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Addressing Mental Health of Hospitality Employees: An Exploratory Study

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Addressing Mental Health of Hospitality Employees:
An Exploratory Study

by

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An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of Science in Business Administration in Business Management.

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Abstract

Exacerbated by a global pandemic, mental health challenges within hospitality professionals are an area of growing prevalence and concern for the industry. Historically unaddressed, these issues are continuing to impact the morale of essential talent which is promoting a culture of turnover that defines the industry today. Aside from the direct costs incurred by voluntary employee termination, the indirect costs to workplace culture and guest satisfaction have furthered the overall financial impact of a largely untreated problem. The objective of this research is to provide evidence of declining mental health in the hospitality industry while illuminating the key contributors to such decline within the workplace and evaluating the receptivity to a series of presented initiatives that hospitality companies can use to address the challenge.

Keywords: hospitality, workplace culture, mental health, turnover

Acknowledgement and Recognitions

To all my fellow hospitality professionals who have selflessly given of themselves to weather the

storm for the survival of the industry

To Dr. Kelly Way for her mentorship and collaboration in the creation of this project

To the generous scholarship donors who have made my education possible

To Cross Church, who has helped lead me in my spiritual journey and fellowship

To the loyal friends I have made throughout my time at the U of A

And to my family who has loved and supported me through the most defining time of my life

CHAPTER 1

Introduction

Accounting for one out of every ten employment opportunities worldwide, the hospitality industry is credited for contributing 10.4% of the world's total GDP (EHL Insights, n.d.). In an industry that is recognized by the World Travel and Tourism Council (WTTC) as a main driver in global value creation, it is the 173 million hospitality professionals who are tasked with driving this value (EHL Insights, n.d.) while simultaneously combatting the highest turnover rate of any industry (Cicerale, 2020). Furthered by the challenges of navigating an evolving global pandemic, studies agree that the future of attracting and retaining the upcoming, younger generations of hospitality professionals will require a dedication to flexibility and attention by industry leaders (EHL Insights, n.d.). For those leaders, what might it look like to address the characteristic turnover in the hospitality industry, and more importantly, where does it begin?

Exacerbated by a seemingly interminable pandemic, the mental health of hospitality workers has become an area of growing concern by experts in the field. Correlating to such, hospitality was by far the hardest hit of any industry forcing companies to divert their focus to financial survival irrespective the cost of human capital (Goforth, 2021). What resulted was a rapid and steep decline in workforce, employee development, support, and culture that crippled the morale and mental health of those who remained. As is the case with a vast majority of companies within the industry, current management training programs focus predominantly on the technical aspects of the job while overlooking the equally as important aspects of managing the employee – an area that lacked much needed attention in a time of trial. As the industry

works to recover, what is left to rebuild the broken pieces is an equally battered workforce exhausted by a tragedy and abandoned by the experiences of a laissez-faire leadership.

The purpose of this study is to illuminate the abnormally high presence of hospitality professionals experiencing mental health challenges and gain insight into how hospitality companies can better address the needs of their employees.

The objective of this thesis is to produce recommendations that could be used to develop the culture of hospitality companies seeking to better address the gap in relatedness between frontline employees and corporate leaders. In bridging this gap, the ultimate objective seeks to achieve employee self-actualization and reduce turnover by fostering an environment where employees feel a greater sense of commitment to their company.

This thesis aims to answer some preliminary research questions that will provide insight into the development of the culture; it will verify the prevalence of mental health challenges in the hospitality industry, determine the root causes and risk factors in the workplace, and confirm receptivity to a series of new initiatives.

Research Questions:

1. Did hospitality employees feel that their mental health and wellness was compromised during COVID 19?

2. What facets of the work environment could be contributing to the continued presence of such challenges and/or furthering the mental health decline in hospitality employees?

3. Would a company-provided mental health and wellness program reduce voluntary employee termination; thus, reducing the direct and indirect costs of turnover?

CHAPTER 2

Literature Review

The Implications of Turnover

Pertinent to the success of any business, there is a continuous competition for talent that exists between organizations within all industries (Chikwe, 2009). Successfully attracting and, more importantly, retaining this talented is a necessity for a strong company, yet turnover continues to cast a shadow over the hospitality industry. Turnover can be clarified as any of the following: resignations with less than two weeks of notice, regular staff resignations, and terminations (Chikwe, 2009). According to the U.S. Department of Labor Bureau of Labor Statistics in Table 1, the accommodation and food services industry followed by the leisure and hospitality industry decisively account for the largest voluntary turnover percentages in the United States.

Table 1. Annual U.S. Voluntary Turnover by Industry

Source: U.S Department of Labor, Bureau of Labor Statistics (BLS).

As it relates to the direct financial implications that result from turnover, a common estimate is that employee turnover costs 1.5 times the departing employee's income for the entire year (Chikwe, 2009). For an industry already constricted by limited resources and known for characteristically lower margins (especially within the hotel sector) a necessity for an effective solution to minimizing turnover is apparent.

Aside from the direct costs related to the leaving costs, replacement costs, and transition cost, there are further indirect costs related to the loss of production, reduced performance levels, unnecessary overtime, and low morale (Chikwe, 2009). Morale has a strong bearing on workplace culture, yet the industry, by in large, has failed to curb the effects of unnecessary turnover leading to a culture defined by such. Turnover culture can have an impact on an organization in a negative way as it acts as a counterculture to an organization's main objectives (Chikwe, 2009).

