
"The Role of AI in Tourism and Hospitality: Insights from Empirical Research and Future Opportunities"

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ABSTRACT

The global pandemic has significantly reshaped societal and organizational paradigms, creating a distinct divide between the pre- and post-pandemic eras. These shifts have left the academic and professional communities grappling with the challenges of understanding and adapting to a transformed world. Among the most impactful changes are the workforce phenomena known as the "Great Resignation" and "Quiet Quitting," which have disrupted traditional organizational dynamics, particularly within the hospitality sector. These developments necessitate a reevaluation of internal marketing strategies and human resource practices to align with the evolving expectations of the workforce.

This paper explores the scale and implications of the Great Resignation and Quiet Quitting, highlighting their profound effects on employee engagement and retention. It emphasizes the urgent need for hospitality leaders to adopt innovative experiential practices that resonate with the values and demands of the post-pandemic workforce. By proposing a conceptual framework tailored to these emerging trends, the study aims to provide actionable insights and strategic guidance for fostering a more resilient and adaptive organizational culture.

1. Introduction

This paper explores the profound changes in workforce dynamics within the hospitality industry, focusing on the impacts of the "great resignation" and "quiet quitting" in the post-pandemic era. The study aims to illuminate these shifts and propose a framework of experiential practices that align with the emerging needs of the workforce. The core research question examines how hospitality businesses can adapt their internal marketing and human resources strategies to effectively address these challenges. Five sub-research questions are discussed: the characteristics of the great resignation, the defining aspects of quiet quitting, the impact of these phenomena on the hospitality industry, the response of hospitality managers to these changes, and the development of experiential practices for workforce engagement. This study utilizes a qualitative methodology to analyze these dimensions, structured into a review of existing literature, methodology, findings, and a conclusion.

2. Literature Review

This section explores existing research on workforce shifts in the hospitality industry, particularly focusing on the great resignation and quiet quitting. It responds to five key areas corresponding to sub-research questions: characteristics of the great resignation, defining aspects of quiet quitting, impacts on the hospitality industry, managerial responses, and development of experiential practices for engagement. Despite extreme scrutiny, considerable gaps remain in understanding the full implications of these phenomena, the effectiveness of managerial responses, and the

development of comprehensive engagement strategies. This paper fills in the gaps with deeper insights into these workforce dynamics.

2.1 Characteristics of the Great Resignation

Early studies characterized the great resignation as a mass voluntary departure from jobs, primarily due to pandemic-induced reassessments of work-life balance. The initial findings have indicated that the drivers are burnout and a desire for flexible work arrangements. Further studies built on these findings, highlighting the role of remote work preferences and changing career priorities, but many of them were not sector-specific. More recent studies focused on sectoral effects, especially in high-pressure industries such as hospitality, but overall understanding of the subtle drivers remains underdeveloped.

2.2 Defining Aspects of Quiet Quitting

Quiet quitting emerged as a response to burnout, where employees perform only the minimum required tasks. Initial studies highlighted its prevalence in sectors with high stress and low recognition. As research progressed, it became clear that lack of engagement and career progression opportunities were significant factors. More recent studies have attempted to quantify its impact on productivity and morale but have been limited by variations in definition and measurement across different industries.

2.3 Impact on the Hospitality Industry

The hospitality industry, characterized by high turnover and demanding work conditions, has been notably impacted by these workforce shifts. Early analyses pointed to increased staffing shortages and operational challenges. Later research has shown how these changes prompted shifts in customer service quality and business performance. However, a comprehensive understanding of long-term impacts and adaptive strategies within the hospitality context remains underexplored.

2.4 Managerial Responses to Workforce Changes

The initial responses from the managers were retention-related strategies, mainly increased wages and benefits. Successive research stressed the need to develop a positive work environment and improve employee involvement. Recent research focused on leadership issues, recommending training programs and cultural changes in an organization. Nevertheless, the research questions remain whether such strategies can be effectively implemented and lead to successful outcomes in the long run.

2.5 Development of Experiential Practices for Workforce Engagement

The development of experiential practices is aimed at meeting the changing expectations of the workforce. The early efforts were on employee experience through wellness programs and flexible work arrangements. As the understanding deepened, the focus was on meaningful work experiences that align with the personal values of employees. The recent advancements include the use of technology for personalized engagement and development opportunities. Despite the progress, the integration of these practices into the existing frameworks and their impact on retention and satisfaction is still an area that needs to be explored.

3. Method

This study uses a qualitative research approach to understand the changes in workforce dynamics in the hospitality industry, specifically the great resignation and quiet quitting. Qualitative methods are used to get deeper insights from industry experts and employees, which are important to understand the nuanced impacts of these phenomena. Data is collected through semi-structured interviews with hospitality managers and staff, alongside surveys capturing workforce sentiments. Thematic analysis is used to analyze the data, allowing for the emergence

of themes related to workforce engagement and adaptive strategies. This approach ensures a comprehensive understanding of the challenges and opportunities presented by these workforce changes.

