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How could hospitality employees survive? The individual costs, career decisions and autonomy support of furlough strategies in a crisis

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Abstract

The hospitality industries are fragile and have very little business in a public crisis such as the Covid-19 pandemic. Under a difficult time, the hospitality organizations still need to keep talent employees who are critical when the business is recovered. Furlough that employers keep talent employees without variable cost, becomes a common choice among hotels. However, the potential impacts of such furlough practices on employees have rarely been investigated. By analyzing the data set from 386 furloughed UK hotel employees, the present study illustrated that the perceived costs of furlough as well as the availability of alternative opportunities resulted in career changes, and that feelings of acknowledged as a dimension of autonomy support weakened the effects of social costs on career change decisions. The findings call for more balanced furlough strategies and extend knowledge about social justice at workplace.

Keywords: autonomy support, career change intention, Covid-19, furlough, relative deprivation theory, social justice

1. Introduction

The unprecedented worldwide lockdowns caused by Covid-19 pandemic have devastated tourism and hospitality businesses. Eight out of ten hotels are empty, and profits fell by 100.6% (STR, 2021). The lockdowns in the UK caused approximately 13,000 hotels and 35,000 B&Bs succumb to financial pressures (WIRED, 2020). Such situation forced hospitality operators to reduce labor costs, which is the largest part of their financial burden. As furlough strategies allow hotels keep talent employees but still reduce short-term labor costs (Bajrami et al., 2020; Chen, 2020), when hotels encountered a historically low average occupancy rate around 38%, over 70% of employees had been furloughed in the world (AHLA, 2020). Marriott group had furloughed 1,500 workers in 60 UK hotel units (Guardian, 2020). Online travel agencies (OTAs) such as TripAdvisor had implemented a cutback strategy with more than 850 employees furloughed.

The Office for National Statistics (ONS), the UK's largest independent producer of official statistics and recognized national statistical institute, recently indicates that the number of UK hospitality pay-rolled employees was 1,864,320 in June 2021. It has been a first increase since the lockdown in March 2020 (ONS, 2021). However, 45 % of employers in the UK hospitality sector have hard-to-fill vacancies and 46% of employers face recruitment challenges (CIPD, 2022). These facts have shown that the lockdown-induced furlough practices truly affected the labor supply of UK hospitality sectors. Although there was an increase of the total number of employments in the middle of June 2021, many vacancies and recruitment challenges indicated that hospitality labors had changed an industry during the lockdown, maybe forever. The potential impacts of furlough on employees' career decision, or whether furlough strategies were as effective as it should be for both hotels and employees, has not been unfolded yet. When our society is recovering from the Covid 19-pandemic, an increasing demand of workforces is not a surprise. Then, the questions such as how employers could act better to keep their talents and what are key factors driving furloughed employees' career decision, have to be investigated in the future.

Although differing from laid-off in terms of a nonpermanent unpaid leave (Brutocao & Marshall, 2011), furlough strategies could also cause uncertain impacts on employees' subjective well-being and career changes decisions (e.g., Bufquin et al., 2021; Chen & Chen, 2021; Dorset Chamber, 2020; Halbesleben et al., 2013). During the period of furlough, employees would experience losses of financial stability and job security so as to potentially affect their retention in the current positions (Bufquin et al., 2021; Hohman et al., 2013). Furthermore, with such uncertainties, employees may feel stressed and hesitated to engage in work even when furlough schemes end and they return back to work (Cribb et al., 2021). Tourism and hospitality industries are found more vulnerable to external shocks than many other sectors (Zheng et al., 2021). The travel limitations in Covid-19 pandemic added 'fuel' to the 'fire' into tourism and hospitality businesses with millions of employees being furloughed for a long-period of time (e.g., UK, more than one year). Additionally, employees may face a heightened risk of entering unemployment after furlough scheme, due to reduced government compensations and increased employer contributions. Such perceived costs (e.g., reduction of income and feeling of deprived) may result in a serious loss of talent staff and a long-term issue of social justice in the workplace.