For most service industries, customer loyalty is a primary objective (AlBattat, Som, & Helalat, 2014). Today's customers are becoming more challenging; therefore, providing service quality is no longer simply an option, but a necessity to build this loyalty (Chikwe, 2009). A key to achieving customer loyalty depends on the retainment of the above-mentioned talent; without skilled workers, an organization may struggle to provide quality services to their customers which erodes their customer base (Holston-Okae, & Mushi, 2018). A survey of industry professionals agreed that lower employee turnover would lead to an increase in the strength of their company cultures and the level of productivity. The importance of a resilient company culture is further proven by a theoretical framework (Table 2) that bridges the gap between turnover/employee retention and customer loyalty.

Table 2. The Relationship between Job Satisfaction and Employee Satisfaction on Service Quality and Customer Loyalty.

AlBattat, Som, & Helalat, 2014. Higher dissatisfaction higher turnover in the hospitality industry.

Exposing the Root of the Problem

Preceded by turnover and retention challenges, employee relations (culture), job satisfaction, and the work environment are all components that determine employee satisfaction (AlBattat, et al, 2014).

On the employee relations side, the previously mentioned, growing presence of a turnover culture suggests that the lack of management and organizational support increases levels of employee stress; therefore, the desire to leave the organization. It also emphasizes the importance of other organizational issues such as the organization's socialization programs, the reward systems, and employee attitudes to job mobility and their work goals (Deery, & Shaw, 1999). Amidst the COVID-19 global pandemic, budgetary constraints led to unprecedented, and often unorganized, organizational changes that further damaged an already timid culture of turnover. Increased job insecurity, caused in recent years by the pandemic, is a strong predictor of higher turnover intentions – an expected result when experiencing survivor's syndrome in the workplace (Bajrami, Terzić, Petrović, Radovanović, Tretiakova, & Hadoud, 2021). Additionally, a general lack of access to up-to-date information and communication were sources of anxiety for survivors; thus, contributing to a historically weak culture of a connected workforce from top to bottom (Bajrami, et al, 2021). The changes that occurred in organizations due to COVID-19 prove to be strong predictors of both work-related attitudes and turnover intentions that, at the minimum, decreased motivation and raised uncertainty and anxiety (Bajrami, et al, 2021). Employees experiencing elevated levels of anxiety and depression cannot perform effectively in the workplace; thereby, reducing self-rated task performance among a study of lodging employees (Aguiar-Quintana, Nguyen, Araujo-Cabrera, & Sanabria- Díaz, 2021).

To address job satisfaction in the workplace, managers need to be accountable for all levels of staff turnover, and they need to ensure that targets, budgets, and bonuses are set to account for progressing staff turnover towards the desired objective. This means that firms will need to be more concerned with the interests of a wider range of stakeholders than has occurred in the past (Lashley, 2001). The gap between organizational leadership and stakeholders at the bottom-level have contributed to a culture where essential employees do not feel heard by those who conduct the voluntary or involuntary change management. The negative correlation existing between job insecurity and job satisfaction points to an essential fact that if employees do not feel secure about the future of their job, it will cause a lower level of job satisfaction (Bajrami, et al, 2021). Despite the opportunity to leverage communication and stakeholder sentiment during the pandemic, it is evident that the industry failed to address workplace morale which has consequently decreased employee commitment to their work and their company.

Fostering a positive work environment is a key to retaining talent as many experts link the culture in the hospitality industry as one that breeds stress and thus causes employees to leave (Chikwe, 2009). The characteristic mental and emotional demands of the industry create a challenging environment for hospitality professionals. Personal costs for a 24/7 service may be underestimated; unfavorable work schedules can be linked to poor sleep quality, symptoms of depression, anxiety, and social problems (Brand, Hermann, Muheim, Beck, & Holsboer-Trachsler, 2008). Further polluting the environment is the perception of job insecurity which is becoming the root cause for the various psychological problems such as stress, depression, anxiety, and uncertainty in the workplace (Khan, Niazi, Nasir, Hussain, & Khan, 2021).

Addressing the Challenge

Fundamental action to reduce staff turnover is recognized as a costly endeavor but manageable activity for which managers at all levels share a responsibility. The training and actions of unit managers is particularly influential in reducing turnover (Lashley, 2001). Numerous studies have provided an insight into the methods management can implement targeting the underlying problems that eventually lead to turnover. There should be an examination of the ways in which the incidence of a turnover culture can be reduced while at the same time encouraging a stronger presence of a work culture (Deery, et al, 1999). Studies indicate that job satisfaction, compensation, engagement, motivation, and work environment are significant factors related to hospitality turnover intention (Holston-Okae, & Mushi, 2018). Creating more challenging tasks, respecting the effort invested in doing the job, and giving support to employees can increase their commitment to the organization; increased organizational service-recovery performance and job satisfaction through empowering front-line employees to respond to service failures is an area of mutual benefit (Bajrami, et al, 2021).

Greater job autonomy is also believed to enhance the well-being of service workers (Hewagama, Boxall, Cheing, & Hutchison, 2019). The new generation of hospitality professionals have proven to be more motivated if they have greater control in their workplaces, do challenging and meaningful tasks, and are praised and rewarded for what they do well; younger employees are also more willing to adapt to changes (Bajrami, et al, 2021). Organizations should hire customer-oriented people, guide them with service training, provide a reward system, and facilitate communication in an effort to increase perceived empowerment (Ro, & Chen, 2011). Developing talented, customer-oriented employees promotes growth and a perceived long-term future with the same organization. Training and development programs also

lead to greater job attractiveness and improve the prestige of employees (Chikwe, 2009). In responding to the effects brought about by the COVID-19 pandemic, building employee resilience was found to be a vital element in ensuring organizational resilience in crisis management and in moderating the negative effects of job insecurity on employees' depression (Aguiar-Quintana, et al, 2021). Post pandemic, supervisors should show that they understand how employees feel, give clear guidance on how to manage job duties or to appreciate the way an employee is performing at a job. The leadership style successfully utilized should be based on informing employees, taking care of their health and well-being, and enabling them to actively participate in decision making. This will make it easier for all (employees, managers, and owners) to get through situations (Bajrami, et al, 2021).

