

Chapter 8

Cutting Retention with a Knife: Managing COVID-19-Impacted Turnover Within the Rooms and Culinary Departments at Fairmont Banff Springs



Michael W. Lever 

Introduction

What would you do if you were given the opportunity to work among the Canadian Rockies in a UNESCO World Heritage Site at one of the most luxurious resorts in Canada? It turns out the answer is surprisingly complicated for many who have applied in recent years. Ashleigh Wylie, the Director of Regional Talent Acquisition for Canada's Western Mountain Region, has what she believes is an incredible opportunity for those looking for work within the hospitality industry. To demonstrate this, she has outlined her current employee wage and benefits strategy, which she feels offers highly competitive employment that should motivate new employees to apply and ultimately stay within their roles. Specifically, Ashleigh is currently offering rates of pay directly in line with that area, plus:

- All full-time employees receive a comprehensive benefits package, employee discount travel rates, and access to Fairmont's Employee Assistance Program.
- They have a culinary apprenticeship program, where they support employees during their time away from work to obtain the education component of their apprenticeship. During this time, they provide employees with opportunities to learn and develop themselves as an apprentice while on the job.
- All full-time employees receive a heavily subsidised accommodation package, typically around \$500 per month for rent, and in the town of Banff, rent can range anywhere from \$800+ per month.
- A staff cafeteria where all employees receive one free meal for every shift they work, plus the ability to purchase subsequent meals for \$4.00 per person (a hot buffet meal).

M. W. Lever (✉)
Fairleigh Dickinson University, Vancouver, BC, Canada
e-mail: m.lever@fd.edu

Research examining reasons to stay within the hospitality industry would agree with the positive impact offered by many of these perks. For instance, Vasquez (2014) found that 100% of his study's participants felt that their ability to make money from regular sources (i.e. tips) was their primary reason to stay. Beyond this, they also expected to have a good relationship with management (75%), effective training (75%), good support from management (50%), opportunities to grow within the organisation (50%), and cash incentives for upselling and upgrading guests (50%). Indeed, there is strong evidence that motivated employees directly impact an organisation's performance (Lee & Raschke, 2016). This impact is seen both intrinsically (i.e. derived from within the individual, such as personal enjoyment or self-worth) and extrinsically (i.e. originated outside of the individual, such as salary or a firm deadline) (Tovmasyan & Minasyan, 2020). Yet the influence of these motivations is still disputed in the current research on which type of motivation is more important to employees seeking satisfaction with their work (and ultimately, choosing to stay). For example, when considering incentives, Tovmasyan and Minasyan (2020) noted that material incentives, including competitive salaries, health insurance plans, and company rewards, were more important to employees than non-material incentives like career advancement and flexible work schedules or a healthy work environment. In another study by Holston-Okae and Mushi (2018) using the motivation-hygiene theory, the authors concluded that motivation on its own was not a significant predictor of employees' turnover intentions but rather job satisfaction, employee compensation, employee engagement, and work environment that made this determination.

Although authors typically agree that employees are deciding to leave their job due to either receiving too low of a salary, suffering from team-based conflicts, or struggling to advance in their current careers (Tovmasyan & Minasyan, 2020), none of these explain why turnover may also increase during times of major upheaval in the hospitality industry, referred to as shock events (Lee & Mitchell, 1994). The most recent example of a 'shock to the system' has undoubtedly been that of COVID-19, which has devastated the hospitality industry since first appearing in late 2019. Turnover during COVID-19 is of particular importance for those who choose to leave, indicating that they were satisfied with their jobs and not actively searching for another one at the time of departure yet go anyways.

Job Embeddedness' Impact on Employee Turnover

A possible explanation comes from the construct of job embeddedness developed by Mitchell et al. (2001) as an alternative view of the true causes of turnover. Using the metaphor of a net or a web in which one may become entangled, an employee may become similarly embedded in their role at work. These ways include the extent of existing links to others in and outside of the organisation, the fit of their job to other areas of the organisation and other aspects of their life, and the ease of severing the link to the organisation and their community. Job embeddedness is a

promising theory to attach to the increase in turnover at Fairmont Banff Springs during COVID-19 as it may help to explain not only why some employees choose to stay despite the direct impact on their work by the pandemic but also why people who do not intend to leave still do.

