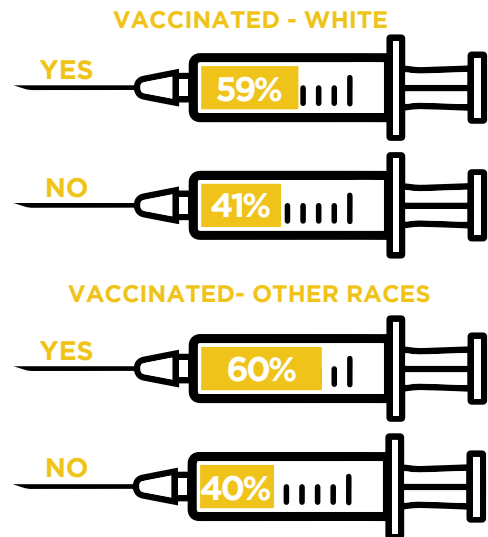
The eight survey statements regarding vaccine confidence and vaccine risks were grouped together to compare vaccinated and unvaccinated responses. Eighty-four percent of the vaccinated employees expressed that vaccines are important for their health, while only 34% of the unvaccinated employees concurred with this perception. Vaccinated employees also indicated a high degree of self-interest in getting the vaccine compared to unvaccinated employees. Similarly, 87% of the vaccinated thought that vaccination is important for the health of others and the community, while only 28% of the unvaccinated respondents had similar views.

The results are telling. Only one out of four unvaccinated hospitality employees would take the vaccine at work, while the other 75% disagree with the statement “*would get the vaccine if it were conveniently available at work*”. For example, a hotel with 100 employees with a 60/40 vaccination rate might only convert 10 out of 40 unvaccinated employees to get vaccinated. Thus, the best case scenario is that the hotel might only reach 70% vaccination rate, which would not be enough for herd immunity. It is important to note that reference to a vaccination rate excludes reference to natural immunization, which could increase the chance of herd immunity.

Unvaccinated hospitality employees are reluctant to get the vaccine even if available at work at no cost. The reason seems that unvaccinated employees don’t perceive that the vaccine is important for their health and seem less concerned about the health of others. Eighty percent of the unvaccinated respondents did not consider the COVID-19 vaccine as a good way to protect themselves, and may be looking for other options to protect themselves. Fewer than 30% of the unvaccinated respondents expressed that the vaccine is important for community health.

The steepest gap between vaccinated and unvaccinated employees is in the trust level regarding the vaccine information they received. Overall, the results reveal that fewer than half of all respondents (46%) reported that they trust the vaccine information they received. Only 17% of the unvaccinated employees expressed that the information about the vaccine is reliable and trustworthy. Also concerning is that those only 15% of those unvaccinated (mean=2.20) would encourage their co-workers to get vaccinated compared to those vaccinated (mean=4.13) with $p<001$. While 72% of vaccinated employees will promote others to get the vaccine, the majority of unvaccinated employees will not likely take the vaccine nor will they recommend others to get the vaccine. Unvaccinated employees seem to have a low level of vaccine confidence.

U.S. hospitality employees’ vaccine risk perceptions between the vaccinated and the unvaccinated were also assessed. Thirty-one percent of unvaccinated respondents reported concerns about the negative side effects from the COVID-19 vaccine. Approximately, 58% of unvaccinated employees responded that even if the COVID-19 vaccine was conveniently available at no cost they were still not willing to get the vaccine. They also distrust the vaccine as 73% expressed concerns about serious negative side effects of the COVID-19 vaccine. Thirty-five percent of unvaccinated employees are unsure about the vaccine’s risks, while 54% believe that the COVID-19 vaccine can be riskier than older vaccines. Only 27% of the vaccinated had some concerns about the vaccine. These results suggest that there is evidence that the information hospitality employees receive regarding the risks versus safety and the vaccine benefits are impacting vaccination efforts among hospitality employees and that incentives or additional benefits may not work to increase the numbers of vaccinated hospitality employees.



COVID-19'S IMPACT AND FINANCIAL SUPPORT

VACCINE CONFIDENCE	VACCINATED	DISAGREE	NEUTRAL	AGREE
If the COVID-19 vaccine was conveniently available to you through work at no cost, would you agree to be vaccinated?	YES	5%	14%	81%
	NO	58%	17%	25%
Vaccines are important for my health.	YES	3%	12%	84%
	NO	35%	31%	34%
Being vaccinated for COVID-19 is important for the health of others in my community.	YES	3%	10%	87%
	NO	40%	33%	28%
The information I received about the COVID-19 vaccine is reliable and trustworthy.	YES	7%	24%	69%
	NO	52%	31%	17%
Getting the COVID-19 vaccine is a good way to protect myself from the disease.	YES	5%	12%	83%
	NO	49%	30%	21%
I will encourage my co-workers to get the COVID-19 vaccine.	YES	9%	19%	72%
	NO	58%	27%	15%
VACCINE RISK	VACCINATED	DISAGREE	NEUTRAL	AGREE
If the COVID-19 vaccine was conveniently available to you through work at no cost, would you agree to be vaccinated?	YES	40%	39%	21%
	NO	11%	35%	54%
Vaccines are important for my health.	YES	49%	25%	27%
	NO	8%	18%	73%