Furthermore, in the context of this thesis, employers need to try and show their employees that their workplace is an environment where one can talk openly about all health complaints, especially mental health problems, without any prejudice. All of this can contribute to physically and mentally healthier staff and reduce the direct and indirect costs of turnover on an organization (Bajrami, et al, 2021).

CHAPTER 3

Methodology

Planning and development for the research design began in fall of 2020. A quantitative approach was used in this study in order to develop a non-experimental research design for the purpose of exploring the mental health and well-being of hospitality workers. The research design utilized for this study consisted of a non-experimental descriptive survey. Because typical survey studies are used to assess attitudes, preferences, opinions, practices, procedures, and demographics (Gay & Airasian, 2003), a descriptive survey research design was deemed appropriate for this study. An approval form for research involving human subjects was submitted to the Institutional Review Board. The approval form was accepted and approved in 2019. A descriptive questionnaire survey was designed and distributed to the members of a focus group. Changes and modifications were made to the questionnaire based on the results of the focus group. The questionnaire was then distributed to the participants via electronic delivery (including social media) and via flyers with a QR code that was distributed to multiple hospitality establishments throughout the State of Arkansas. It should be noted that the research adapted for this study was supported by USDA-NIFA grant, award #2019-69006-29675: Promise or Peril? Community Readiness, Rural Tourism and Substance Abuse. The grant was awarded to the honor's mentor, Dr. Kelly A. Way, and her research team.

Population and Sample Selection

The target population selected for analysis consisted of hospitality employees currently working in hospitality establishments located in the State of Arkansas and who have presumed means and ability to participate in the data collection. A convenience sample of hospitality workers was utilized to collect data.

Instrumentation

The instrument design consisted of a descriptive, online (electronic) survey. A self-administered questionnaire was developed for this study from the results of a focus group. The focus group was used to evaluate the content validity and clarity of the questionnaire as well as the estimate of time to take the survey and the ease of use.

Data Collection Techniques

The planned method of data collection for this study consisted of hospitality workers via an online/electronic survey. There were five, $100 gift cards used as an incentive for taking the survey. The respondents were informed that participation was voluntary, and all information gathered as a result of the survey was confidential. No names or identifying information of any kind was obtained.

Data collection began by posting on social media and posting flyers with a QR coded linked to the survey in various hospitality establishments. The survey was administered by Qualtrics. Once data collection was complete, the data was imported to The Statistical Packages for Social Sciences (SPSS, 2019). After data collection and input, the survey data was destroyed.

Data Analysis

  The data collected was analyzed using descriptive statistics, percentages, frequencies, and ANOVA analysis. Data was coded and analyzed using the Statistical Package for Social Sciences (SPSS Inc. 2019). The first part of data analysis involved a demographic profile of respondents. Demographic data from the questionnaires was tabulated using percentages and frequencies.

  By utilizing methods of statistical analysis, chapter 4 presents the results of the survey developed to answer these research questions. Several of these questions involve descriptive statistics, including demographic profiles.

Results and Discussion

Following the research methodologies discussed in Chapter 3, this chapter will present the results of the research as it relates to answering the proposed research questions. Descriptive statistics were used to provide a demographic profile of the study participants:

Table 3

Demographics Characteristics of Respondents
Gender, Marital Status, Education, Industry Experience, and Employment Basis

Category		n	%
Gender			
Male		51	39.2%
Female		77	59.2%
Other		2	1.6%
	Total	130	100.0%
Marital Status			
Married		56	43.4%
Not married, but in a long-term relationship		25	19.4%
Divorced		7	5.4%
Widowed		1	0.8%
Single, never married		40	31.0%
	Total	129	100.0%

Education

Some high school		7	5.4%
High School graduate or GED		21	16.2%
Some college		36	27.7%
Associate's Degree		22	16.9%
Bachelor's Degree		36	27.7%
Advanced Degree		6	4.6%
Other		2	1.5%
	Total	130	100.0%

Industry Experience

Less than a year		14	9.2%
1 to 3 years		45	29.6%
4 to 6 years		43	28.3%
6 to 10 years		22	14.5%
More than 10 years		28	18.4%
	Total	152	100.0%

Employment Basis

Full-time (40 hours a week or more)		99	66.9%
Part-time (Under 40 hours per week)		49	33.1%
	Total	148	100.0%

Provided by the respondent profile, the study slightly favors women (59.2%) and married individuals (43.4%). The largest group of respondents would be classified as recipients of a post-secondary education (76.9%) who have an early 1 to 6 years of industry experience (57.9%) and are employed full-time (66.9%).