Indeed, despite the competitive wages and benefits offered by Fairmont Banff Springs, Ashleigh has noticed a clear trend of employees from both the Culinary and Rooms Departments leaving and changing careers more frequently than is typically seen within the industry. This has been difficult for Ashleigh to understand, noting that, for example, the Culinary Department has more tiers for leadership and growth opportunities than any others in the organisation. ‘We have second cooks, first cooks, demi chef de partie, chef de partie (supervisor), and more in management’, she says, adding that ‘these are just our hourly positions; therefore, there is a lot of growth opportunity. However, they are saying in their departures that they are seeking more opportunities for development. After two years that the world has been unpredictable, we are seeing many people transition on, which we assume is partly because of them being more cautious over the last two years’.

The turnover trend is also apparent in the Rooms Department, which is the most critical piece of the hotel since, without adequate staffing for room attendants, Fairmont cannot provide hotel rooms to its guests. Ashleigh has pointed to the lack of ‘prestige’ as a potential explainer of this: ‘Candidates applying to the hotel do not prefer to clean rooms, they regularly request the more prestigious positions, like front desk, reservations, concierge, as they appear more glamorous. We have not been receiving the applications that we have seen in the past, while we are doing more than ever to market the positions’. It was right around the beginning of the COVID-19 pandemic that Ashleigh noticed the shift and is confident that whatever may be happening, the pandemic has something to do with it.

Therefore, the purpose of this case is to assess Fairmont Banff-Spring’s turnover as impacted by the COVID-19 pandemic over the past 2 years to develop a pathway forward for them to decrease their Rooms and Culinary Department employees’ turnover by focusing on the factors that motivate them to remain long term within the organisation.

About Fairmont Banff Springs

Offering luxurious rooms and world-class dining since it first opened its doors in 1907, the Fairmont Hotels and Resorts brand has grown since that time to provide a home away from home for guests of all types, including A-list celebrities, politicians, and members of royalty. Among their offerings of luxury hotels is the Fairmont Banff Springs, located in Banff National Park (a UNESCO World Heritage Site) in Alberta, Canada, for the past 130 years (Fairmont, 2022). According to their website, the hotel ‘is a year-round luxury mountain resort that offers a championship golf course during the summer, unparalleled skiing in the winter, the award-winning European-style Willow Stream Spa, and authentically local dining

experiences'. From the employees' perspective, Fairmont's parent organisation, Accor, has been recognised in both 2019 and 2020 as one of Canada's Top 100 Employers and the recipient of the Best Customer Service Freddie Award in 2019.

Impact of COVID-19 on the Hotel Industry

The COVID-19 pandemic has been devastating to the tourism and hospitality industry since it first appeared in 2019 (Gursoy & Chi, 2020) and has only started to return to pre-pandemic numbers but with a long way to go. For instance, in 2019, the Canadian hotel industry experienced a 1.5% supply growth over 2018, with generally stable occupancy levels during that same timeframe (STR, 2019). Industry experts were projecting an increase in Revenue per Available Room (RevPAR) of 0.6% in 2020. Referring to the luxury chain scale, in particular, STR was projecting a 0.9% growth in RevPAR and an Average Daily Rate (ADR) growth of 1.2% from 2019 to 2020, but then the pandemic hit.

Starting in January 2020 and continuing swiftly throughout the next 2 years, COVID-19 halted all growth in this sector. In Q1 of 2020, for instance, the Canadian hotel sector saw occupancy levels of only 19% (31.3% in 2021), ADR of \$106.79 (\$118.05 in 2021), and RevPAR of \$20.34 (\$36.94 in 2021). Comparing today's figures to 2019 data reveals significant declines in each indicator, such as a 36% decline in occupancy, a 10.6% decline in ADR, and a whopping 42.7% decline in RevPAR since 2019 (Hospitality Net, 2022).

Rethinking Retention at Fairmont Banff Springs

At this point in the pandemic, Ashleigh and her team want to start putting the pieces back together to minimise the number of disruptions to their guests as much as possible. However, their challenges in retention in the Rooms and Culinary Departments continue to threaten that goal. What Ashleigh believes needs to be done is to identify the areas where these jobs may have been less ideal during COVID-19 than 'normal' times and then present solutions to overcome those problem areas to keep staff on longer, often transitioning into management-based roles where the pay levels increase, and employees should feel more motivated to stay. To accomplish the first objective of identifying areas where weaknesses within these positions may be pinpointed, Ashleigh has provided a summary of each role's job descriptions and primary duties for both the Culinary and Rooms Departments presented in Table 8.1. Hourly rates of pay for each role are based on the work being performed. Stewarding attendants, housekeeping attendants, and second cooks each start at the lowest pay rates, followed by first cooks, then housekeeping supervisors, and finally chef de parties who are paid the most among those in these departments.

