

# Work Challenges Among Hotel and Restaurant Management Staff

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## ABSTRACT

*Understanding and addressing these challenges is essential for the employees and the industry. The study was conducted to determine the work challenges among hotel and restaurant management staff in Butuan City. The researchers employed a descriptive comparative approach for this study. Based on the findings, there is a moderate extent of work challenges among hotel and restaurant management staff in Butuan City. This means that the extent of challenges sometimes coincides with the respondents' experience. In addition, there is no significant difference in the work challenges faced by the hotel and management staff in Butuan City. Moreover, the challenges faced by hotel and restaurant management staff in Butuan City. The data reveals that lack of recognition as the top challenge; poor communication and work schedules are also significant challenges. Furthermore, Herzberg's Two-Factor Theory supports the study's findings by highlighting the importance of addressing both hygiene factors and motivators. Since the findings show that the hotel and restaurants lack recognition, to address the challenge of lack of recognition, hotel and restaurant management should implement a structured employee recognition program. This program can include monthly or quarterly awards, shout-outs during meetings, or employee of the month acknowledgments.*

## KEYWORDS

*Work challenges; hotel and restaurant management staff; descriptive correlational; Philippines*

## INTRODUCTION

The hospitality industry, encompassing hotels and restaurants, plays a vital role in the global economy, employing millions of individuals worldwide. Within this sector, hotel and restaurant management staff form the backbone of operations. Despite the sector's significance, these professionals often face many work-related challenges, such as conflicts, co-worker disagreements, work environment, hygiene risk factors, micro-management, poor communication, unfair treatment, work schedules, and lack of recognition (Pabilando et al., 2022).

Understanding and addressing these challenges is essential for the employees and the industry. This can lead to issues related to work-life balance, fatigue, and burnout (Irfan et al., 2023; Stahl & Goldstein, 2019). Furthermore, the high-pressure environment of the hospitality industry, where customer satisfaction is paramount, can result in stress and emotional exhaustion among management staff (Yoo, 2023; Mariappanadar, 2019).

On the other hand, the emergence of online booking platforms, review websites, and mobile apps has transformed how hotels and restaurants operate. Management staff must constantly update their skills and strategies to stay competitive in this digital age (Soltanifar, 2021; Bejinaru & Balan, 2020).

Additionally, employee turnover and recruitment issues persist in the hospitality sector. Finding and retaining qualified management personnel can be challenging, leading to disruptions in operations and increased training costs (King et al., 2021; Vanka et al., 2021). This turnover can be attributed, in part, to the perception of limited career advancement opportunities within the industry (Bussin, 2020; Amah & Oyetuunde, 2020).

Butuan City, located in the heart of the Caraga Region in the Philippines, is experiencing noteworthy growth in its hospitality sector, characterized by the presence of hotels, restaurants, and various tourism establishments. This flourishing industry is a testament to the city's potential as a vibrant hub for travelers and tourists. In this context, conducting a comprehensive study on the work challenges among hotel and restaurant management staff becomes relevant and highly advantageous.

The main objective of this study was to investigate the various work challenges faced by hotel and restaurant management staff in Butuan City. Additionally, this study seeks to explore potential strategies and solutions to mitigate these challenges and enhance the overall working conditions within this sector. This study would help school administrators understand the real-world challenges faced by hotel and restaurant management staff to guide curriculum development, ensuring that the education provided is relevant and pragmatic. Insights from the study can assist in enhancing internship programs by aligning students' experiences with the actual demands and difficulties of the industry.

Moreover, the study can provide a voice to the staff, highlighting their daily challenges to upper management and stakeholders, which could lead to improved working conditions. It may offer benchmarks for best practices within the industry, helping individual staff members to strategize for career development.

## **LITERATURE REVIEW**

This study was anchored on Herzberg's Two-Factor Theory by Herzberg (1959). Herzberg's Two-Factor Theory involves examining both the aspects that can lead to dissatisfaction (Hygiene Factors) if not adequately addressed and identifying the root causes that can lead to a lack of motivation (absence of motivational factors). According to this theory, certain factors (Hygiene Factors) can cause dissatisfaction when they are missing or handled poorly, and other factors (Motivators) can lead to higher job satisfaction and motivation when present. Herzberg's Two-Factor Theory is highly relevant when considering the multitude of work-related challenges faced by hospitality industry staff, including conflicts, co-worker disagreements, work environment, hygiene risk factors, micro-management, poor communication, unfair treatment, work schedules, and lack of recognition. Here's how each challenge can be viewed through this theory:

### **Hygiene Factors**

**Conflicts:** Refers to as interpersonal or organizational disputes, can stem from various sources such as differences in work habits, communication styles, or expectations among workers in hotel and restaurant.

**Co-workers Disagreement:** Refers to a situation where hotel and restaurant staff have conflicting opinions, perspective, or preferences that lead to tension or friction in the workplace.

**Work Environment:** This includes the physical setting, such as cleanliness and comfort, and the psychological climate, like stress levels and the general mood. Poor work environments can cause dissatisfaction, while good environments prevent dissatisfaction but might not increase satisfaction.