Research Question #1

The first question seeks to confirm the presence and types of mental health challenges within the workplace by asking: *Did hospitality employees feel that their mental health and wellness was compromised during COVID 19?*

The participants shared a host of personal experiences that could have an impact on job performance and satisfaction. Relevant to this study and based on the data provided below in Table 4, mental health difficulties (20.5%) were the second most prevalent experience with workplace difficulties (13.8%) coming in right behind.
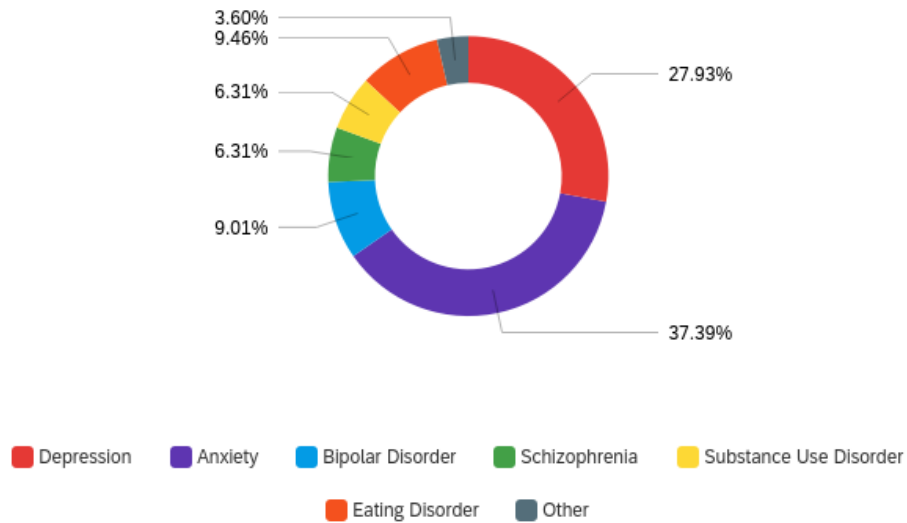
Table 4

Current Personal Experiences

Respondents were then asked about the existence of common mental health disorders in their own lives; the results are shared below in Table 5.

Table 5

Identified Mental Health Disorders

Vastly outweighing all other options, respondents identified anxiety (37.4%) and depression (27.9%) as the most common disorders to affect this pool. Table 6 provides insight into the workplace where respondents identified the presence of mental health issues as being a moderate (48%) to serious (30%) problem with the vast majority of survey respondents (68.8%) in Table 7 claiming to know somebody in their place of work who is dealing with such an issue.

Table 6

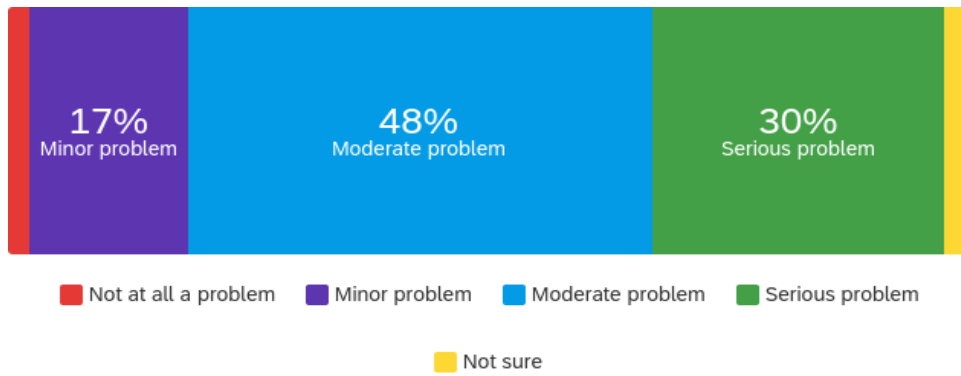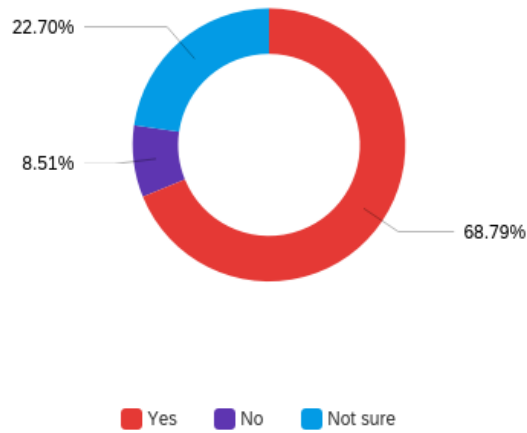**The Prevalence of Mental Health Issues in the Workplace**

| 17% Minor problem | 48% Moderate problem | 30% Serious problem |

Not at all a problem   Minor problem   Moderate problem   Serious problem

Not sure

Table 7

Knowledge of a Coworker with Mental Health Challenges

22.70%

8.51%

68.79%

Yes   No   Not sure

These results support the argument that mental health challenges exist at an impactful level in the workplace; while not easily quantifiable, damages to company culture, guest satisfaction, and turnover are just a few likely results that can be expected.

Research Question #2

For the second question, the responsibility of the workplace is called into question by answering:

What facets of the work environment could be contributing to the continued presence of such challenges and/or furthering the mental health decline in hospitality employees?

Identifying the responsibility of the workplace begins by analyzing the shortcomings in a culture that could be preventing crucial conversations and responses to mental health challenges.

Table 8

Do Mental Health Challenges Affect Job Performance?

#	Field		Choice Count
1	Yes	33.33%	1
2	No	33.33%	1
3	Not sure	0.00%	0
4	Does not apply	33.33%	1
			3

Table 9

Was a Senior Manager Informed?

#	Field		Choice Count
1	Yes	100.00%	1
2	No	0.00%	0
3	Does not apply	0.00%	0
			1

Table 10

Were You Able to Speak Openly About These Challenges?