Next, the reasons given by employees for departure from Fairmont Banff Springs in their exit interviews have been summarised in Table 8.2, both for 2019

Table 8.1 Job description summaries and duties

Role	Job description (from advertisement)	Primary duties
Stewarding attendant	Are you looking to start your career in the food and beverage industry? This stewarding position will provide you with the start you need to help grow your career while enjoying a work-life balance and all the great activities living in Banff brings	Operating industrial dishwashers; washing glassware and other items by hand; pot and pan ware washing; cleaning of kitchen equipment lines; responsible for the cleanliness and sanitising of all surfaces; recycling and trash removal from all areas; ensuring clean and dry floors and work areas clear of hazards; following and adhering to all safety protocols
Housekeeping supervisor	Memorable experiences for our guests and colleagues are the essence of being a leader with Fairmont Hotels and Resorts. As a housekeeping supervisor, your attention to detail will show the housekeeping team that you are committed to providing luxury guest experiences. The energy and enthusiasm you display will create a 'fun' place to work	Oversee housekeeping attendant team (calls, floor supports, linen, public spaces and glass runner); offer professional and friendly service; lead and supervise day-to-day operation of the department to ensure standards are followed; coach colleagues; handle and react to guest concerns; participate in daily briefing and warm up; ensure room attendants are informed of policies; report necessary maintenance items; follow all safety and sanitation policies
Housekeeping attendant	We are searching for creative, enthusiastic, self-motivated individuals with a strong work ethic who consistently strive for perfection. This role exists to support the needs of the room attendants, guest calls, and linen sorting as well as supporting the public areas of the hotel. This position you will be scheduled for a variety of shifts varying from mornings, afternoons, and evenings	Consistently offer professional, engaging, and friendly service; responsible for sanitising ice machines on guest room floors; adhere to standard operating procedures related to housekeeping department; maintenance and upkeep of backspaces; support room attendants by removing dirty linens and guest supplies in appropriate places; sort dirty linen ready for laundry service export; maintenance and upkeep of guest corridors and public spaces; clean dirty glassware from guestrooms and restock clean glassware; load/unload glass machines
First cook	Do you have a natural passion and creativity when it comes to cooking? Would you like be part of a dynamic and innovative team in one of the largest hotels in Canada? Continue your career in the kitchen and come and work with our committed chefs and strong culinary team preparing and serving the finest meals with amazing local ingredients	Prepare, cook, and serve all food items for a la carte and/or buffet menus to the recipes and standards; have full knowledge of all menu items in their area; participate in the creation of daily features and promotions; receive and maintain proper rotation of products to minimise waste/spoilage; adhere to and follow all health and safety protocols; flexible to work in any kitchen venue environment at any time

(continued)

Table 8.1 (continued)

Role	Job description (from advertisement)	Primary duties
First cook—pastry/bakeshop	Do you have a natural passion and creativity when it comes to baking and pastry arts? Would you like be part of a dynamic and innovative team in one of the largest hotels in Canada? Continue your career in the kitchen and come and work with our committed chefs and strong culinary team preparing and serving the finest meals with amazing local ingredients	Proficient in artisan breads, quick breads, and laminated products; prepare daily production of fresh artisan breads, rolls, muffins, and all other bakeshop items; prepare daily production of fresh scones, cakes, cookies, tarts, squares/bars, tempering chocolate for garnish, truffles, chocolate bars, macarons, and other pastry shop items; receive and maintain proper rotation of products to minimise waste/spoilage; adhere to and follow all health and safety protocols
Second cook	Do you have a natural passion and creativity when it comes to cooking? Would you like be part of a dynamic and innovative team in one of the largest hotels in Canada? Begin your career in the kitchen and come and work with our committed chefs and strong culinary team preparing and serving the finest meals with amazing local ingredients	Prepare, cook, and serve all food items for a la carte and/or buffet menus according to the recipes and standards including <i>mise en place</i> of fruits and vegetables; ensure quality, and freshness, to all food items being prepped; follow all standards set in place by the sous chef; adhere to and follow all health and safety protocols; flexible to work in any kitchen venue environment at any time
Chef de partie	Do you have a natural passion and creativity when it comes to cooking? Would you like be part of a dynamic and innovative team in one of the largest hotels in Canada? Come join our committed chefs and lead our strong culinary team preparing and serving the finest meals with amazing local ingredients	Assist the sous chef with the day-to-day, on-site operations of the kitchen; work within hotel budget guidelines for kitchens to minimise labour costs, food costs, wastage, unnecessary expense, etc.; train, mentor, and lead all cooks below chef de partie level on daily duties and requirements; actively share ideas and suggestions in daily briefing; delegate and participate in preparing, cooking, and serving of all food items for a la carte and/or buffet menus; input repair work orders; place orders for food in Birchstreet system, comply with, and enforce all health and safety measures and protocols