Status of the unemployed

The survey asked questions pertaining to respondents' unemployment situation. For those employees who did not leave the industry and were still working in a hospitality job, job pursuit is measured by the employees' interest to look for jobs in other industries. A little over 5.5% of the survey respondents were unemployed. While notable job gains occurred in leisure and hospitality in August 2021, employment in leisure and hospitality is down by 1.6 million, or 9.4%, since February 2020. Overall, the vacant hospitality jobs are higher than the national numbers, which was 3.5% for the same period. The survey sample identified that 5.5% of respondents were unemployed. The national unemployment rate by the Bureau of Labor Statistics was 4.4% in September. Of those respondents who were unemployed, nearly 60% expressed their intention to look for a hospitality job. However, 43% of respondents were looking to pivot to another industry and 24% were also considering educational opportunities.

The survey reveals that former hospitality employees are reluctant to return to work in the industry due to the pandemic. Respondents were asked to reveal their level of agreement to the following statement on a five point Likert scale, with one being not at all likely and five being extremely likely: *"I am concerned about the likelihood of COVID-19 exposure if I return to work in the tourism and hospitality industry."* This question was examined by creating two groups of respondents, i.e., vaccinated and unvaccinated employees. Forty-one percent of vaccinated employees reported being extremely concerned, while 37% of the unvaccinated expressed concern about the likelihood of COVID-19 exposure if they return to work in the industry.

Which of the following describes your unemployment situation?

QUESTION	%
Unemployed and looking for work in other industries not related to tourism and hospitality	59%
Unemployed, looking for work, and pursuing educational opportunities	43%
Unemployed, not looking for work, and pursuing educational opportunities	24%
Unemployed and not looking for work nor pursuing educational opportunities	6%
Unemployed and not looking for work nor pursuing educational opportunities	18%

*Note, the percentages exceed 100% because the question read "mark all the apply" for those unemployed

JOB PURSUIT OF THE HOSPITALITY EMPLOYEE

Nearly 28% of all hospitality employees (including former hospitality employees) were not likely to pursue a job in the industry and 20% were not likely to accept a job in the hospitality industry. About one-third of the respondents reported not being interested in searching for a hospitality job. The data further reveals that one out five respondents would not speak to a representative from a hospitality company for a job opportunity.

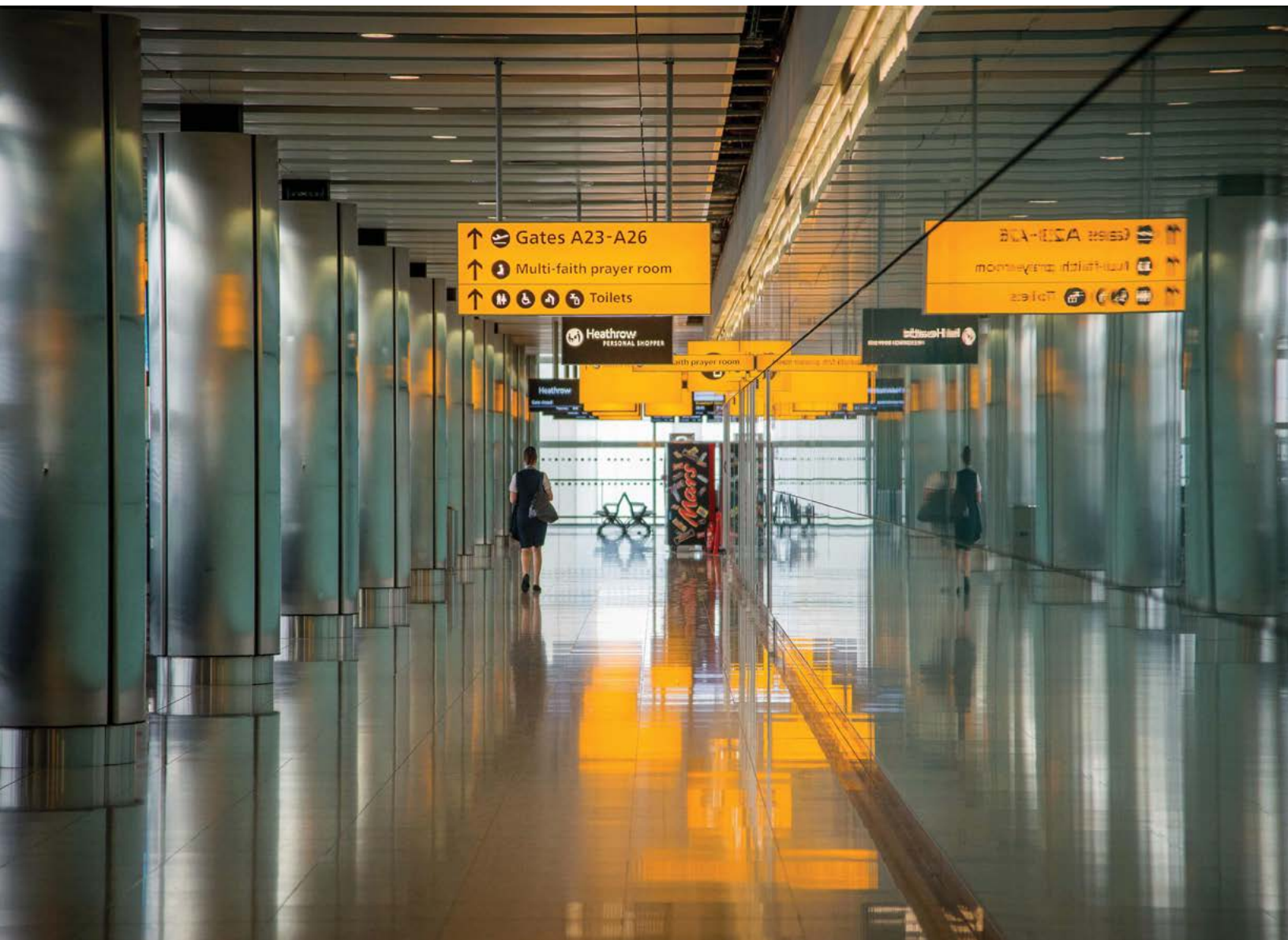
A two tailed t-test was used to examine the differences of job pursuit across race and being vaccinated. Again, respondents were asked to reveal their level of agreement to several statements on a five point Likert scale, one being not at all likely and five being extremely likely. The tests only indicated one significant difference at the 5% level based on race. The difference pertains to non-white respondents (mean=3.30). Non-white respondents seem slightly more likely to search for more information about jobs in the hospitality industry than whites (mean=3.06) with $p=0.030$.