The furloughed employees as a special group suffered during the Covid-19 pandemic, deserve more attentions from academics, industry and society (Chen, 2020). The present study thus aims

to investigate the impact of furlough during Covid-19 pandemic on employees on the perspective of relative deprivation theory (Walker & Pettigrew, 1984) and basic needs theory (Vansteenkiste et al., 2010). The present study also tries to understand alternative career opportunities, perceived costs of furloughs due to Covid-19, and perceived autonomy support among furloughed employees. As a result, the present study includes several research questions specifically. First, what are the furlough-induced costs for furloughed hospitality employees during Covid-lockdowns? Employees' perceptions of costs may be crucial determinants for career decisions when facing challenges due to furloughs. This study is earthshaking to employers and policy makers for comprehending furloughed talents, and then relevant human resource practices can be set appropriately for boosting recovery from Covid-19 crisis and for ensuring social justice. Second, how do furlough-induced costs affect career change intention? Changing career is a complex decision-making process, particularly during a crisis. Factors affecting employees' intentions to change career during the Covid-19 pandemic crisis may go beyond job satisfaction, and their psychological feelings and needs may have far more impacts. Therefore, what are the influences of psychological factors in the model of career change intention for furloughed hospitality employees? Employees' perceived autonomy support predicts the satisfaction of core psychological needs and the process of career decision making (Gagné et al., 2000; Hohman et al., 2013). This study then extends the research about the social costs caused by Covid-19 (Qiu et al., 2020) and the lack of organizational support for hospitality employees to cope with the crisis (Chen, 2020), and finally provides new insights into perceived costs and autonomy support of employees in career decisions.

2. Literature review

2.1 Literature on furlough

Furlough was defined as the cross between vacation and dismissal—do not have to work but without job pay (Jones et al., 2014), which is deemed as a form of job insecurity (Halbesleben et al., 2013). Employees who are placed on the status of furlough may face severe threats of resource losses, thereby leading to negative outcomes such as life dissatisfaction and emotional burnouts (Baranik et al., 2019). Furloughs may cause employees emotional exhaustion, lead to low performance, and prevent their work recovery experiences (Halbesleben et al., 2013). In addition, employees' perceptions of furlough implementation can negatively affect career decisions

(Hohman et al., 2013). Furlough as a key cut-back strategy for businesses implemented during severe economic recessions may have significant effects on job satisfaction, financial burden and career stability (Lee and Sanders, 2013). However, empirical evidence was limited in explaining how furlough status could affect hospitality employees' intentions to change jobs or careers. For instance, individuals may seek to leave hospitality sectors and join another industry where perhaps less severely affected by external shocks. The impact of furlough on employees in tourism and hospitality industries could be particularly critical during difficult time (e.g. Covid-19 pandemic) but limited knowledge has yet been known. Previous empirical findings on furlough are summarized in Table 1.

Table 1. Studies on furlough

| Year and Authors | Study Context | Focuses | Methods | Findings |
|----------------------------|---|---|--|--|
| Hohman et al., (2013) | Higher education institution | Furlough at higher education and decision to leave | Online survey 399 faculty staff | Furlough-led financial strain has a positive relationship with the intention to leave and feeling of acknowledgment has a negative relationship with the intention to leave. |
| Halbesleben et al., (2013) | Public organization | Furloughs on government employees' emotional exhaustion and performance | Survey 180 state government employees | During the furloughs, the employees' emotional exhaustion increased, and self-rated performance decreased. |
| Lee & Sanders (2013) | Public organization | Furlough policy and strategies for human resource management | Survey 273 state agency employees | Furlough is positively associated with employees' financial burden. Furlough also significantly influences job satisfaction and career stability. |
| Bellairs et al., (2014) | Conceptual framework in human resource management | Multilevel model of HRM implications of furloughs | Conceptualized framework | Different strategic HRM practices moderate employees' affective responses (e.g. trust, justice, and psychological contact) to furlough. |
| Fraher & Gabriel (2014) | Aviation Industry (Airplane Pilots) | Furlough and occupational identities | 127 United States pilots | Some furloughed pilots started new careers without abandoning their dream of flying and occupational identities. |