**Hygiene Risk Factors:** Health and safety hazards can lead to serious dissatisfaction and even legal issues. Ensuring a safe and hygienic work environment is essential to prevent dissatisfaction.

**Micromanagement:** Overbearing supervision can lead to a lack of autonomy and trust, resulting in dissatisfaction. Reducing micromanagement can prevent dissatisfaction by allowing employees more freedom and self-direction.

**Poor Communication:** Lack of clarity, misunderstanding, and misinformation can cause frustration and dissatisfaction. Improving communication can prevent misunderstandings and conflicts, thus preventing dissatisfaction.

**Unfair Treatment:** Perceived or real inequity in the workplace regarding pay, promotions, or workload can lead to significant dissatisfaction. Fair treatment is necessary to prevent dissatisfaction.

**Work Schedules:** Inflexible or demanding schedules can cause work-life balance issues, leading to dissatisfaction. Providing reasonable and flexible schedules can prevent dissatisfaction.

### **Motivator Factor**

**Lack of Recognition:** Not being recognized for hard work and achievement can prevent staff from feeling satisfied with their job. Recognition serves as a motivator, increasing job satisfaction and encouraging higher performance. By addressing hygiene factors, management can ensure that employees' basic needs and expectations are met, which prevents dissatisfaction but does not motivate them. On the other hand, by focusing on the motivator factor, management can foster an environment that encourages staff to be more engaged, productive, and satisfied with their work.

By applying Herzberg's Two-Factor Theory to the study, researchers can gain insights into the specific work challenges management staff in the hospitality industry face. It allows for a structured analysis of factors that either prevent job dissatisfaction (hygiene factors) or promote job satisfaction and motivation (motivator factors). Understanding these dynamics can lead to recommendations and strategies for improving the work environment, job satisfaction, and overall performance of hotel and restaurant management staff.

## **RESEARCH METHODS**

### **The Research Design**

The researchers employed a descriptive comparative approach for this study. A descriptive comparative study is a research design that would be used to describe variables and compare them across different groups to ascertain whether there are any patterns or significant differences. This type of study does not manipulate variables but rather observes them as they naturally occur. According to Creswell and Creswell (2017), such a research approach can be applied in quantitative studies to illustrate differences among variables without any intervention.

### **Research Locale**

The study was conducted at Hotels and Restaurants in Butuan City. Butuan City boasts a vibrant and flourishing hospitality industry with many hotels and restaurants. This industry's

robust presence makes Butuan City an ideal setting for investigating hotel and restaurant management staff's work challenges.

### **Research Respondents**

The respondents of the study were the hotel and restaurant staff, managers, and supervisors in Butuan City. This category may include waitstaff, front desk clerks, housekeeping personnel, and kitchen staff. They are directly involved in daily operations and can provide insights into their challenges while interacting with customers and managing their responsibilities. The researchers used purposive random sampling in choosing the respondents.

### **Research Instrument**

The researchers used the modified survey questionnaire of Pabilando et al. (2022) entitled "Problems Encountered of Employees in Hospitality and Tourism Industry in the Municipality of Naval in Biliran Province."

There were two sections of the questionnaire:

**Part I** would be the profile of the respondents, such as age, gender, marital status, educational attainment, position, number of hours, number of days of duty, and years of service.

**Part II** would be about the extent of the work challenges among hotel and restaurant management staff in Butuan City, such as conflicts, co-worker disagreements, work environment, hygiene risk factors, micro-management, poor communication, unfair treatment, work schedules, and lack of recognition.

### **Ethical Standards**

The researchers' primary ethical concern would be maintaining the respondents' privacy throughout the review process. Researchers upheld the highest possible ethical standards in carrying out their tasks for the respondents. The researchers ensured the well-being and integrity of those conducting research studies. To maintain confidentiality, researchers used the questionnaire directly, considering the sensitivity of the information provided.

The study adhered to ethical principles by providing respondents with a survey questionnaire and obtaining informed consent from the researchers. Researchers assigned a number to each respondent's questionnaire response, ensuring they could only access the total number of respondents to protect their identities.

The information obtained from the respondents was treated with the utmost confidentiality in the future. The formulation of the study would not harm any single restaurant, as it would seek to support and benefit these businesses.

### **Data Gathering Procedure**

The researchers diligently sought approval from the Dean of the College of Tourism Hospitality Management to conduct the study in the selected locations. This important step ensured that the research adheres to both ethical guidelines and institutional regulations, demonstrating a commitment to responsible research practices.

Following the approval process, the researchers drafted a comprehensive consent letter. This document was presented to the owners/managers of the chosen establishments, respectfully requesting permission to carry out the essential data collection necessary for their analysis and research. This approach underscores the researchers' dedication to upholding property rights and respecting the establishments' privacy.

Once the necessary permissions were secured, the researchers proceeded promptly to the selected hotels and restaurants. On the next day, the researchers retrieved the questionnaires needed for the study. This efficient retrieval process ensures that data collection aligns seamlessly with the research timeline, minimizing potential delays and ensuring that the study progresses smoothly.