Job pursuit intentions were also measured based on employees' vaccine hesitancy. The study split respondents who were vaccinated and unvaccinated to determine if there was a difference pertaining to job pursuit (i.e. intention to return to the industry or leave the industry). Unvaccinated employees scored consistently lower than the vaccinated respondents regarding accepting a job, actively searching for information about hospitality jobs, talking to a hospitality or tourism companies for a job, and actively pursuing a position in the hospitality industry. There is a significant difference between these two groups at the 10% level. The two tailed significance t-test was -0.1795 and $p=0.073$.

Both groups seem tentative about the prospect of accepting a job offer from a hospitality company. The respective means regarding job pursuit were 3.41 for vaccinated employees and 3.48 for unvaccinated employees. The unvaccinated (mean=2.98) were more negative about the advantages of working in the hospitality industry compared to those vaccinated (mean=3.20) with $p=0.009$.

JOB PURSUIT INTENTIONS FOR HOSPITALITY EMPLOYEES

QUESTION	VACCINATED	DISAGREE	NEUTRAL	AGREE
How likely are you to accept a job offer from a tourism and hospitality company?	YES	20%	32%	48%
	NO	19%	31%	50%
How likely are you to actively search for more information about jobs in the tourism and hospitality industry?	YES	35%	26%	39%
	NO	30%	25%	45%
How likely are you to speak to a representative if a tourism and hospitality company contacted you for a job opportunity?	YES	20%	27%	54%
	NO	20%	28%	52%
How likely are you to actively pursue getting a position in the tourism and hospitality industry?	YES	27%	31%	42%
	NO	25%	30%	45%



Career benefits

The results suggest that there are three opinions on hospitality career benefits from the employees surveyed. About one out of three respondents reported that their career benefits are adequate, while at the other extreme one-third disagreed that their career benefits were adequate. Another one-third of respondents did not seem to have a clear opinion regarding their existing career benefits. Only 36% of respondents agreed that the benefits for tourism and hospitality jobs were adequate.

Overall, about one-third of the respondents agreed that hospitality jobs provide: an above average income, job security and stability, more advantages than disadvantages, and were satisfied with career advancement opportunities. For those respondents who were not satisfied with career advancement opportunities, their perception appears stronger when compared to those employees who felt their career benefits, income, and job security were adequate. These results mirror the general perception of industries that are plagued with low salaries, long and irregular working hours, working on weekends and holidays, lack of training, and slim career development opportunities.

Those employees that did not express a clear perception about their career benefits are the wild card. These employees can become disenchanted with the industry or they can be persuaded to entertain a positive perception about career opportunities. The industry should focus attention on this group to convert them into supporters and believers in the opportunities within the hospitality industry. Otherwise, the exodus of labor in the industry could be larger than anticipated.

The study further assessed whether there are significant differences in the perceptions about career benefits between respondents who are vaccinated and those who were unvaccinated. There was only one significant difference between vaccinated and the unvaccinated employees when considering the advantages and disadvantages of working in the hospitality industry. Unvaccinated employees expressed a significant critical perception about the advantages compared to vaccinated employees (t-test= 2.616; p=0.009).