#	Field		Choice Count
1	Yes	100.00%	1
2	No	0.00%	0
3	Does not apply	0.00%	0
			1

In a survey with 158 recorded responses, the lack of responses on Tables 8, 9, and 10 seem to indicate a deeper problem within the hospitality industry's culture where those with mental health challenges are not comfortable or encouraged to speak about the presence and overall effect on job performance. This can be elaborated by the various defined fears (63.2%) that would prevent an employee from feeling welcomed and supported to speak openly about their mental health; see Table 11 for the breakdown of factors.

Table 11

What Prevented You from Speaking Openly?
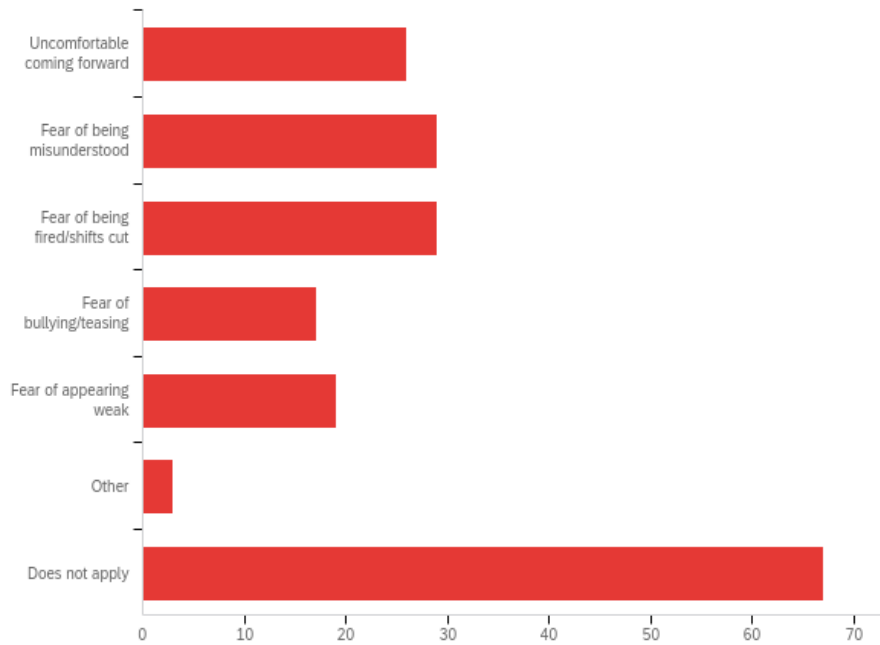
The availability of and access to health insurance and health provider information

constitute a risk to the well-being of hospitality professionals. Whether the reason for a lack of

coverage be due to the employer not offering any (23.1%), an employee not qualifying (11.5%),

or being too expensive (38.5%), Table 12 emphasizes the fault of employers when it comes to

controllable factors.

Table 12

Lack of Access to Healthcare Coverage

Table 13

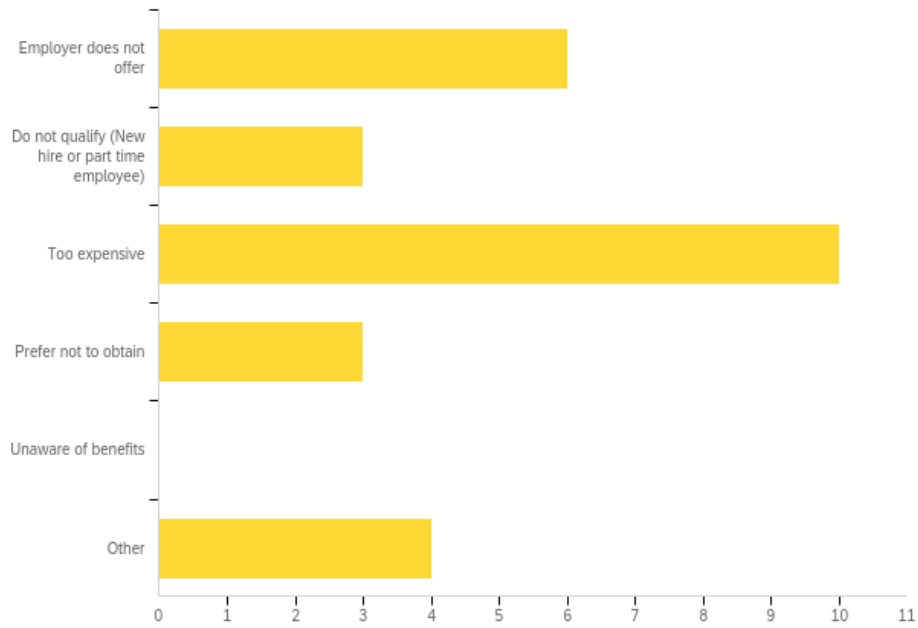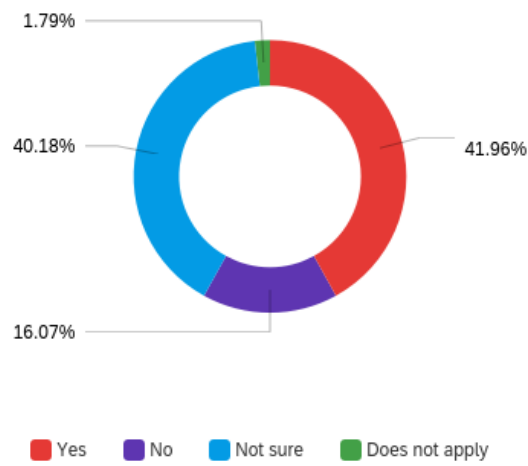## Does Your Provider Cover Mental Health Services?