The researchers upheld the highest ethical standards throughout each stage of this data-gathering procedure. They maintained open lines of communication with both their academic institution and the establishments involved, ensuring transparency and compliance with all relevant regulations. This commitment to ethical conduct and rigorous data collection underpinned the integrity and validity of their research findings.

### **Statistical Treatment**

**Frequency and percentage-** It was used to determine the profile of the respondents, such as age, gender, marital status, educational attainment, position, number of hours, number of days of duty, and years of service.

**Weighted Mean-** It was used to determine the extent of the work challenges among hotel and restaurant management staff in Butuan City regarding employee-customer, co-worker, and management.

**T-test-** This was used to determine the significant difference in the work challenges faced by the hotel and management staff in Butuan City.

## **RESULTS AND DISCUSSION**

### **Profile of the Respondents**

The survey's demographic data offers detailed insights into the respondents' age, gender, marital status, educational attainment, position, working hours, days of duty, and years of service. The majority of respondents (48%) are between 22-25 years old, indicating a predominance of young adults in the sample. This age group is typically resilient and adaptable, making them valuable during economic downturns (Saleem & Ghai, 2023). The gender distribution shows a slight male majority (55%), suggesting either the subject matter is more relevant to males, or they are more willing to participate. This aligns with findings that traditional roles in hospitality often segregate by gender, with men more likely to take on physically demanding or administrative tasks (Couto, 2023).

Most respondents are single (92%), which may indicate that the survey's subject matter is more relevant or accessible to single individuals. Single employees often exhibit more flexibility and dedication to job performance (Lei et al., 2021). The educational attainment data reveals that most respondents (56%) are college graduates, suggesting a well-educated demographic. This reflects the educational requirements or preferences in the context of the survey. College education has been shown to equip individuals with essential skills for the hotel and restaurant industry (Simangca et al., 2022).

In terms of job positions, the vast majority of respondents are staff (93%), indicating that the survey primarily engaged with general staff members. On-the-job training programs prepare students well for these roles, with industry leaders rating their performance highly (Simangca, 2021). Most respondents work 8 hours a day (89%), reflecting a standard workday structure, although some desire longer hours for economic reasons (Felipe et al., 2020). The majority of respondents work 6-7 days a week (77%), highlighting a demanding work schedule typical of the industry, which has been exacerbated by the COVID-19 pandemic (Galon, 2021). Lastly, most respondents have 1-2 years of service (76%), suggesting high turnover or recent hiring expansions in the organization. The industry is known for high turnover rates, with employees often seeking better opportunities (Simangca



et al., 2022). This detailed demographic analysis highlights key trends and characteristics of the survey respondents, reflecting broader patterns within the hotel and restaurant industry.

**Table 1.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Conflicts

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I often find myself involved in conflicts with my colleagues in the hotel and restaurant management sector.	2.70	Agree	Moderate Extent
2. I think frequency of misunderstandings and disagreements among the staff significantly hinders our work efficiency.	2.90	Agree	Moderate Extent
3. In our establishment, I see that there is a prevalent issue of poor communication that leads to regular conflicts.	2.90	Agree	Moderate Extent
4. I feel that conflict resolution policies at our workplace are ineffective and contribute to ongoing tensions.	2.73	Agree	Moderate Extent
5. I am affected in terms of motivation and job satisfaction in the hotel and management industry because of interpersonal conflicts.	2.83	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>2.81</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 1 shows the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of conflicts. As to the statements, *I think frequency of misunderstandings and disagreements among the staff significantly hinders our work efficiency* and *In our establishment, I see that there is a prevalent issue of poor communication that leads to regular conflicts*, having a weighted mean of 2.90 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statements sometimes coincide with the respondents' experience. While *I often find myself involved in conflicts with my colleagues in the hotel and restaurant management sector* has a weighted mean of 2.70 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of conflicts has an average weighted mean of 2.81 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the conflicts sometimes coincide with the respondents' experience.

Misunderstandings and disagreements can hinder efficiency. The hospitality industry often deals with conflicts stemming from factors such as role ambiguity and role conflict. These can adversely affect job performance and satisfaction (Üngüren & Arslan, 2021). The frequency of misunderstandings can also be heightened by managerial styles that favor enforcement or avoidance rather than cooperation (Belias et al., 2022). Another study highlighted that identity conflicts among employees, such as those arising from social networking, can negatively impact workplace relationships (Yang et al., 2022).

**Table 2.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Co-workers Disagreements

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I frequently encounter disagreements with my coworkers in the hotel and restaurant management field, which disrupt our workflow.	2.82	Agree	Moderate Extent
2. I have a stressful work environment in our establishment due to disagreements among staff members.	2.78	Agree	Moderate Extent
3. I find that the lack of effective communication among coworkers results in frequent misunderstandings and disagreements in my workplace.	2.94	Agree	Moderate Extent
4. I find that unresolved coworker disagreements negatively impact team morale and collaboration in our hotel and restaurant operations.	3.19	Agree	Moderate Extent
5. I have a lower overall job satisfaction in the hotel and restaurant management industry because of the frequent occurrence of disagreements with colleagues.	2.96	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>2.94</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 2 shows the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of co-workers' disagreements. As to the statement, *I find that unresolved coworker disagreements negatively impact team morale and collaboration in our hotel and restaurant operations*, having a weighted mean of 3.19 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While *I have a stressful work environment in our establishment due to disagreements among staff members* has a weighted mean of 2.78 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of disagreements has an average weighted mean of 2.81 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the disagreements sometimes coincide with the respondents' experience.