| | | | | |
|-------------------------------|----------------------------------|---|---|--|
| Jones et al., (2014) | Higher education institution | Furloughs and budget cuts on educational activities | Online survey 114 faculty staff | The increased workloads after furloughs diminished feelings of personal accomplishment, and stressful interactions with students lead to a higher level of emotional exhaustion. |
| Pelletier et al., (2015) | Higher education institutions | Different perceived organizational membership due to furlough | Survey 5,138 staff | Managerial staff had a higher perceived organizational membership (need fulfilment, mattering, and belonging) than support staff. |
| Baranik et al., (2019) | Public organization | Furlough, resources loss and psychological conditions | Survey 212 individuals | Furlough positively affected personal resource loss, which in turn influences on life satisfaction, work–family conflict and emotional burnouts. |
| Mandeville et al., (2019) | Public organization | Furlough on family identification | Online survey 180 state government employees | Furlough increased perceived psychological contract breach. Following the furlough, employees' family identity salience also significantly increased. |
| Chen (2020) | Hospitality and Tourism Industry | The impact of Covid-19 pandemic on furloughed hospitality and tourism employees' wellbeing | Online survey 1231 hospitality and tourism employees | Furloughed and unemployed employees are more negatively impacted during the Covid-19 pandemic |
| Chen & Chen (2021) | Hospitality Industry | The impact of COVID-19's impact on unemployed and furloughed hospitality workers' career change intention in the U.S. | 607 unemployed and furloughed hospitality workers | Furloughed hospitality workers were found financially strained, depressed, and socially isolated due to the pandemic, leading to impaired well-being and an increased intention to leave the hospitality industry. |

The impact of furlough on employees has been investigated in various contexts such as higher education (Hohman et al., 2013; Jones et al., 2014; Pelletier et al., 2015), public organizations (Baranik et al., 2019; Halbesleben et al., 2013; Mandeville et al., 2019), and aviation sectors (Fraher and Gabriel, 2014). Potential negative effects of furlough practices on employees were revealed in terms of financial distress, psychological feelings, and social influences. For instance, the furlough-led financial distress can increase the intention to leave the job (Fraher and Gabriel, 2014; Hohman et al., 2013), and furlough can result in diminished feelings of personal

accomplishment, and a higher level of emotional exhaustion (Halbesleben et al., 2013; Jones et al., 2014). The status of furlough can cause employees' feelings of distrust, and change psychological contract perceptions due to job uncertainty (Bellairs et al., 2014). The furlough status may also result in difficulty of restoring self-efficacy owing to the negative feelings/thoughts caused by the furlough (Baranik et al., 2019). In turn, the lingering negative impacts are brought on work–family conflict, burnout, and life satisfaction (Baranik et al., 2019), as the furlough status removes employees' work and social environment, and disrupts employees' meaning in the work domain (Mandeville et al., 2019). Thus, a breach is promoted regarding employees' psychological contract during the furlough (Mandeville et al., 2019), which can affect the future employment relation due to the potential reduction of employers' commitment. While some existing insights can be learned from the existing literature on furlough, relatively fewer studies have examined the effect of furlough due to pandemic (e.g. COVID-19). Even less is known regarding the impact of furlough pandemic on the hospitality industry, which is among the hardest-hit sectors across the globe due to coronavirus.

Recent hospitality research on furlough assessed the associations between three psychological factors (social support, Covid-19 pandemic induced panic, and wellbeing) and asserted that furloughed employees were more negatively and psychologically affected during COVID-19 pandemic (Chen, 2020; Chen & Chen, 2021). However, the extant research efforts mainly focused on furlough from the lens of employees' psychological feelings and well-beings. This study thus continues and advances the conversation from Chen and Chen (2021)'s recent study on the impact of COVID-19 on furloughed hospitality employees, by concentrating on the potential outcome of furlough-career change intention and by integrating financial, social and psychological costs as well as perceived availability of alternative opportunities into the research framework. Moreover, recent study argued that hospitality employees have been expecting organizations to provide better support and communications during Covid-19 pandemic (Bajrami et al., 2020). However, limited information is yet to know regarding the role of autonomy support (i.e. understanding, acknowledgement, and choice) in affecting the associations between perceived costs and career change intentions.