PERCEPTIONS ABOUT CAREER BENEFITS

QUESTION	DISAGREE	NEUTRAL	AGREE
I think the benefits for tourism and hospitality jobs are adequate.	37%	27%	36%
Tourism and hospitality jobs provide an above average income.	42%	30%	29%
Tourism and hospitality jobs provide job security and stability.	38%	31%	31%
The advantages of working in the tourism and hospitality industry outweigh the disadvantages.	28%	36%	36%
Career advancement opportunities are satisfactory in the tourism and hospitality industry.	31%	33%	36%



Quality of work life

Thirty-nine percent of respondents agreed with the statement, “A tourism and hospitality job ensures balance between work and life.” However, nearly 30% disagreed with that statement. Respondents were evenly split about the statement. “A tourism and hospitality job ensures balance between work and life”. Thirty-five percent agreed and disagreed with that statement. Similar to the perceptions regarding career benefits, about 30% of respondents expressed no opinion about quality of work life, suggesting again that this group is a wild card that needs compelling and immediate information on the benefits of working in the industry.

When we split respondents into vaccinated and unvaccinated employees, the only significant difference at the 10% level ($p=0.054$) was the perceived work life balance, where the unvaccinated employees were more negative (mean=2.91) compared to the vaccinated employees (mean=3.09). However, the mean score even for vaccinated respondents was modest. This implies that the overall perceived work life balance of employees in the industry is at best moderate.

We also examined the correlation between quality of work life with career satisfaction. We proxied quality of work life with the statement “Working in the tourism and hospitality industry allows a person to care for their family”. For career satisfaction we employed working conditions, encouraging others to work in the hospitality industry, and time off from work. The Pearson correlation based on a 2-tailed significance was 0.533, 0.581, and 0.588 at the 5% level, respectively. Notice that the correlation strength is moderate. The pattern identified in the correlations between quality of work life and career satisfaction is overwhelmingly moderate.

PERCEPTIONS ABOUT QUALITY OF WORK LIFE

QUESTION	DISAGREE	NEUTRAL	AGREE
Working in the tourism and hospitality industry allows a person to care for their family.	29%	31%	39%
A job in the tourism and hospitality industry provides adequate work hours.	20%	28%	51%
The workload of a tourism and hospitality job is reasonable.	28%	29%	43%
A tourism and hospitality job ensures balance between work and life.	35%	29%	35%





Career Satisfaction

Respondents seemed more satisfied with their career when compared to the quality of their work life. Forty-six percent expressed that they agreed with the statement, “*Working conditions in the tourism and hospitality industry are satisfactory*”, while 25% disagreed with that statement. However, career satisfaction dropped substantially when we assessed time off from work where perceptions were evenly distributed with 35% agreeing and disagreeing and the other respondents did not have a clear opinion. A similar pattern as in the case of quality of work life emerges with moderate correlation between career satisfaction and quality of work life and career benefits.

When the respondents were grouped into vaccinated and unvaccinated employees there were significant differences at the 5% level regarding time off and satisfactory life style. Again, the unvaccinated employees expressed the most critical assessment about time off (mean=2.83; $p=0.002$) and life style (mean=2.83; $p=0.039$) compared to the vaccinated employees (mean=3.13; mean=3.24), respectively. It is important to note that regardless of being vaccinated or unvaccinated, respondents had a moderate perception about their career satisfaction.

CAREER SATISFACTION

QUESTION	DISAGREE	NEUTRAL	AGREE
Working conditions in the tourism and hospitality industry are satisfactory.	25%	29%	46%
I would encourage other people to apply for a tourism and hospitality job.	25%	32%	43%
The amount of time off from a tourism and hospitality job is satisfactory.	35%	29%	36%
A job in the tourism and hospitality industry provides a satisfactory lifestyle.	28%	33%	39%

Reasons for hospitality employees leaving or staying in the industry

The survey also asked hospitality employees about their attitude towards the industry. For example, whether they will stay actively employed in the industry or if they are thinking of leaving their hospitality job and pursuing employment in a different industry. On the statement, *“Given the current situation, I am thinking about leaving my current job for a different tourism and hospitality job,”* 30% of respondents agreed with this statement. On the statement, *“Given the current situation, I am thinking about pursuing other professional opportunities, not in the tourism and hospitality industry,”* 40% of respondents confirmed this statement.

The study observes that about one-third of the unemployed respondents reported that they will not return working in the hospitality industry. While there is concern and fear about the pandemic as a driver either to switch or to leave the industry altogether, there are other reasons that explain why respondents are apprehensive to return in the hospitality industry. Thus, it is critical to assess the work experience of hospitality employees if the industry is to recover quickly from the COVID-19 pandemic and sustain that recovery.

The findings reveal that one-third of hospitality employees expressed negative feelings about their hospitality work experience including their workload, not having enough time to care for their family, inadequate time off, and lack of a work life balance. For example, 35% of respondents complained about their lack of time off. Thirty-four percent of respondents strongly disagreed or agreed with the statement, *“A tourism and hospitality job ensures balance between work and life.”* Overall, the study reveals negative perceptions about hospitality employees’ work experience and quality of life.

However, when employees were asked about their career benefits, the negative feelings dramatically increased when compared to their quality of life perceptions. For example, four out of ten respondents had negative feelings about their income and they strongly disagreed with the statement, *“Tourism and hospitality jobs provide job security and stability.”* One-third of respondents reported that there is a lack of opportunities in the hospitality industry. And, one out of four respondents felt that their working conditions were not adequate in the hospitality industry.