Unresolved conflicts among hotel and restaurant staff can lead to negative emotions and reduced morale. Negative workplace gossip, for example, has been found to create an atmosphere of moral disengagement and unethical behavior among employees, which can undermine team morale (Guo et al., 2021).

Moreover, negative interactions with coworkers or managers, such as incivility or abusive behavior, can affect employee well-being and motivation, leading to lower morale and increased turnover (Jin et al., 2020).

**Table 3.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Work Environment

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I often find the work environment in my establishment to be disorganized and chaotic, which hampers my ability to perform effectively.	2.63	Agree	Moderate Extent
2. I find that the physical conditions of my workplace, such as space and cleanliness, are unsatisfactory and negatively impact my work experience.	2.68	Agree	Moderate Extent
3. I feel that the lack of proper tools and resources in our work environment significantly hinders my performance and productivity.	2.81	Agree	Moderate Extent
4. I see that the overall atmosphere in my establishment workplace is often stressful and not conducive to efficient work.	2.87	Agree	Moderate Extent
5. I believe that the poor ergonomic setup of our work environment contributes to physical discomfort and reduces my job satisfaction.	2.93	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>2.78</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 3 shows the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of work environment. As to the *I believe that the poor ergonomic setup of our work environment contributes to physical discomfort and reduces my job satisfaction* has a weighted mean of 2.93 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While *I often find the work environment in my establishment to be disorganized and chaotic, which hampers my ability to perform effectively* has a weighted mean of 2.63 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of work environment has an average weighted mean of 2.78 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the work environment sometimes coincides with the respondents' experience.

A study evaluating the effects of workstation configuration on musculoskeletal discomfort and productivity in a sit-stand-walk intervention found that an ergonomically customized workstation facilitated postural transitions and increased physical activity while reducing postural risks (Kar & Hedge, 2020).

Research into ergonomic training among office workers showed that the intervention improved the quality of work-life and job satisfaction and reduced musculoskeletal disorders (Sohrabi & Babamiri, 2021).



**Table 4.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Hygiene Factors

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I regularly notice a lack of cleanliness and hygiene in our establishment, which I believe affects my work quality and health.	2.66	Agree	Moderate Extent
2. I feel uncomfortable due to the inadequate maintenance of hygiene standards in the workplace, which impacts my performance.	2.54	Agree	Moderate Extent
3. I feel that the poor hygiene practices among staff members contribute to an unhealthy and unprofessional work environment.	2.81	Agree	Moderate Extent
4. I am demotivated due to the neglect of proper sanitary facilities and cleanliness in our work area, which hinders my job satisfaction.	2.59	Agree	Moderate Extent
5. I am frequently concerned about the insufficient implementation of health and safety protocols related to hygiene in our establishment.	2.71	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>2.66</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 4 reveals the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of hygiene factors. As to the statement, *I feel that the poor hygiene practices among staff members contribute to an unhealthy and unprofessional work environment* has a weighted mean of 2.81 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While the statement, *I feel uncomfortable due to the inadequate maintenance of hygiene standards in the workplace, which impacts my performance* has a weighted mean of 2.54 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of hygiene factors has an average weighted mean of 2.66 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the hygiene factors sometimes coincide with the respondents' experience.

A study showed that poor hand hygiene practices among healthcare workers can lead to increased transmission of infections, particularly in settings like neonatal intensive care units, where hand hygiene is crucial (Abed & Eldesouky, 2020).

Another study highlighted that insufficient workplace infection control and unhealthy lifestyle behaviors are linked to poor self-rated health, emphasizing the importance of hygiene for well-being (Inoue et al., 2023).

Poor hygiene practices can be perceived as unprofessional behavior, impacting the work environment negatively. For example, healthcare professionals reported that unprofessional behavior, such as poor hygiene practices, undermines organizational trust (Dabekaussen et al., 2023).

Moreover, food handlers with poor hygiene practices were found to be detrimental to customer health, affecting the establishment's reputation and professionalism (Abdi et al., 2020).

**Table 5.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Micro Management

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I feel that my supervisor's close oversight on my work tasks limits my ability to make independent decisions.	2.81	Agree	Moderate Extent
2. I believe the frequent detailed feedback I receive from my manager on my job performance is often excessive and unnecessary.	2.76	Agree	Moderate Extent
3. I believe that the level of control my superior exerts over my work is a significant source of job-related stress.	2.82	Agree	Moderate Extent
4. I find that my direct manager often involves themselves in minor details of my work that could be effectively handled without their intervention.	2.80	Agree	Moderate Extent
5. I have noticed that micromanagement practices in my workplace negatively impact my motivation and job satisfaction.	2.83	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>2.80</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 5 reveals the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of micro-management. As to the statement, *I have noticed that micromanagement practices in my workplace negatively impact my motivation and job satisfaction*, has a weighted mean of 2.83 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While the statement, *I believe the frequent detailed feedback I receive from my manager on my job performance is often excessive and unnecessary* has a weighted mean of 2.76 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of micro-management has an average weighted mean of 2.80 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the micro-management sometimes coincides with the respondents' experience.