2.2 Theoretical foundation and research framework

2.2.1 Social exchange theory

Social exchange theory (SET) evolved from a view of social behavior with the primary assumption that two parties who maintain relationships expect to be rewarded for doing so (Homans, 1958). Emerson (1976) emphasized that social relationships can be built, maintained or terminated by individuals based on their evaluations of the benefits and costs. SET has been widely applied in the context of workplace, such as explaining how the employee–organization relationship motivates job commitment and loyalty (Hom et al., 2009). Prior SET research also identified that employees’ intentions to leave their jobs are associated with cost–benefit calculations (Harden et al., 2018). Employees’ perceived benefits facilitate the success of the social exchange process, while perceived losses can expedite the ending of a working relationship (Yan et al., 2016). Under the circumstances of Covid-19 pandemic, perceived benefits for hospitality employees could be available job opportunities for them, whereas perceived costs may refer to the costs induced by furlough status, including financial, social and psychological losses. Furloughed employees may start searching for alternatives as soon as they recognize the costs of being furloughed to their lives and careers. Hence, according to SET, we can infer that during pandemic employees likely evaluate the costs (due to furlough) with benefits (alternative jobs) which may trigger their intention to change careers (see Figure 1).

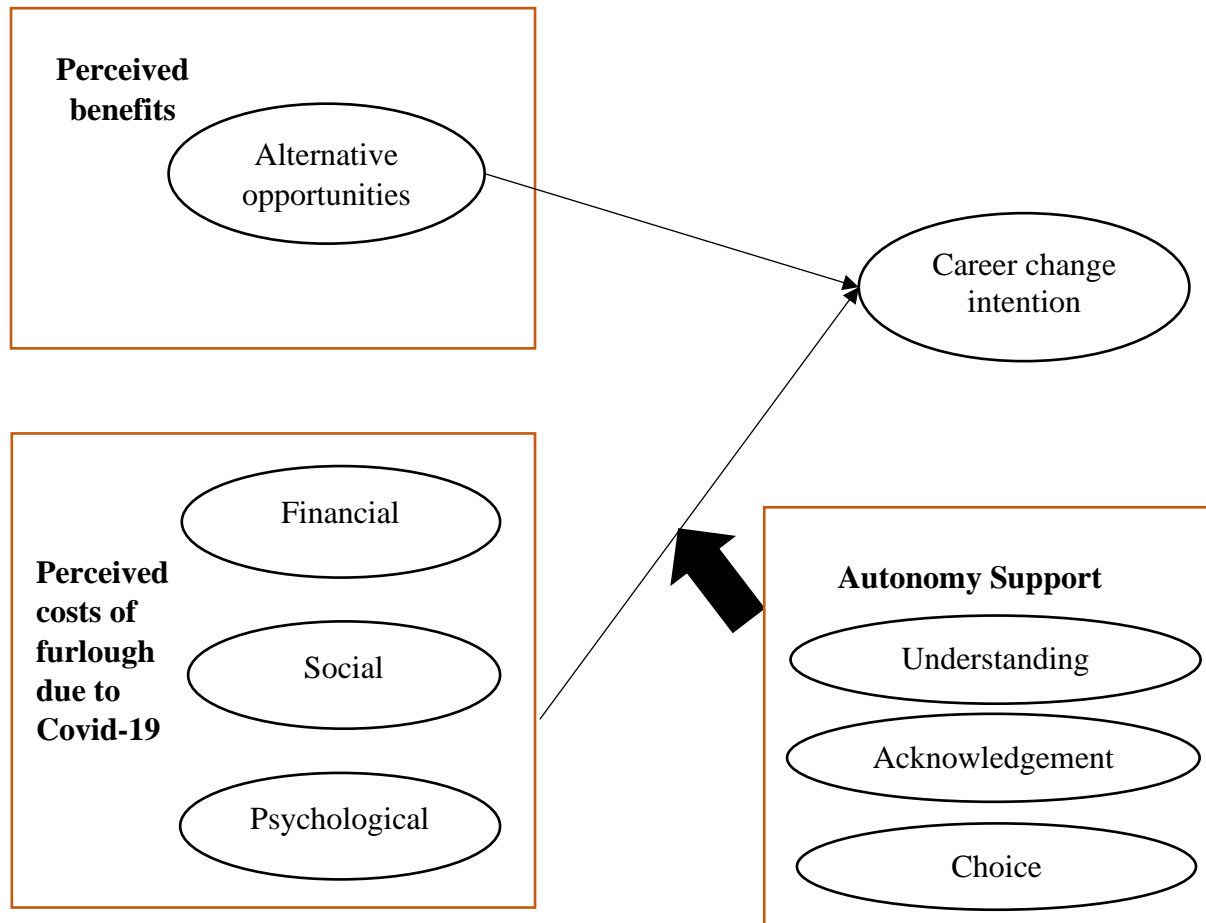


Figure 1. The theoretical framework

Career change refers to a movement of a new occupation that is not in a normal career progression (Rhodes & Doering, 1983). The change creates a challenge for employers to find a replacement (McGinley, 2018). When certain numbers of trained and qualified talents leave an industry, such career changes can cost a lot and largely reduce the productivity for the sector. In this study, career change intention refers to employees' intentions to seek a new career outside of the hospitality industry. In Mobley's career change (1977) model, job alternatives play a decisive role in employees' decisions to change career. McGinley et al. (2014) adapted the career change model to the hospitality industry, suggesting that perceived availability of alternative employment positively relates to employees' turnover intentions. In a hospitality context, employees are able to gain a broad set of managerial skills through different positions and job roles, thus they may

find it easier to switch careers when faced with more available alternative job options. Employees can perceive benefits from alternative opportunities by evaluating them against the outcomes of their current jobs (McGinley et al., 2014, 2019).