Respondents’ perceptions of negative working conditions included: working long hours, lack of work life balance, and lack of opportunities. These three work conditions seemed to drive the negative perception of at least one-third of respondents as well as shape their lack of intention to return to work in the industry or were currently fueling their intention to leave the hospitality industry. A regression analysis was used on employees’ vaccine hesitancy, career benefits, career satisfaction, and quality of work life on turn over intentions. The results suggest that a negative perception of career benefits seem to affect turnover intentions (coefficient=.263; $t=3.469$; $p=0.001$).



Drivers of turnover intentions

As COVID-19 left millions jobless in the hospitality industry, the pandemic also afforded people time to explore other professional opportunities in different industries and labor markets. This exploration resulted in what this study refers to as hospitality employees' *"great work reassessment."* The great work reassessment exacerbates the traditional high turnover rate that exists within the hospitality industry irrespective of a public health crisis.

According to the Bureau of Labor Statistics' Job Openings and Labor Turnover (JOLTS) program, the 2018 turnover rate in the hospitality industry was 74.9%. This means that only 25% of the industry did not turn over in 2018. The monthly average turnover rate is 6%, which puts enormous financial and productivity burden on hospitality businesses. This rate is much higher when compared to all other private sectors, which stood at 48.9% turnover rate in 2018. Turnover costs for salaried employees range from 20-30% of the employees' salary to replace them. The cost for replacing an hourly employee is approximately \$6,000. These business costs call for a better understanding of the drivers for employee turnover in the hospitality industry.

The study also examined the drivers that influenced hospitality employee turnover where employees changed jobs within the industry (e.g., changing from restaurant to hotel employment). Career benefits, vaccine risks, career satisfaction, quality of work life, and the adverse impacts of COVID-19 as well as the mitigation efforts that hospitality business owners put in place to avoid going out of business all influenced turnover intentions, albeit at different intensities and directions. These drivers were further assessed in two groups as outside the hospitality industry control (exogenous drivers) and within the hospitality industry control (endogenous). Exogenous drivers included the adverse impacts of the COVID-19 pandemic and vaccine risks, while endogenous drivers included career satisfaction, career benefits, and quality of work life.

The results suggest that career benefits only have an indirect impact on turnover intention. The two most important aspects of work conditions reducing turnover intentions are quality of work life and career satisfaction, albeit their magnitude is modest in decreasing turnover intention. Adverse COVID-19 impacts and vaccine risk perceptions have a substantial impact (50%) on increasing turnover intention. That said, the hospitality industry must enhance employees' perceptions of the working conditions in the industry, especially quality of work life and career satisfaction. Otherwise, turnover intention and employees' continued great work reassessment will remain high in the hospitality industry.

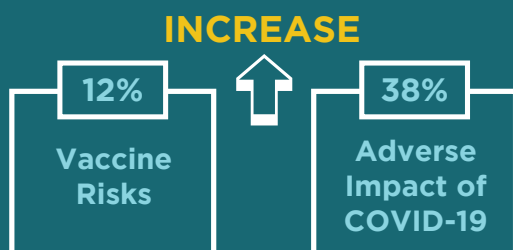
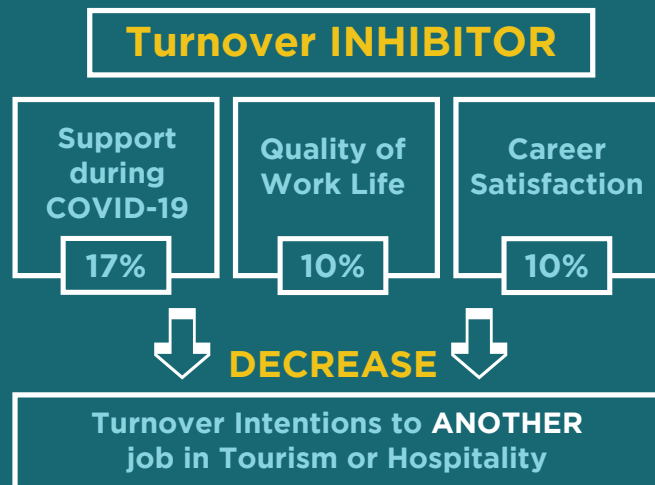
The same analysis was performed to examine the drivers impacting switching jobs outside of the hospitality industry. The results indicate that the hospitality industry faces a relatively low work condition perception that also drives turnover intention. Again, the combined drivers turn out a negative outcome of 15%, which indicates that the work environment together with the COVID-19 impact increased employee turnover intention. Without enhancing work conditions, the hospitality industry will remain challenged by high turnover rates as well as hospitality employees reassessing their work and not returning for work in the industry, regardless of the waning of the pandemic.

The sample reveals that approximately 78% of respondents are white, 70% are female, 37% earn less than \$25,000, and 43% of respondents have a high school education. Overall, the results suggest that 71% of males are vaccinated when compared to 54% of females. The study also found that unvaccinated hospitality workers are more likely to leave the industry (turnover intention). This means that the sociodemographic profile of the unvaccinated group of hospitality employees are mostly white females with low income and education.