A study examined factors impacting job satisfaction and intent to stay among hotel and restaurant employees. The analysis highlighted that job characteristics, participative decision-making, and stress were predictors of job satisfaction, while intrinsic motivation and supervisory leadership emerged as strong predictors of employee intent to stay (Kim et al., 2020). Research involving hotel employees showed that leadership and motivation significantly impacted job satisfaction and performance. However, the study found that direct leadership might not always significantly influence job satisfaction, highlighting the complex dynamics in hospitality settings (Rivaldo, 2021). Another study focusing on hotel workers in Indonesia demonstrated that factors like work environment, leadership style, and organizational culture significantly influenced job satisfaction and, consequently, employee performance (Pawirosumarto et al., 2017).

**Table 6.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Poor Communication

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I frequently experience difficulties due to poor communication among staff members in our establishment.	3.10	Agree	Moderate Extent
2. I commit errors and become inefficient in my daily tasks due to miscommunications and lack of clear instructions.	2.97	Agree	Moderate Extent
3. I feel that inadequate communication from management contributes to confusion and a lack of direction in my work.	2.92	Agree	Moderate Extent
4. The absence of effective communication channels in our workplace hampers collaboration and team coordination.	3.05	Agree	Moderate Extent
5. I often find myself uninformed or misinformed about important updates and decisions, which negatively affects my job performance.	3.01	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>3.01</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 6 shows the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of poor communication. As to the statement, *I frequently experience difficulties due to poor communication among staff members in our establishment* has a weighted mean of 3.10 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While the statement, *I feel that inadequate communication from management contributes to confusion and a lack of direction in my work* has a weighted mean of 2.92 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of poor communication has an average weighted mean of 3.01 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that poor communication sometimes coincides with the respondents' experience.

A study on hotel restaurant service employees identified workplace miscommunication as a significant source of negative emotions. These emotions can impact employee satisfaction and service quality (Yang et al., 2020). Research on customer-oriented constructive deviance showed that poor communication can lead to decreased employee loyalty, negatively impacting customer service (Gong et al., 2020).

A study examining communication challenges in managing customer allergies found that clear communication is critical for safety and customer satisfaction. The study highlighted the importance of improving communication strategies within the restaurant industry (Wingate et al., 2021). Moreover, the study highlighted the need for effective communication in addressing accessibility issues in hotel restaurants, suggesting that poor communication can hinder customer experiences (Shetty & McIntosh, 2020).

**Table 7.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Unfair Treatment

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I often feel that I am subjected to unfair treatment compared to my colleagues in the establishment workplace.	2.89	Agree	Moderate Extent
2. I believe that there seems to be a bias or favoritism in our work environment, which I believe leads to unequal opportunities and treatment.	2.94	Agree	Moderate Extent
3. I have experienced or witnessed instances where staff members were treated unjustly by management or colleagues.	2.90	Agree	Moderate Extent
4. I find that the lack of a fair and impartial system for handling grievances and conflicts in our workplace affects my job satisfaction.	2.93	Agree	Moderate Extent
5. I perceive that certain policies and decisions in our establishment are implemented inconsistently, leading to unfair treatment of some staff members.	3.09	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>2.95</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 7 discusses the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of unfair treatment. As to the statement, *I perceive that certain policies and decisions in our establishment are implemented inconsistently, leading to unfair treatment of some staff members* has a weighted mean of 3.09 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While the statement, *I often feel that I am subjected to unfair treatment compared to my colleagues in the establishment workplace* has a weighted mean of 2.89 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of unfair treatment has an average weighted mean of 2.95 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that unfair treatment sometimes coincides with the respondents' experience.

Effective implementation of policies, especially in restaurants, often faces hurdles. Inconsistent management of restaurant tax policies, for instance, can lead to significant financial issues, such as the tax arrears seen in Medan City, Indonesia, due to lack of oversight (Rezeki & Harahap, 2022).

Inconsistent policies can affect staff perceptions of their workplace, impacting their attachment to the organization and their willingness to recommend it to others. Employees may notice inconsistencies between the external image of a hotel and the internal employer image, influencing their job satisfaction and loyalty (Kanwal & Hoye, 2020).

**Table 8.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Work Schedule

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I frequently find the work schedules in our establishment to be unreasonable, exhausting, negatively affecting my personal life.	3.12	Agree	Moderate Extent
2. I am stressed and dissatisfied with my job because of the irregular and unpredictable work hours in our workplace.	3.08	Agree	Moderate Extent
3. I often feel that the lack of flexibility in scheduling does not accommodate personal or family needs, leading to a work-life imbalance.	3.22	Agree	Moderate Extent
4. I have difficulties in planning and managing my time effectively due to the constant changes and short notices in our work schedules.	3.10	Agree	Moderate Extent
5. I perceive that certain policies and decisions in our establishment are implemented inconsistently, leading to unfair treatment of some staff members.	3.18	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>3.14</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 8 reveals the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of work schedule. As to the statement, *I often feel that the lack of flexibility in scheduling does not accommodate personal or family needs, leading to a work-life imbalance* has a weighted mean of 3.2 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While the statement, *I am stressed and dissatisfied with my job because of the irregular and unpredictable work hours in our workplace* has a weighted mean of 3.08 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of work schedule has an average weighted mean of 3.14 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the work schedule sometimes coincides with the respondents' experience.