(continued)

Table 8.1 (continued)

Role	Job description (from advertisement)	Primary duties
Chef de partie—pastry/bakeshop	Do you have a natural passion and creativity when it comes to cooking? Would you like be part of a dynamic and innovative team in one of the largest hotels in Canada? Come join our committed chefs and lead our strong culinary team preparing and serving the finest meals with amazing local ingredients	Assist the sous chef with the day-to-day, on-site operations of the kitchen; work within hotel budget guidelines for kitchens to minimise labour costs, food costs, wastage, unnecessary expense, etc.; train, mentor, and lead all cooks below chef de partie level on daily duties and requirements; actively share ideas and suggestions in daily briefing; delegate and participate in preparing, baking, and serving of all pastry/bakeshop items; input repair work orders; place orders for food in Birchstreet system, comply with, and enforce all health and safety measures and protocols

Table 8.2 2019 vs. 2021 termination report with reasons given for departure

Reason Given	Culinary Department						Rooms Department				Total Reason	
	Chef de Partie		First Cook		Second Cook		Stewarding Attendant		Housekeeping Attendant		Housekeeping Supervisor	
2019	2021	2019	2021	2019	2021	2019	2021	2019	2021	2019	2021	Total Reason
End of Contract	1		1		15	1	7	5	2			32
Personal/Family Reasons	2	1	3	6	12	8	41	6	11	2	1	93
Wage	1											1
Career Opportunity within Hospitality			2	4	1	1		1		1		10
Career Opportunity outside Hospitality			1		2	1	6		2	3	1	16
Transfer to another Fairmont			1									1
Working Conditions			1				1					2
Work Permit Expiry						1			1			2
Return to School						1		2		1		4
Total Quit	4	1	9	10	30	13	55	14	16	7	1	1

= number of employees identifying this as a reason for departure

Shaded cell = not identified as a reason for departure

(pre-pandemic) and 2021. The average duration of employment for new hires that ultimately terminated their employment was 3.5 months, with 90 days being the most frequent point of termination. The range of employment was between 1 and 320 days. In 2019 there were 1300 active employees and only 750 in 2021—nearly half of the staff levels pre-COVID-19.

Discussion

To prepare for this case study, students will need to develop strategies to retain employees from the Culinary and Rooms Departments within the Fairmont Banff Springs Hotel and Resort. Specifically, students must examine the current roles and responsibilities in the context of the COVID-19 pandemic and then discuss what may have changed between 2019 and 2021 in terms of reasons for leaving one's position and whether these reasons differed between functional departments. The following questions will help guide the students with this task:

1. Generally, what patterns can be identified from the provided or publicly available data, and, importantly, what factors can be isolated to motivate employees to remain?
2. Conduct a SWOT analysis on the various aspects of the case study, focusing on the details related to wages, turnover rates, COVID-19 impacts, and future outlooks in a post-COVID-19 context.
3. Referring to Table 8.1, provide an overall summary of the duties and responsibilities for entry-level or senior-level positions within the Rooms and Culinary Departments. What stands out to you from your analysis in terms of comparisons? Are there any noticeable gaps between the departments or between the levels? If so, what types of challenges would these gaps provide for those who are disadvantaged?
4. Conduct an analysis on Table 8.2 by selecting either the Rooms or Culinary Departments and then comparing the 2019 and 2021 levels. What did you find? Were you surprised by the results of your analysis? Why or why not? Considering the reasons provided in the table, can you identify why they may be of particular relevance in the specific context of the Banff area?
5. Thinking about the theory of job embeddedness, how can Fairmont Banff Springs incorporate the six dimensions (i.e. links within/outside of the organisation, fit within/outside the organisation, and ease of severing links within/outside the organisation) to overcome their turnover challenge?