COVID-19 pandemic lockdowns offered hospitality employees more time and space to rethink what they want from their jobs and the next stage of their careers (Chen, 2020; Chen & Chen, 2021). Recent hospitality research indicated that graduates from UK-based institutions showed high extent of international career mobility, with 44% of graduates who had at least one international job experience (Tolkach and Tung, 2019). This result implies that UK hospitality professionals may be strongly capable to seek international alternative opportunities during the difficult time. The hospitality industry has been massively affected by COVID-19 and are now facing the challenges of losing talents, as a large number of hospitality employees may change their industry during pandemic to seek where the cash flow is quicker. The benefits of available alternative opportunities may reinforce such intentions during COVID-19 pandemic lockdowns. Based on the above reasoning, we propose the following hypothesis:

H1: The perceived benefits of available alternative opportunities relate positively to furloughed employees' intentions to change career.

2.2.2 Relative deprivation theory

Relative deprivation explains individuals' feelings that are not necessarily reflecting an objective state (Cho et al., 2014). Relative deprivation has been defined in the employment state, which is associated with the perceived differences between a person's actual status and the expected status (Winefield, 2002). Cho et al. (2014) argued that relative deprivation is built upon the comparisons with other people or oneself at other points in time. A person's perceived fairness of a particular way of resource allocation may be viewed differently by another person as unfair or fair. The deprivation is relative and not absolute because of the interpersonal or intergroup comparison (Walker & Pettigrew, 1984). These interpersonal and intergroup social comparisons result in individual-level behaviors and group-level reactions respectively. The relative deprivation theory (RDT) has been widely used in the fields of sociology and human resource management (Cho et al., 2014; Lee et al., 2019; Melkonian et al., 2011). Cho et al (2014) attained that individuals evaluating their attainments at workplace contains actual and relative terms. Therefore, the relative

deprivation is significantly important to employees' feelings about the differences between actual and relative terms in the workplace.

Psychological feeling varies among individuals. The RDT can be applied in organizations to explain employees' feeling of deprivation regarding resource reallocation, such as frequency of promotions, amount of compensations, and layoff decisions (Cho et al., 2014; Triana et al., 2019). Yan et al. (2016) split perceived costs into two kinds: cognitive costs e.g. psychological outcomes, including depression, panic and irritation, and executional costs e.g. time, material and financial resources. During the Covid-19 pandemic, the process of furlough can make employees feeling relatively deprived, which may create a perception of psychological costs. This perception may lead to reactions such as unwilling to collaborate (Melkonian et al., 2011) and turnover intention (Lee et al., 2019). Therefore, the perceived costs for employees who have been furloughed are likely to be huge, with unprecedented effects on employees' rethinking about their career development and intentions to seek new opportunities.