A study in Surkhet Valley found that an unhealthy working environment was a primary cause of stress among hotel and restaurant employees. The study also noted that stress negatively impacts employee performance (Thapa, 2022).

In Egyptian hotels, work stress and job burnout due to work schedules were shown to have a significant positive impact on employees' intentions to leave their jobs (Salama et al., 2022).

A study in Mumbai's hospitality sector found that job satisfaction is inversely related to job stress. Stress had a significant negative impact on employees' overall well-being (Goswami & Dsilva, 2019).

Frontline employees in the Indian hospitality industry reported that abusive supervision, work schedule, and dysfunctional customer behavior led to emotional exhaustion, which impacted job satisfaction and intention to quit (Pradhan, 2021).



The hotel industry often involves long hours and unpredictable schedules, leading to stress and work-life imbalance. A study highlighted the importance of work-life balance and employee satisfaction, noting that irregular hour's impact both (Hsu et al., 2019).

**Table 9.** Extent of Work Challenges Among Hotel and Restaurant Management Staff in Butuan City in Terms of Lack of Recognition

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. I often feel that my efforts and contributions in the establishment are overlooked and not adequately recognized.	3.10	Agree	Moderate Extent
2. I am demotivated and dissatisfied with my job because of the lack of recognition for good work performance.	3.11	Agree	Moderate Extent
3. I perceive that our management rarely acknowledges or rewards the hard work and dedication of the staff.	2.93	Agree	Moderate Extent
4. In our workplace, I notice a consistent undervaluing of employee achievements, which impacts team morale.	3.28	Agree	Moderate Extent
5. I believe that the absence of a proper recognition system for staff performance contributes to a feeling of being undervalued in my role.	3.46	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>3.18</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 9 displays the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of lack of recognition. As to the statement, *I believe that the absence of a proper recognition system for staff performance contributes to a feeling of being undervalued in my role* has a weighted mean of 3.46 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience. While the statement, *I perceive that our management rarely acknowledges or rewards the hard work and dedication of the staff* has a weighted mean of 2.93 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the statement sometimes coincides with the respondents' experience.

To sum up, the extent of work challenges among hotel and restaurant management staff in Butuan City in terms of lack of recognition has an average weighted mean of 3.18 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that lack of recognition sometimes coincides with the respondents' experience.

**Staff Preferences for Recognition:** In a study exploring hotel workers' preferences, it was found that employees have distinct preferences for material and non-material forms of recognition, impacting their satisfaction. A well-balanced but flexible recognition system is crucial to motivate employees and meet their needs (Younies & Al-Tawil, 2020). Research on reward systems in star-rated hotels showed that such systems positively affect employee performance. Moreover, hotels should adopt various reward systems to cater to their employees' needs for enhanced performance (Cheruon et al., 2023).

Recognition can significantly impact employee motivation, as shown in a study focusing on employees in a commercial bank. A key focus of recognition is making employees feel appreciated, which boosts self-esteem and confidence (Bradler et al., 2013). Employee

recognition influences job embeddedness, knowledge sharing, and service orientation. Additionally, abusive supervision negatively impacts the effectiveness of recognition systems (Ampofo et al., 2023).

Recognition affects employees' well-being by mediating their pride. Authentic pride derived from recognition is linked to improved task performance and organizational citizenship behavior (Yang et al., 2022). Public recognition of individual achievements can have a positive spillover effect, enhancing team members' performance (Li et al., 2016).

**Table 10.** Summary on the Extent of Challenges Among Hotel and Restaurant Management Staff in Butuan City

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation
1. Conflicts	2.81	Agree	Moderate Extent
2. Co-worker Disagreements	2.94	Agree	Moderate Extent
3. Work Environment	2.78	Agree	Moderate Extent
4. Hygiene Risk Factors Discrimination	2.66	Agree	Moderate Extent
5. Micro Management	2.80	Agree	Moderate Extent
6. Poor Communication	3.01	Agree	Moderate Extent
7. Unfair Treatment	2.95	Agree	Moderate Extent
8. Work Schedules	3.14	Agree	Moderate Extent
9. Lack of Recognition	3.18	Agree	Moderate Extent
<b>Average Weighted Mean</b>	<b>3.36</b>	<b>Agree</b>	<b>Moderate Extent</b>

Table 10 shows the summary of the extent of challenges among hotel and restaurant management staff in Butuan City. As to the *Lack of Recognition* has a weighted mean of 3.18 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that *Lack of Recognition* sometimes coincides with the respondents' experience. While the *Hygiene Risk Factors Discrimination* has a weighted mean of 2.66 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that *Hygiene Risk Factors Discrimination* sometimes coincides with the respondents' experience.