Conclusion

Despite being an award-winning luxury resort in the heart of a protected UNESCO World Heritage Site, Fairmont Banff Springs has struggled to retain its employees within the Rooms and Culinary Departments due to the COVID-19 pandemic. With staff levels hovering just over half of what they were pre-pandemic, Ashleigh is confident that despite these challenges, things will improve once she can rethink her approach to employee retention and adapt to the changes taking place in the industry at large. The task will not be easy—to reverse two full years' worth of needlessly lost talent—but opportunities are starting to present themselves, and this may just be the push Ashleigh needed to distinguish Fairmont Banff Springs as a truly amazing opportunity for employees in the hospitality industry to work in such a stunning setting.

Teaching Note

Case Summary

This case is designed to assess the increased turnover rate at the Fairmont Banff Springs Resort in Banff, Alberta, Canada, due to the COVID-19 pandemic. Focusing on the various turnover-related constructs, particularly that of job embeddedness, students are tasked with reviewing the changes and impacts of turnover within the Rooms and Culinary Departments and determine ways in which Fairmont Banff Springs may use the principles of job embeddedness to motivate their employees to remain long-term within the organisation.

Teaching and Learning Objectives

Students who complete this case will be able to identify the following learning outcomes:

1. *Demonstrate an ability to aggregate key information and disseminate a proper path forward for an organisation using the information provided.*
2. *Better understand how roles within both the Rooms and Culinary Departments of a hotel identify essential job duties and responsibilities.*
3. *Examine reported data and relate results to employee retention strategies.*
4. *Apply an understanding of job embeddedness and employee motivation/satisfaction.*

Target Audience

This case could be easily adapted to suit either an undergraduate- or a graduate-level university course. For instance, at the undergraduate level, students could relate their own experiences in leaving a job to the six dimensions of job embeddedness to see where similarities exist. At the graduate level, students could compare employee turnover across hotels with different classes during COVID-19 and suggest ways each one should adapt their employee retention strategies to minimise turnover.

Teaching Approach and Strategy

Individual or Group Lesson Plan (60–70 min)

Begin the lesson with a broad discussion about the importance of an effective employee retention strategy within the hospitality industry and the devastating effect of employee turnover (particularly during times of great uncertainty). Next, provide each student with a copy of the case study to examine individually (or in a group) and to respond to the discussion questions presented at the end (reading and responding will take the students roughly 40 min). Following this, bring all students together to discuss their responses, ensuring that the focus on the learning outcomes remains a priority (20 min). After the entire discussion and all questions are satisfactorily answered, inform the students of the exact learning outcomes (10 min).

Role-Playing Plan (50–60 min)

Have the students form into a total of six groups, each representing a different job position within the hotel. The instructor will play the role of Ashleigh Wylie. The role-play exercise is simple: ‘Ashleigh’ will tell each group at the start of the exercise that the role with the most significant level of job embeddedness will receive a paid, all-inclusive vacation to a destination of their choice. Each team will have 25 min to create an argument for how they have established a link and fit their community, made themselves less susceptible to shock events, and increased the difficulty involved in severing the relationship with the organisation. By the end of the initial preparation, the instructor will invite each team to present their efforts. This phase will take 30 min (six groups with 5 min per group). By the end, the instructor will determine which role will receive the vacation (and bragging rights in the class!) (5 min).

Analysis

The discussion questions are directly tied to the learning outcomes in this teaching note. An effective response by the teams will indicate their comprehension of the expected outcomes.