Table 13 illuminates the lack of resources and information that is offered by an employer-selected plan; the majority of respondents stated that either they did not receive coverage (16.1%) or are unsure if they are covered (40.2%) for these services.
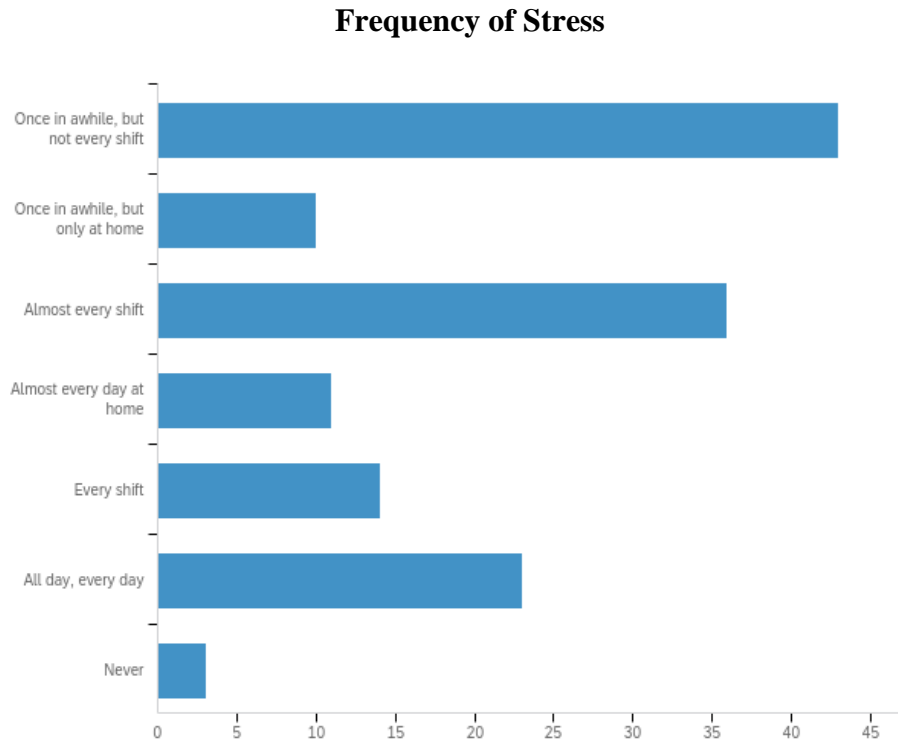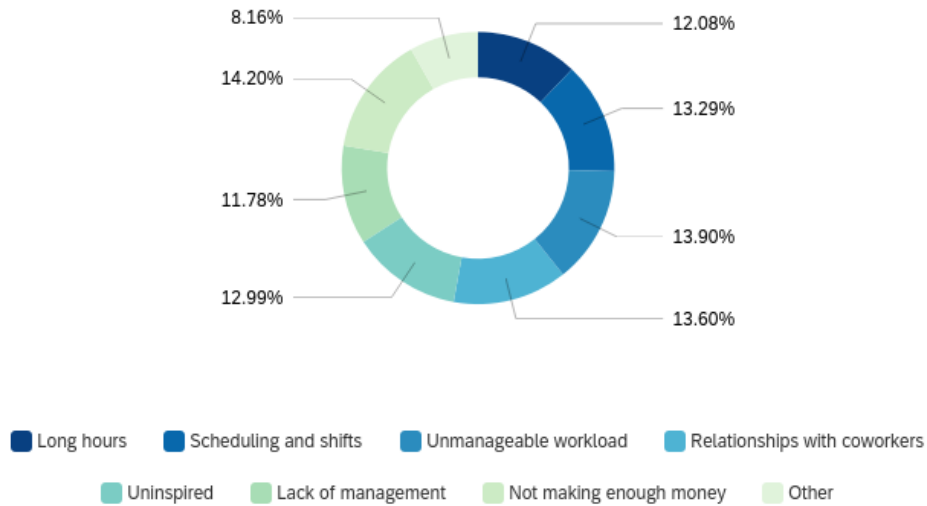
Table 14

Frequency of Stress

Table 15

Causes of Stress

Based on the survey data in Table 14, very few respondents could say that they never experienced stress (2.1%) while the majority of respondents expressed feeling stressed almost every shift (25.7%), every shift (10%), almost every day at home (7.9%), or all day every day (16.4%) providing an urgency for managers, and the companies they represent, to address their own flaws and an opportunity to indirectly improve the lives of their valued teammates through meaningful initiatives. Table 15 proves that the provided workplace stressors are all at similar levels of significance which advocates for solutions on all fronts.

Research Question #3

The final question evaluates employee receptivity to the potential implementation of change initiatives that would seek to decrease turnover by asking: *Would a company-provided mental*

health and wellness program reduce voluntary employee termination; thus, reducing the direct and indirect costs of turnover?

   Respondents were evaluated on their willingness to participate in a wellness program. Table 16 provides evidence that reception and participation would be overwhelmingly positive, and through the way of a wide-spread employer-provided solution, an opportunity exists to reach those who have dependent factors preventing them from committing to participation.