To sum up, the summary of the extent of challenges among hotel and restaurant management staff in Butuan City has an average weighted mean of 3.36 with a verbal description of *Agree* and a verbal interpretation of *Moderate Extent*. This means that the summary of the extent of challenges sometimes coincides with the respondents' experience.

A lack of recognition has a direct impact on employee motivation in the hospitality industry. According to a study by Younies and Al-Tawil (2020), employees in hotels have varied preferences for recognition and reward, highlighting the need for personalized and meaningful recognition systems to enhance motivation (Younies & Al-Tawil, 2020). When such systems are absent, employees may feel undervalued, which can lead to decreased motivation.

Recognition plays a significant role in boosting employee performance and job satisfaction. In a field experiment by Bradler et al. (2013), recognition was found to enhance performance, particularly when given to the best performers (Bradler et al., 2013). Furthermore, Ampofo et al. (2023) showed that recognition positively influences job embeddedness and service orientation, which are critical for staff in the hospitality sector (Ampofo et al., 2023). A lack of recognition, conversely, can hinder these positive outcomes and contribute to job dissatisfaction.

The absence of recognition negatively affects employees' mental health and well-being. Yang et al. (2022) found that recognition influences employees' positive psychological functioning and well-being through the emotion of pride (Yang et al., 2022). When

employees are not recognized, their sense of pride diminishes, leading to potential burnout and decreased job satisfaction.

**Table 11.** Test on Difference in the Work Challenges Faced by the Hotel and Management Staff in Butuan City

	Chi-Square Statistic	df	Asymp.Sig (P-value)	Decision	Conclusion
Conflicts	.600	3	.896	Accept	There is no significant difference in the work challenges faced by the hotel and management staff in Butuan City.
Coworker Disagreements	.000	4	1.000	Ho	
Work Environment	.000	4	1.000		
Hygiene Risk Factors	.000	4	1.000		
Micro Management	.000	4	1.000		
Poor Communication	.000	4	1.000		
Unfair Treatment	.000	4	1.000		
Work Schedule	.000	4	1.000		
Lack Recognition	.000	4	1.000		

Table 11 shows the chi-square test in determining the significant difference in the work challenges faced by the hotel and management staff in Butuan City.

The model statistically demonstrated the significance of the variables i.e. (1) Conflicts (p=.896), Coworker Disagreement (p=1.000) Work Environment (p=1.000), Hygiene Risk Factors (p=1.000) Micro Management (p=1.000) Poor Communication (p=1.000) Unfair Treatment (p=1.000) Work Schedule (p=1.000) and Lack Recognition (p=1.000). It shows that the result is not significant for all the indicators with the p-value > 0.05, which accepts the null hypothesis that asserts the variables are independent of each other.

The chi-square test result indicates that there is no significant difference in the work challenges faced by the hotel and management staff in Butuan City.

## CONCLUSION

Based on the findings, there is a moderate extent of work challenges among hotel and restaurant management staff in Butuan City. This means that the extent of challenges sometimes coincides with the respondents' experience. In addition, the study reveals that most respondents are young adults, predominantly in the 22-25 age range, and male. A significant portion of the respondents are single, college graduates, and hold staff positions. They typically work 8-hour shifts for 6-7 days a week, with 1-2 years of service. There is no significant difference in the work challenges faced by the hotel and management staff in Butuan City.

Moreover, the challenges faced by hotel and restaurant management staff in Butuan City. The data reveals that lack of recognition ranks as the top challenge; poor communication and work schedules are also significant challenges. Poor communication can hinder teamwork and effectiveness, while unfavorable work schedules may affect work-life balance. Furthermore, Herzberg's Two-Factor Theory supports the study's findings by highlighting the importance of addressing both hygiene factors and motivators. The theory provides a useful framework for understanding and tackling the challenges faced by hospitality industry staff, including conflicts, work environment issues, and lack of recognition.

## **RECOMMENDATIONS**

Since the findings show that the hotel and restaurants lack recognition, to address the challenge of lack of recognition, hotel and restaurant management should implement a structured employee recognition program. This program can include monthly or quarterly awards, shout-outs during meetings, or employee of the month acknowledgments. Recognizing employee achievements can improve morale and job satisfaction, as supported by research showing that recognition enhances employee engagement.

Employee recognition is a powerful tool for enhancing workplace morale. Studies have shown that employees who feel valued and acknowledged for their efforts tend to have higher job satisfaction levels and are more motivated at work (Ramya & Vanithamani, 2023). Recognition programs, such as "employee of the month" or awards, provide tangible evidence that the organization appreciates its employees, contributing to a positive work environment.

### ***To the School Administrators***

Schools that offer hospitality and management programs should focus on developing communication skills in their curriculum to address poor communication among hotel and restaurant management staff. The school administrators will be encouraged to integrate communication skills training into their hospitality management programs. This training will include courses and workshops on effective interpersonal communication, teamwork, and conflict resolution. By developing these skills, future professionals will be better equipped to handle communication challenges in the workplace.

Effective communication is crucial in the hospitality industry. Poor communication can lead to misunderstandings, conflicts, and decreased job satisfaction (Wong et al., 2021). Training students in communication skills will help them avoid these issues in their future careers.