Despite the critical influence of furlough on the hospitality industry, especially under the context of Covid-19, only a few emerging studies have so far analyzed furlough and how it affects employees' well-being and job-related behaviors (Bajrami et al., 2020; Bufquin et al., 2021; Chen & Chen, 2021; Qiu et al., 2020). Bajrami et al (2020) asserted that some changes made during Covid-19 can be strong predictors of employees' working attitude, while Bufquin et al. (2021) indicated a positive association between psychological distress caused by Covid-19 and employees' career change intentions in the restaurant sector. The existing literature has not yet provided a holistic picture integrating financial, social and psychological costs into the research model, to have a more nuanced understanding of employees' perceived costs and their impacts on career decisions during pandemic. As previously stated, people working in the hospitality industry may seek to work in other industries where fewer costs were caused by external shocks.

Financial, psychological and social costs

During Covid-19 pandemic, obvious financial costs exist and the reduction of income would induce employees to search new financial sources, thereby leading to a result of leaving the current job or even the industry. Furloughed employees generally suffer from loss of pay and uncertainty about their future jobs and income (Bellairs et al., 2014). Furlough reduces employers' labor costs but increase employees' financial instability. Furlough may also affect employees with company incentive schemes such as share options. Some share option schemes require employees to meet

stipulated minimum working hours and time with the option-granting companies (Dorset Chamber, 2020), therefore furloughed employees may lose their share option incentives. Other financial impacts of furloughs on employees were identified in relation to entrepreneurial failure (Liu et al., 2019), with a decrease in individual wealth and risk of personal insolvency. Such financial consequences restrict their ability to spend and fulfil personal financial needs.

From a psychological perspective, furlough can lead to an increased feeling of relative deprived owing to the change of power and status and seeking a new career may ease psychological harms for employees (Osborne et al., 2015). Furloughed employees can be very anxious about whether they would have jobs to return back to (Mandeville et al., 2019). Some furloughed employees may feel guilty because their other colleagues are carrying heavier workloads. This may also cause a loss of self-worth as they feel under-valued (Hohman et al., 2013). Through the conceptual lens of RDT, the employees' psychological feeling of relative deprivation has the potential to incorporate power and status changes and in turn affecting the employees' turnover intention (Cho et al., 2014). Therefore, a furlough status may potentially cause employees' psychological feeling of relative deprivation as psychological costs. COVID-19-induced panic and depression feelings increased the intentions of furloughed employees to leave the hospitality industry for a new career (Chen & Chen, 2021).

In terms of social costs, prior research indicated that furloughed employees lacked enthusiasm to invest in interpersonal relations with others (Hohman et al., 2013). People may also worry about being isolated, particularly those living on their own during the COVID-19 lockdowns. Social isolation was found to cause depression during the COVID-19 pandemic (Chen & Chen, 2021). Peirce et al. (2000) identified that social contact was positively associated with social support, which may mitigate feelings of depression. People certainly need social support to overcome depression. Seeking new careers can increase people's social contacts, which can attenuate the negative effects of being furloughed. A stable household income and job status is a fundamental requirement for healthy families, and that job insecurity has a tremendous impact on family life, particularly those with a sole breadwinner (Lewis & Cooper, 1999). While Mandeville et al. (2019) revealed an increase in family identity during furlough, Baranik et al. (2019) asserted that furlough lead to more social issues such as work-family conflict.

Based on the above arguments, the perceived costs (financial, psychological and social) of furlough may further strengthen employees' intentions to change careers (Bellairs et al., 2014;

Hohman et al., 2013; Mandeville et al., 2019). The Covid-19 pandemic has placed everyone in an uncertain situation for which they were financially and psychologically unprepared (Chen, 2020; Qiu et al., 2020). Under the COVID-19 lockdowns, hospitality-related service providers were not allowed to open businesses for over three months in many countries (Chen & Chen, 2021), thus employees' intentions to change their careers may be unprecedentedly high in a global level. From the perspective of SET, employees expect reciprocation, and any imbalance or unexpected outcomes in the process can trigger their intentions to change careers if they must bear the costs of furloughs. As such, we hypothesize that:

H2a: The perceived financial costs of furloughs relate positively to furloughed employees' intentions to change career.

H2b: The perceived psychological costs of furloughs relate positively to furloughed employees' intentions to change career.

H2c: The perceived social costs of furloughs relate positively to furloughed employees' intentions to change career.