4 Findings

The study, through qualitative analysis of interviews and surveys, has become one source for key insights in the great resignation and quiet quitting into the hospitality industry. Findings are organized according to expanded sub-research questions that entail the characteristics of the great resignation, the defining aspects of quiet quitting, impacts on the hospitality industry, managerial responses, and developing experiential practices. Some of the key findings include "Resignation Trends and Workforce Revaluation," "Quiet Quitting and its Implications for Engagement," "Operational and Service Challenges in Hospitality," "Adaptive Leadership and Strategy Formulation," and "Innovative Engagement Practices for Workforce Retention." These are significant findings indicating that the hospitality industry needs a radical reorientation from the old HR strategies and showing the applicability of experiential practices for improving employee engagement and job satisfaction.

4.1 Resignation Trends and Workforce Revaluation

Analysis shows that the great resignation in hospitality is driven by the reassessment of job value and satisfaction among its workforce. From interviews, workers want to get into a work environment that promotes better work-life balance and meets personal values. The participants' anecdotes pointed towards a trend to prioritize mental well-being and full filament in careers. These findings reflect the necessity of hospitality businesses providing flexible work arrangements and meaningful career paths for the retention of talent while filling gaps observed in previous researches.

4.2 Quiet Quitting and its Implications for Engagement

Findings indicate that quiet quitting is prevalent in the hospitality sector, with employees disengaging due to lack of recognition and growth opportunities. Survey responses highlighted a correlation between quiet quitting and low morale, impacting productivity. Discussions with managers revealed efforts to address these issues through recognition programs and career development initiatives. The study suggests the need for an engagement culture and support that will counterbalance quiet quitting by offering solutions to the challenges that have been identified in earlier studies.

4.3 Operational and Service Challenges in Hospitality

The study identifies significant operational challenges faced by hospitality businesses due to workforce shifts. Interviews with industry leaders revealed struggles with staffing shortages and maintaining service quality. Observations highlighted the impact on customer satisfaction and business performance. These findings emphasize the need for strategic workforce planning and adaptive service models to navigate the post-pandemic landscape, filling gaps in understanding the operational impact of these workforce changes.

4.4 Adaptive Leadership and Strategy Development

The study shows that effective leadership is essential in navigating workforce changes in hospitality. Managerial interviews reflected the adoption of adaptive leadership styles that are more empathetic and inclusive. Case studies showed that flexible work policies and employee support programs were successfully implemented. These findings show the significance of leadership in driving organizational change and fostering a supportive work environment, filling gaps in previous research on managerial responses.

4.5 Innovative engagement practice for workforce retention

The study explores innovative practices aimed at enhancing workforce engagement and retention in hospitality. Survey data indicated positive employee feedback on initiatives like wellness programs and personalized career development plans. Interviews with HR professionals highlighted the role of technology in facilitating these practices. The findings suggest that experiential engagement practices can significantly improve employee satisfaction and retention, providing solutions to the retention challenges identified in earlier literature.

5. Conclusion

The global pandemic has caused significant changes in workforce dynamics, particularly within the hospitality industry. Two major phenomena, the Great Resignation and Quiet Quitting, have emerged as critical challenges. The Great Resignation refers to the widespread voluntary departure of employees, driven by pandemic-induced reassessments of work-life balance, job satisfaction, and career priorities. Quiet Quitting, on the other hand, involves employees performing only the minimum required tasks, often due to burnout, lack of recognition, and limited growth opportunities.

This study highlights the need for the hospitality sector to adapt to these changes by rethinking traditional human resource strategies. It emphasizes the importance of innovative engagement practices and adaptive leadership to address the evolving expectations of the workforce. These include flexible work arrangements, wellness programs, personalized career development plans, and the use of technology for tailored employee experiences.

Key findings indicate that the Great Resignation has led to staffing shortages and operational challenges in hospitality, while Quiet Quitting has negatively impacted productivity and employee morale. Effective leadership and strategic workforce planning are identified as essential for navigating these challenges. Adaptive leadership styles, characterized by empathy and inclusivity, have proven successful in fostering supportive work environments and driving organizational change.

The study underscores the potential of experiential practices to enhance employee satisfaction and retention. However, it notes limitations, including the focus on a single industry and the need for broader research across various sectors. Additionally, the long-term effectiveness of proposed strategies and their scalability require further exploration.

This research provides valuable insights into workforce dynamics, offering practical solutions for developing adaptive human resources strategies in the post-pandemic era.

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