Table 16

Willingness to Participate in a Wellness Program
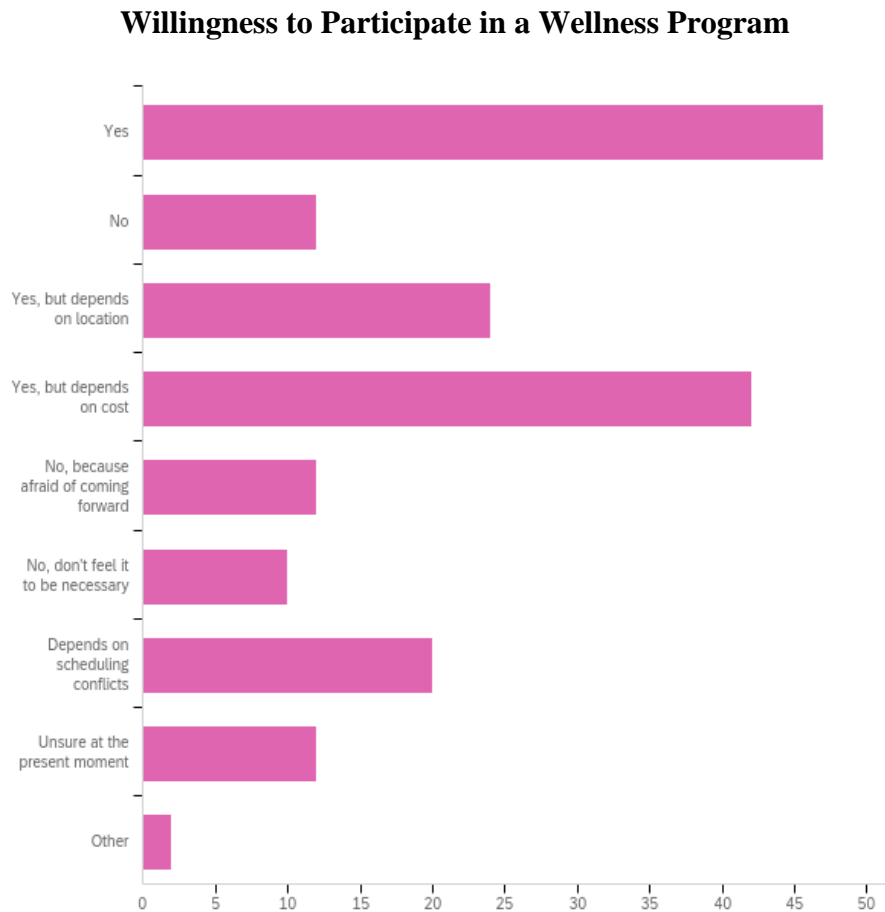
To provide insight into how a company might begin to develop solutions to address the presence of mental health challenges in the hospitality industry, Table 17 is provided below to show how respondents elect to manage their stress.

Table 17

Ways to Manage Stress
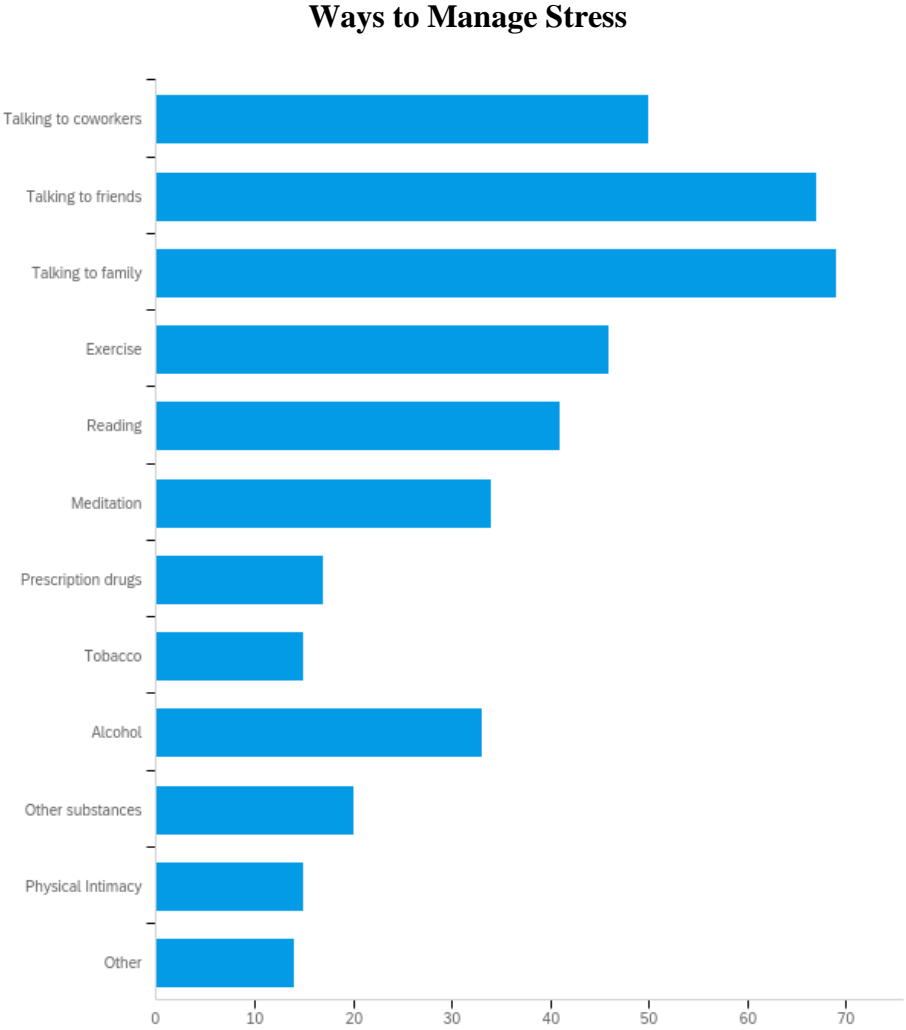
The greatest frequency of responses falls into the top six methods of managing stress; communication with coworkers, friends, and family, exercise, reading, and meditation are all areas that are addressable from the standpoint of an employer. As an added incentive, respondent

reliance on substance use would be expected to decrease by introducing alternative, healthier methods of stress management within the workplace. Reducing stress is expected to lead to greater job satisfaction, improved mental health, and overall lower turnover.