2.2.3 Basic need theory: The role of perceived autonomy support

Self-determination theory (SDT) has been used to explain how autonomy support may predict the satisfaction of core psychological needs (Gagné, 2003). This theory posits three basic psychological needs, for competence, relatedness and autonomy. Satisfaction of these needs may facilitate autonomous self-regulation of behaviors. Autonomy support is a core social trigger for the development of self-determined motivation (Gagné, 2003). Basic need theory (BNT) as a sub-theory of SDT specifically emphasizes innate psychological nutrients which contribute to psychological, physical and social wellness of individuals (Yu et al., 2018). BNT mainly highlights three dimensions of organizational environment that support the basic needs of employees: having a choice, understanding the rationale and having feelings acknowledged. Individuals are more likely to feel motivated and contented if they feel having a choice to participate in an activity, understanding the reasons to carry out the activity, and feeling acknowledged about the activity (Gagné, 2003; Hohman et al., 2013). Gagné (2003) argue that the quality and process of interactions may affect the extent to which people feel autonomous, related and competent. The satisfaction of each of the basic needs potentially assist the forming of psychological wellness productivity and social functioning (Yu et al., 2018).

In the hospitality field, studies have examined perceived organizational support (Cheng & Yi, 2018; Tsai et al., 2015), which describes the extent to which employees perceive that their organizations value their contributions and care for their well-being. However, the existing literature fails to reveal the effect of perceived autonomy support on employees during difficult times, especially from the BNT perspective. During the Covid-19 lockdowns, when many hospitality employees have been furloughed, it is essential to address their psychological needs in order to mitigate the negative effects. As asserted by Bajrami et al (2020), hospitality employees were expecting organizations to provide stronger support and better communications during pandemic (Bajrami et al., 2020). In the context of this study, perceived autonomy support refers to employees understanding the rationale, feeling that they have choices and that their negative feelings are acknowledged and understood (Gagné, 2003; Yu et al., 2018). Although recent hospitality literature indicated the importance of social support in affecting employees' wellbeing during Covid-19 pandemic (Chen, 2020), the focus is mainly on the support from social environment (i.e. confidant and neighbor) and limited knowledge is known about the role of autonomy support (from employers) in affecting employees. Specifically, it would be interesting to study how people's feeling of having choice, understanding and being acknowledged may impact the effects of perceived costs owing to furlough on their career-related decisions, which remains unclear in the extant literature.

A few studies have investigated the role of perceived autonomy support from employees' perspective on organizational decisions, of which furloughing is an example (Hohman et al., 2013). During the Covid-19 pandemic, people are certainly suffering more psychologically, and perceived autonomy support may be especially essential while employees are suffering the consequences of being furloughed. As both cognitive and executional costs go into a cost-and-benefit evaluation process and then leading to intention to change behavior from the perspective of SET, the satisfaction of basic psychological needs (measuring by autonomy support) becomes essential to the process. From the perspective BNT, perceived autonomy support may satisfy furloughed employees' psychological needs, making them feel valued and still connected, as well as having their feelings acknowledged and understood. Therefore, higher perceived autonomy support (more satisfied in basic psychological needs) lead to more tolerance of the perceived costs in the furlough process, thus weakening intentions to change careers; while lower perceived autonomy support (less satisfied in basic psychological needs) strengthens the effect of perceived costs due to

COVID-19 related furlough in driving career change intention. As a result, the moderating effects of perceived autonomy support are hypothesized as follows (see Figure 1):

H3: The three dimensions of perceived autonomy support (having a choice, understanding the rationale and having feelings acknowledged) have moderating effects on the relationship between the perceived financial, psychological and social costs of furloughs and furloughed employees' intentions to change careers.

3. Methodology

3.1 Sample and procedure

The UK hospitality industry was directly responsible for 3.2 million jobs and was the third biggest employer in the UK (UK Hospitality, 2018). As an important contributor to the UK economy in terms of employment, the UK hospitality industry deserves greater attention, particularly during the impact of the Covid-19 pandemic, as 73% of employees in food services and 70% in the hotel sector have been furloughed by their employers (PwC, 2020). This study sought to capture the ongoing impact of furloughs on UK hospitality employees. Therefore, to qualify for participation, employees had to have been furloughed by their hospitality employers during the Covid-19 pandemic.