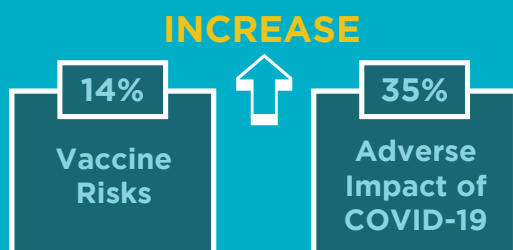
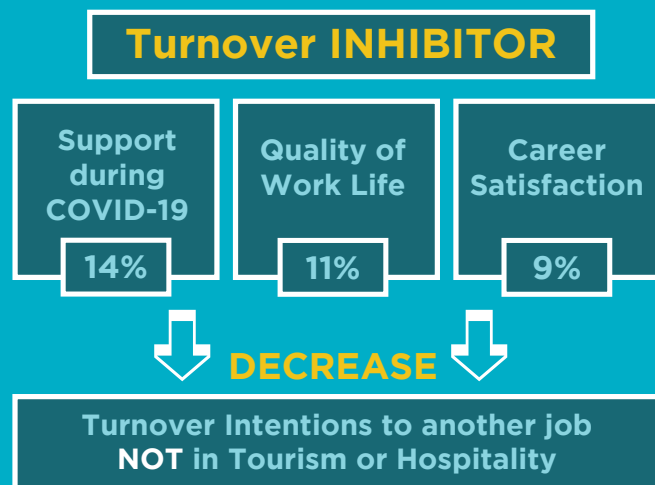


DRIVERS INFLUENCING TURNOVER INTENTIONS

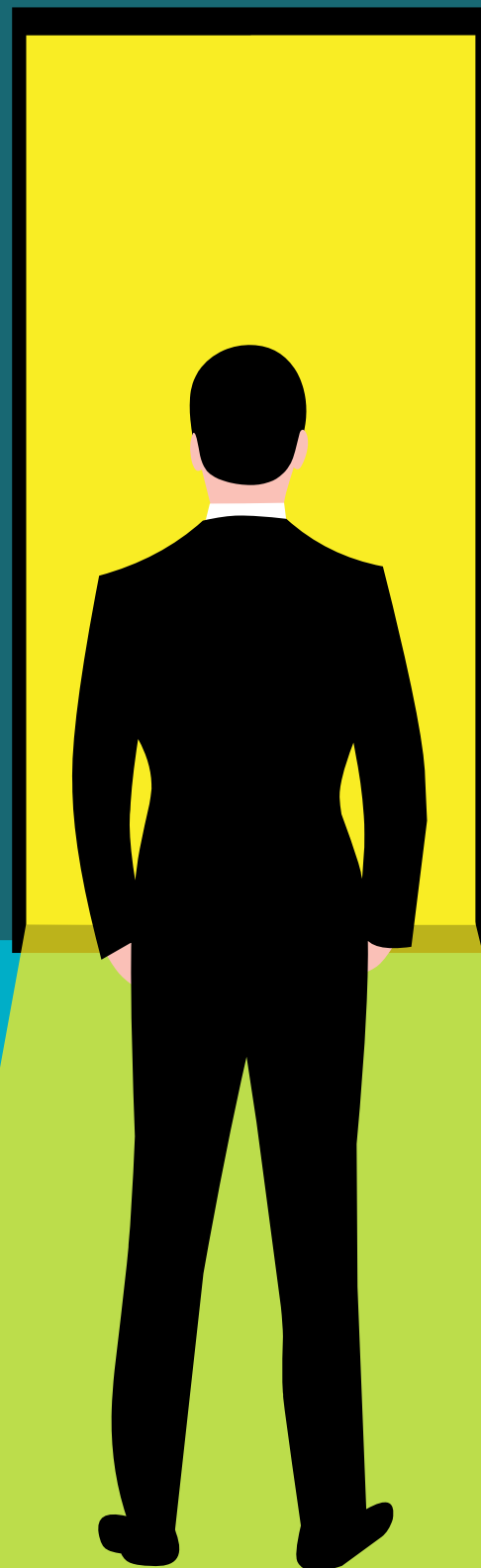
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Turnover ENABLER



Turnover ENABLER



Conclusion

Discussion of the results

At the onset of the global pandemic, the demand to travel or consume hospitality related products came to a screeching halt. In the U.S. people were advised to stay home with the exception of “essential trips.” Health professionals, organizations, and governments scrambled to learn more about the disease and developed COVID-19 policies and protocols that dramatically impacted hospitality business operations (e.g. requiring decreased occupancy, no in seat restaurant dining, social distancing in lines and airplanes, etc.). These policies and protocols came with dire consequences for hospitality businesses, employees, and customers. The industry observed unprecedented business closures, layoffs, furloughs, loss of state and local tax revenues, as well as major economic implications for all of the U.S. hospitality industry.