### ***To the Employees***

To address work schedule challenges faced by hotel and restaurant management staff, employees should prepare themselves for the demanding nature of the industry. Understanding the importance of work-life balance in hospitality is crucial. Employees can manage demanding schedules by setting clear boundaries between work and personal time and communicating their availability to supervisors and colleagues. Engaging in self-care practices like exercise, meditation, or hobbies helps reduce stress while maintaining a balanced diet and sufficient sleep enhances overall well-being.

Developing time-management skills is essential for prioritizing tasks and organizing shifts. Creating a realistic work plan prevents overcommitting. Seeking support from colleagues and supervisors and collaborating to share responsibilities fosters a supportive work environment.

Maintaining work-life balance is essential in the hospitality industry, where irregular hours and long shifts are common (Martins et al., 2021). Teaching students strategies for achieving balance will help them manage the demands of their future careers. Simulating realistic work scenarios will help students develop resilience and time-management skills, which are crucial for handling challenging schedules (King et al., 2021). By exposing students to these scenarios, teachers can better prepare them for the industry.

### ***To the Diploma program***

The diploma programs should align with industry needs in integrating practical training into their curriculum. This will include internships and on-the-job experiences that provide

students with firsthand insight into the industry. Practical training will bridge the gap between theory and practice, better-preparing students for the workforce.

In addition to technical skills, diploma programs should focus on developing soft skills, such as communication, teamwork, and problem-solving. Soft skills are crucial for success in the hospitality industry and emphasizing them in the curriculum will make graduates more competitive.

Integrating practical training into diploma programs is crucial for bridging the gap between classroom learning and real-world application. According to recent studies, students who participate in internships or practical experiences are better prepared for their careers and have higher employment rates upon graduation (Ha, 2022). Emphasizing soft skills in diploma programs is essential for success in the hospitality industry. Employers value communication, teamwork, and problem-solving skills, and graduates with strong soft skills are more likely to succeed in their careers (Bussin, 2020).

### ***To the Students***

The students should prioritize time management skills to handle demanding coursework and prepare for the hospitality industry's often hectic schedules. Using planners, setting goals, and establishing routines will help them manage their academic and personal responsibilities effectively. Students will benefit from participating in internships, part-time jobs, or volunteer opportunities in the hospitality industry. Engaging in experiential learning will provide them with valuable real-world experience and help them build a network of professional contacts.

Hospitality management students should focus on developing soft skills such as communication, teamwork, and problem-solving. These skills are critical for success in the industry, and students can enhance them through group projects, extracurricular activities, and self-study. Students should stay informed about the latest trends and developments in the hospitality industry. Reading industry publications, attending seminars, and engaging with professional networks will keep them updated and enhance their career prospects.

Time management is crucial for students in demanding fields like hospitality management. Research shows that students with strong time management skills achieve better academic outcomes and are more prepared for their future careers (Ha et al., 2022). Prioritizing time management will help students balance their studies and personal lives. Engaging in experiential learning, such as internships or part-time jobs, helps students gain practical experience and develop professional networks. According to Yang et al. (2020), students who participate in experiential learning opportunities have higher employment rates and better career readiness. Developing soft skills is essential for success in the hospitality industry, where teamwork and customer service are key. By focusing on communication, teamwork, and problem-solving, students can enhance their employability and effectiveness (Mahase, 2023). Staying informed about industry trends helps students prepare for the evolving demands of the hospitality sector. According to Ahmad (2020), students who stay updated on trends such as sustainability and technology are more competitive in the job market and better equipped for future challenges.

### ***To the Future Researchers***

Future researchers should explore emerging topics in hospitality management, such as sustainability practices, technological advancements, and changing consumer preferences. These areas are evolving rapidly and offer opportunities for impactful research. Researchers will benefit from utilizing mixed methods approaches that combine qualitative and



quantitative research. This will provide a more comprehensive understanding of complex issues in the industry.

Collaborating with industry partners will enable researchers to gain practical insights and access relevant data. Partnerships with hotels, restaurants, and industry associations will enhance the relevance and impact of their research. Given the challenges faced by hotel and restaurant staff, future researchers should focus on employee well-being. Researching factors that impact job satisfaction, mental health, and work-life balance will contribute to the development of strategies for improving employee outcomes.

Exploring emerging topics in hospitality management is crucial for staying relevant in a dynamic industry. According to Cheng et al. (2021), researching areas such as sustainability and technology can provide valuable insights for businesses adapting to changing market conditions. Utilizing mixed methods approaches allows researchers to gain a deeper understanding of complex issues. Combining qualitative and quantitative data can provide a nuanced perspective, enhancing the validity and reliability of research findings (Wingate et al. 2021).

Collaborating with industry partners provides researchers with practical insights and access to valuable data. Such partnerships enhance the relevance and applicability of research findings, as noted by Yang et al. (2020). Focusing on employee well-being addresses a critical issue in the hospitality industry, where staff often face challenging work conditions. Researching factors that impact well-being can inform strategies for improving job satisfaction and retention, as supported by Wong et al. (2021).

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