

# From Pandemic to Endemic: A Comparative Analysis of Workplace Climate in the U.S. Hospitality Industry

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# U.S. Hospitality Employment Index

**Index based on Feb 2020**

**Great resignation  
Labor Shortage**

**Sep 2023**

**Lodging = 89.7**

**Foodservice = 100.2**

**Major layoffs (Apr 2020)**

**Chain of Adversity**  
among the unemployed

Isolation + Financial  
strain → Depression &  
Career change

**Dual stressors**  
during the recovery  
stage

Fear of being fired  
and infected

The new normal of  
**workplace climate**



# Research Objectives

## Workplace Climate Factors

- Infectious risk
- Job insecurity
- Job demand
- Job control
- Workplace social support
- Job stress

**Compare factors across  
2020, 2021, and 2023**

**Identify key factors affecting  
turnover intentions**



# Data Collection

## Population

\*Hospitality employees in the U.S.

## Online Panel Survey

\*June 2020, 2021, & 2023

\*Sectors: food services & accommodation

## Sample Size = 1,922

\*2020: 622 (311 in # & 311 in # )

\*2021: 671 (336 in # & 335 in # )

\*2022: 629 (321 in # in 308 in # )



# Results (1)

Year	Infectious Risk	Job Insecurity	Cognitive Demand	Emotional Demand
2020 (n=622)	3.35 (a)	2.44 (a)	3.68 (a,b)	3.13
2021 (n=671)	3.13 (b)	2.16 (b)	3.58 (a)	3.03
2023 (n=629)	2.97 (c)	2.01 (c)	3.77 (b)	3.11
F value	24.52***	35.13***	8.01**	1.66



# Results (2)

Year	Job Control	Job Support	Job Stress	Turnover Intention
2020 (n=622)	3.38 (b)	8.85 (a)	3.31 (a)	2.63
2021 (n=671)	3.26 (a)	8.60 (a,b)	3.28 (a)	2.59
2023 (n=629)	3.57 (c)	8.52 (b)	3.42 (b)	2.63
F value	23.70***	3.44 *	9.15***	.30



# Results (3)

Predictors	Total Sample (n=1,922)	2023 Sample (n=629)
Infectious risk	.08***	.05
Job insecurity	.35***	.34***
Cognitive demand	-.05*	.00
Emotional demand	.08**	.04
Job control	-.30***	-.34***
Job support	-.08***	-.04
Job stress	.23***	.28***
Year 2023	.11***	-
Age 18-34	.06**	.08*
R-square	0.32	0.33

1. Outcome variable: Turnover intentions
2. Non-significant predictors: position, sector of employment, and gender





# Key Findings

## New Normal of Workplace Climate in Hospitality

1. Infectious risk is no longer a relevant job stressor.
2. Employees enjoy high job control and job security.
3. Job stress is high partially due to a lack of job support.
4. High turnover intentions result from high job stress.

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