Like the rest of the world, the U.S. hospitality business owners and managers, employees, and customers anxiously awaited COVID-19 vaccines under the assumption that once vaccines were approved, the industry could return to more “normal” business operations. With the release of approved vaccines in the U.S., consumers’ confidence grew and people began venturing out to eat, be entertained, and travel. The hospitality jobs that were lost began to return as many hospitality businesses began to post signs indicating the business was hiring. Customers were quickly returning but a large portion of hospitality employees were not returning for work. A series of questions circulated the industry: *Where were the hospitality employees? Why were some employees not returning for work? Where were the employees working? What would be the implications for the U.S. hospitality industry? Were the employees not returning for work because they were scared of COVID-19 exposure? Or, maybe they were collecting unemployment and did not have the need to return to work? Maybe they had found new jobs?* This industry report sought to answer some of these questions by launching a national survey for hospitality employees.

The results of this research report indicate that the overwhelming majority of U.S. hospitality employees experienced at least one of the following during the COVID-19 pandemic: job loss (i.e. laid off or furloughed), business closure, or a reduction of hours and pay. African Americans were among the most severely impacted in the hospitality industry when it came to being laid off.

The mass job loss resulted in the great work reassessment for hospitality employees where the results demonstrate that the U.S. hospitality industry is likely going to observe a long term labor supply shortage. According to a previous study, the labor shortage is going to result in approximately a one-third employee reduction post COVID-19 pandemic as compared to pre COVID-19 hospitality business operations. The hospitality labor shortage will require businesses to restructure their labor force.

The data from a national survey of nearly 1,000 hospitality employees indicates that about one-third of unemployed respondents have either left the industry without intention to return. Regarding the employed hospitality workers one third reported that they are thinking about leaving the industry for another job.

To the best of knowledge, this is the first research study to provide a picture (i.e., socio demographic profile) of the COVID-19 legacy on the hospitality industry. The majority of the sample are single are white females with a high school education or less and who earn less than \$25,000 a year. These workers express a grim reality of their work experiences in the hospitality industry. The survey results reveal that this segment of labor personnel indicates that the hospitality industry does not provide: adequate time off, the ability to care for one’s family, work life balance, favorable work conditions, or adequate income. This group of employees is mostly unvaccinated from COVID-19, would not encourage others to get vaccinated, and would not recommend others to pursue employment in the hospitality industry. Further, many of these individuals are not likely to search for a job in the hospitality industry or speak to a hospitality business if they were called for a job opportunity.

The results of this study also revealed that approximately 60% of the survey respondents are COVID-19 vaccinated. The study also revealed that for those employees who are not vaccinated only one out of four would take a free vaccine at work. The study found that vaccine hesitancy was not primarily influenced by minority but rather by white women, with low income and lower education. There is a telling mistrust about the vaccine among the unvaccinated. This mistrust might be the result of misinformation, confusion and fear for the side effects.^{xii}



The misalignment between career benefits and income: The Hedonic Wage Model

The National Restaurant Association estimates that the hospitality industry is still short one million hospitality workers to get to the pre-pandemic level of 12.3 million employees. The hospitality labor market lost 40,000 jobs last August. Thus highlighting the labor shortfall.^{xiii}

Hospitality business managers will need to carefully determine how best to resolve the labor shortage for their business. Unfortunately, it will not be a one size fits all business solution in the hospitality industry. Historically, when industries observe a labor supply shortfall in the workforce's bottom layer, managers assess the low level job positions' benefits. A prominent solution to entice labor employees to return to an industry is to consider raising wages for the lowest paying jobs. That is exactly what employers in the hospitality industry have been doing. While employment in the hospitality industry is still down by over 9%, employers have raised wages by an annual rate of 18% to counter the labor shortfall.

This approach of raising wages at the lowest level of jobs follows the efforts of the hedonic wage model. However, following this approach can set into play a ripple effect for increased wages across the board. For an industry that subscribes to the hedonic wage model, a ripple effect for wages is preventable by increasing the wages for the lowest skilled employees working the lowest level jobs with the least amount of benefits by increasing their wages while also promoting the job benefits of higher ranking positions. The hedonic wage model indicates that workers trade off positive job attributes (e.g. increased time off, work life balance, etc.) against the wages they receive. For most industries this means that the more desirable jobs have lower expected wages and that businesses pay wage premiums for jobs with negative job attributes.^{xiv} Under this premise, lower skilled workers have the best income opportunities amongst the employment opportunities available for low skilled workers.

Unfortunately, for the hospitality industry, business owners and managers will not only face the concerns regarding a wage ripple effect pertaining to the hedonic wage model, they will also face external contingencies that they have no opportunity to control. For example, the results reveal that the primary drivers that influence hospitality employees' turnover intentions relate to employees' perceived vaccine risks and the adverse impacts of COVID-19 (see page 18). Business owners and managers have little to do with the ability to effect public safety due to the emergence of a worldwide pandemic as well as misinformation and individual vaccine beliefs. The internal contingencies or drivers that owners and managers can control that would prevent employee turnover (i.e., quality of work life and career satisfaction) seem not enough to mitigate the lingering effect of COVID-19.