CHAPTER 5

Conclusion

Summary of Research

This study analyzed the post-pandemic state of hospitality workers and their mental health for the purpose of drawing attention to the abnormally high presence of hospitality professionals experiencing mental health challenges. Through the insight provided by this study, hospitality companies can better understand and begin to address the needs of their employees in hopes of increasing employee satisfaction and reducing voluntary turnover.

To identify the prevalence of mental health challenges in the hospitality industry, determine the root causes and risk factors in the workplace, and confirm receptivity to a series of new initiatives, research obtained from a grant-supported questionnaire was incorporated to support the trends outlined in the literature review found in Chapter 2.

Interpretation of Findings

One of the most telling statistics within the entire questionnaire followed a survey question inquiring about a respondent's views on the existence of mental health challenges in the workplace. For this particular question, 95% of respondents identified at least some level of existence within the workplace ranging anywhere from minor to serious in severity, and 68.79% of respondents possessed knowledge of a specific coworker battling with mental health challenges.

In another set of statistics inquiring about the effect of mental health challenges on job performance, the informing of a senior manager, and the ability to speak openly about such challenges, less than 3% of survey participants provided an answer to any one of these questions which supports the theory that honest conversations about mental health are not commonplace in this industry. There is evidence for the culture of fear that has room to exist within these organizations, and suppressing these feelings serves to damage an organization in the long-term by instead promoting a culture of turnover rather than a culture of honesty, transparency, and respect.

As another key contributor to mental health decline in hospitality workers, the causes of stress were evaluated as being related to multiple areas such as long hours, scheduling and shift issues, an unmanageable workload, relationships and coworkers, not making enough money, a lack of inspiration, and as an overarching theme, a lack of management.

In evaluating receptivity among survey participants to a work-sponsored program aimed at addressing mental health, 62.43% of respondents gave a definitive "yes" to participating as long as location and cost would not be barriers. Another 23.2% gave an excuse for not participating that would be possible to address through changes in the workplace culture and attitude towards mental health.

All survey findings offer a sense of legitimacy and urgency to the presented challenge of addressing mental health in the hospitality industry; evidence exists that suggests the workplace in and of itself is guilty, to some degree, of exacerbating these challenges through a lack of participation in the well-being of the friendly faces that drive the industry, but the most promising finding is that the overwhelming majority of hospitality workers are willing to

participate in company-sponsored initiatives that would improve the organizational culture and ultimately reduce turnover.

Recommendations

Supported by the research of this thesis, hospitality employers would benefit significantly by staking interest in the well-being of their talent. There are multiple ways employers can approach the challenge; many involve little to no costs when management chooses to leverage its resources and leadership influence, but even for the potential programs that could incur a cost, this cost would be minuscule when comparing to the cost of a damaged culture and should be viewed as an investment in the future prosperity of the industry. Selected solutions will vary based on a company's available resources, and the proposed solutions that will follow must be applied to a company's wellness plan and management training on a best-fit basis.

Change leaders should begin by addressing the culture of hospitality organizations. The culture of silence that exists when it comes to mental health challenges cannot go unnoticed. Leaders need to promote an environment that welcomes honest conversations with those who have existing challenges that subconsciously produce real outcomes for the company. Supporting an open-door policy will encourage communication and emphasized assurances will protect employees from retaliation and maintain confidentiality when needed. Shifting the way management and staff perceive mental health challenges will produce an environment built on trust, honesty, and results. Educating staff in available resources within and outside of insurance plans is a level of attentiveness that will be appreciated by employees and ensure that they are knowledgeable about the options available to them should a difficult season arise.

For the application of this specific thesis, hotels possess a multitude of resources that could be offered to employees at little or no cost. Exercise rooms, swimming pools, hot tubs, and spas are just a few common resources that management can leverage in making available to their off-duty staff during non-peak and overnight hours. Participation in these activities provide multiple ways to offset the effects of a stressful work environment by promoting a healthy, natural approach to the challenge that, theoretically, should lead to a decreased reliance on substances to manage such issues. Managers can utilize their budgets to provide a fun, regularly scheduled team activity that incorporates team building and well-being such as bringing in a yoga or dance instructor to the property. Team meals can also be offered to provide a time for fellowship and communication. Regardless of the specific approach, creating an environment that allows teammates to have fun and memorable experiences with one another will build a culture that provides the same experiences to the guests.

In repairing the turnover culture of hospitality workplaces, other affected areas can begin to heal such as the long shifts and scheduling inconsistencies that result from staffing shortages and cause an added level of stress and job dissatisfaction. By committing to the needs and satisfaction of employees first, the desired guest satisfaction can be attained all while increasing the commitment of employees and guests alike to a specific hospitality company.

Recommendations for Further Research

In this study, the primary goal was to develop a surface-level view of the presence of mental health challenges in the hospitality industry's workforce, determine some of the root causes of these challenges within the workplace, and provide recommendations for addressing the existing turnover culture. Organizational culture is representative of the inputs at the top of

the hierarchy; these begin at the corporate level and trickle down to human resources and eventually to the management that are responsible for leading hospitality professionals. The potential for further research exists in a study over the corporate decision making that influences the leadership style of managers who are responsible for serving as champions of an organization's culture. This information would be vital to leaders of organizational change management, and it would pave the way for better understanding the inputs at the top that create desirable results at the bottom of the hierarchy.

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