1. (*Learning Outcome 1*) As the question hints, students are welcome and encouraged to look beyond the case study data to find publicly available information and data provided in the case to summarise key patterns and isolate factors that would encourage employees to remain with Fairmont Banff Springs. Though responses will vary regarding the public data, some patterns in this case study include aspects such as the significant decrease in employees during COVID-19, the importance of the Fairmont brand, the applicability of job embeddedness to overcome high turnover rates, the disparities between different job roles within the Rooms and Culinary Departments, and so on.
2. (*Learning Outcome 1*) Strengths: competitive wages, strong hotel brand, and working perks; weaknesses: high turnover rate for culinary and rooms department; opportunities: high possibility of large tourism bounce-back and lessons learned for future shock events; threats: lingering effects of COVID-19 on travel sentiment and the high turnover rate in the industry overall.
3. (*Learning Outcomes 2 and 3*) Duties for entry-level positions (stewarding attendant, housekeeping attendant, second cook) are typically more supportive of senior-level positions and involve more simple tasks. Responsibilities for senior-level positions (housekeeping supervisor, chef de partie, chef de partie pastry) carry more authority and supervision and more complicated tasks such as ordering and operations decisions. Some pay rate gaps exist among the roles, and the expectations for entry-level positions are of a high standard. Although there do not appear to be major gaps in pay and job duties at Fairmont Banff Springs, students may point to the fact that if there is a gap between these, it can create animosity and decreased job satisfaction and/or motivation.
4. (*Learning Outcomes 2 and 3*) A variety of interesting insights are available here for students to discuss, such as the fact that 58% of those who quit identified personal/family reasons as their main reason for departing (with stewarding attendants being the most impacted role), while ending their contract was the second most stated reason, perhaps pointing to an opportunity to extend these contracts. Given that there were half the employees in 2021 compared to 2019, the students should also pick up on the fact that the numbers presented are difficult to compare and that, for example, a second cook leaving in 2019 to pursue another career in the same industry is not the same as a second cook leaving in 2021 for the same reason. Housekeeping supervisors appear to be the most secure in their positions.
5. (*Learning Outcome 4*) The responses here will be varied, emphasising creativity but adhering to the six dimensions of job embeddedness outlined in the question. Examples of responses may include Fairmont Banff Springs' management inviting employees who reach the 3-month point (the average point at which many

depart the organisation) to engage in conversation about their experience and what they need to continue in that role, offering expedited wage increases, redistribution of duties, establishing a Red Seal certification, or implementing a President Club Retreat and monthly ‘heartiest check-in’ to discuss their performance in an informal setting over a cup of coffee, to name a few.

Additional Readings

The following resources will help students better understand the role of job embeddedness from the specific perspective of the hospitality industry:

- Robinson, R. N., Kralj, A., Solnet, D. J., Goh, E., & Callan, V. (2014). Thinking job embeddedness not turnover: Towards a better understanding of frontline hotel worker retention. *International Journal of Hospitality Management*, 36, 101–109.
- Yam, L., Raybould, M., & Gordon, R. (2018). Employment stability and retention in the hospitality industry: Exploring the role of job embeddedness. *Journal of Human Resources in Hospitality & Tourism*, 17(4), 445–464.

References

- Fairmont. (2022). *Welcome to fairmont banff springs*. <https://www.fairmont.com/banff-springs/>
- Gursoy, D., & Chi, C. G. (2020). Effects of COVID-19 pandemic on hospitality industry: Review of the current situations and a research agenda. *Journal of Hospitality Marketing & Management*, 29(5), 527–529.
- Holston-Okae, B. L., & Mushi, R. J. (2018). Employee turnover in the hospitality industry using Herzberg’s two-factor motivation-hygiene theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 218–248.
- Hospitality Net. (2022). *STR: Canada hotel performance fell in January amid the latest COVID concerns*. <https://www.hospitalitynet.org/news/4109110.html>
- Lee, T. W., & Mitchell, T. R. (1994). An alternative approach: The unfolding model of voluntary employee turnover. *Academy of Management Review*, 19(1), 51–89.
- Lee, M. T., & Raschke, R. L. (2016). Understanding employee motivation and organisational performance: Arguments for a set-theoretic approach. *Journal of Innovation & Knowledge*, 1(3), 162–169.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121.
- STR. (2019). *2019 Global Hotel Study: An unprecedented worldwide view of the hospitality industry*. <https://str.com/sites/default/files/global-hotel-study-report-2019-2020.pdf>
- Tovmasyan, G., & Minasyan, D. (2020). The impact of motivation on work efficiency for both employers and employees also during COVID-19 pandemic: Case study from Armenia. *Business Ethics and Leadership*, 4(3), 25–35.
- Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*, 3(1), 1–17.

Michael W. Lever is an Assistant Professor in the International School of Hospitality, Sports, and Tourism Management at Fairleigh Dickinson University in Vancouver, Canada. His research focuses on the synthesis of consumer behaviour, digital marketing/social media and brand advocacy from a services marketing perspective, primarily tourism.