Multiple industries are observing difficulty in hiring workers as the country moves towards an endemic phase. For these industries, the pandemic revealed that jobs demonstrating persistent insecurity with employment or income have encouraged employees to reassess their work/job.^{xv} Hospitality workers face unstable work, low-wages, unpredictable long working hours that affect family life, and lately have received increased abusive treatment by customers.^{xvi}

What the COVID-19 pandemic unveiled in the hospitality industry, is that the industry does not subscribe to the hedonic wage model. In other words, the lowest paying hospitality jobs seem to also have the most negative job attributes. Thus resulting in an exodus of hospitality employees from the industry, which in part resulted from employees' having the opportunity to explore other types of jobs during the pandemic.

What is the solution?

A blanket solution across the industry to raise wages or enhance career benefits for lower paying jobs may induce a ripple effect for relative compensations for other low but slightly higher paying hospitality jobs. If compensating differentials fall between the lowest paying hospitality jobs and the next lowest paying hospitality jobs, some additional employees may respond by leaving the next lowest paying job to seek out employment opportunities with more desirable wages and benefits. Consequently, without enhancing the work environment, the hospitality industry seems plagued by high turnover and hospitality employees not returning to the hospitality industry, regardless of the waning of the pandemic.

So, what will this mean for the U.S. hospitality industry? There is a telling cautionary tale that the missing one-third of hospitality employees may only be the "tip of the ice berg" for the labor supply shortfall. The submerged mass of the ice berg that could cause further damage to the U.S. hospitality labor force is the ripple effect that increasing income/wages for the lowest paid workers will have on other employees. This is especially true when considering that when it came to work life balance and career satisfaction most employees were only moderately impressed with the industry. Consequently, if only some employees get raises the other employees might consider leaving the industry making the industry labor shortage even more ominous.

Hospitality business owners and managers should strive to align their labor workforce more closely to the hedonic wage model by adopting innovative business strategies and solutions that improve the relationship between employees' preferences with the hospitality job characteristics and amenities. The maximization profit problem confronting the hospitality employer is to choose the right combination of capital, labor, and workplace environment that is an attractive enough fit for hospitality employees' to choose to work in the hospitality industry during their "great reassessment of work." An attractive fit seems to require at a minimum improving hospitality employees work life balance, income, and ability to care for family.



Endnotes

ⁱ See Mulligan, C. (2020). *Economic activity and the value of medical innovation during a pandemic*. University of Chicago, Becker Friedman Institute for Economics Working Paper 2020-48.

ⁱⁱ See Gould, E., and Kandra, J. (2021). *Wages Grew in 2020 Because the Bottom Fell Out of the Low-Wage Labor Market: The State of Working America 2020 Wages Report*. Economic Policy Institute, February 2021.

ⁱⁱⁱ See <https://www.ustravel.org/toolkit/covid-19-travel-industry-research>, retrieved on September 12, 2021.

^{iv} See Gould, E. and Kandra, J. (2021). *Low-wage, low-hours workers were hit hardest in the COVID-19 recession*. Economic Policy Institute, May 20, 2021.

^v See <https://www.bls.gov/iag/tgs/iag70.htm>, retrieved September 12, 2021.

^{vi} See <https://www.msn.com/en-us/money/markets/a-record-number-of-workers-are-quitting-their-jobs-empowered-by-new-leverage/ar-AAPqmmR?li=BBnb7Kz>, retrieved October 12, 2021.

^{vii} See <https://www.orlandosentinel.com/opinion/scott-maxwell-commentary/os-prem-op-raising-restaurant-wages-hawkers-orlando-scott-maxwell-20210917-szsnn56k2fc3tbj3tsx7fblpai-story.html> retrieved September 27, 2021.

^{viii} See <https://www.msn.com/en-us/money/markets/a-record-number-of-workers-are-quitting-their-jobs-empowered-by-new-leverage/ar-AAPqmmR?li=BBnb7Kz>, retrieved October 12, 2021.

^{ix} Zhao, X. (2016). Work-family studies in the tourism and hospitality contexts. *International Journal of Contemporary Hospitality Management*, 28(11), 2422-2425.

^x See <https://www.bls.gov/cps/cpsaat11.htm>, retrieved September 12, 2021.

^{xi} See, for example, Gould and Kandra (2021).

^{xii} The survey did not query about health insurance. It is plausible that vaccine resistance or hesitancy among this unvaccinated group may be the result of lack of health insurance.

^{xiii} Visit <https://www.restaurantdive.com/news/why-arent-restaurant-workers-coming-back-heres-what-the-data-shows/606198/>, retrieved October 14, 2021.

^{xiv} Rosen, S. (1986). The theory of equalizing differences. *Handbook of Labor Economics* 1:641–92.

^{xv} See <https://www.msn.com/en-us/money/markets/a-record-number-of-workers-are-quitting-their-jobs-empowered-by-new-leverage/ar-AAPqmmR?li=BBnb7Kz>, retrieved on October 12, 2021.

^{xvi} A recent survey indicated that 62% of restaurant workers reported abusive treatment by customers, according to the Black Box/ Snagajob report. <https://blackboxintelligence.com/snagajob-black-box-intelligence-restaurant-hourly-worker-report/>, retrieved October 14, 2021.



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