For data collection, Mechanical Turk (MTurk) was used to administer online surveys, which has been widely employed for studies conducted during Covid-19 pandemic (e.g., Gursoy et al., 2021). The time period of online survey was over 14 days from May 19, 2020 to June 1, 2020, which was within the time frame of the UK's first national lockdown due to Covid-19 pandemic (between late March and June 2020). Such lockdown period and the associated social distancing policies made online data collection imperative. It should be noted that, from March 23, 2020 to May 13, 2020, people were advised to stay at home, while hospitality businesses in the UK were request to close (Institute for Government, 2021). During this period, although some UK hotels remained open for key workers only, there were more than half of the total number of hotel rooms were temporarily closed, with reduced staff levels and facilities (Christie, 2020). Since mid-May 2020, the restrictions of lockdown were slightly lifted, e.g. people were allowed to leave home for outdoor recreation; hospitality businesses were not permitted to reopen to the public until July 4, 2020 (Wu et al., 2022).

The survey was modified based on comments and feedback from industry practitioners and academic experts. The final survey can be completed in approximately 10-15 minutes, including four work-related questions (e.g. “In which position do you work at your hotel?” or “How long have you worked there?”), six demographic information questions, and 32 scale measurement questions. A screening question was used to filter qualified respondents: “Did Covid-19 cause you to be furloughed in the hospitality industry?” Only those who answered “yes” could continue the survey. Data screening was conducted for missing answers, outliers, reliability and normality to fulfill the assumption of the general linear model (Agag & Colmekcioglu, 2020). After excluding incomplete questionnaires (with multiple missing values or regularly patterned answers) as well as outliers, a final sample of 386 furloughed hospitality employees was remained for data analysis. The results of reliability test suggest all the constructs can be accepted as reliable (see Table 6 in appendix 1). Both absolute values of skewness and kurtosis were below 2, indicating acceptable normality (Kline, 2011). Of the total of 386 respondents, 56.5% were male and 43.5% female (see Table 2); 46.9% were between 18 and 29 years old, 33.2% between 30 and 39, 16.6% from 40 to 49 and 3.4% from 50 to 64. 44.4% of the respondents were in a management position and 55.7% were operational staff; Almost half of the sample (49.5%) had worked at their current hotels for 2-5 years. Nearly 40% of the participants were working for local limited-service businesses, and 33.2% were working for full-service international branded premises.

Table 2. Descriptive Statistics of Respondent Profile

| Racial/ ethnic group | | | Gender | | |
|------------------------------------|-----|-------|-------------------------------|-----|-------|
| White | 290 | 75.1% | Male | 218 | 56.5% |
| Asian | 52 | 13.5% | Female | 168 | 43.5% |
| Mixed background | 19 | 4.9% | | | |
| African/Caribbean/Other background | 15 | 3.9% | | | |
| Chinese | 6 | 1.6% | | | |
| Other | 4 | 1.0% | | | |
| Age | | | Hotel type | | |
| 18-29 | 181 | 46.9% | Local full service | 77 | 19.9% |
| 30-39 | 128 | 33.2% | International full service | 128 | 33.2% |
| 40-49 | 64 | 16.6% | Local limited service | 154 | 39.9% |
| 50-64 | 13 | 3.4% | International limited service | 27 | 7.0% |
| | | | International full service | | |
| | | | Length of work | | |
| | | | Less than 2 years | 160 | 41.5% |

| | | | | | |
|---------------------------|-----|-------|-------------------|-----|-------|
| 65 or above | 0 | 0 | 2-5 years | 191 | 49.5% |
| Education | | | Position | | |
| Secondary school or below | 37 | 9.6% | More than 6 years | 35 | 9% |
| College | 104 | 26.9% | Management staff | 171 | 44.3% |
| Undergraduate | 155 | 40.2% | Operational staff | 215 | 55.7% |
| Postgraduate or above | 90 | 23.3% | | | |

3.2 Measures

The survey contained six key constructs eliciting responses on a seven-point Likert-type scale, from 1 = strongly disagree to 7 = strongly agree. The perceived cost of furloughs due to Covid-19 consisted of three dimensions: financial, psychological and social. The measurement scales were adapted mainly from Liu et al. (2019) and Brooks et al. (2020). Three questions related to the perceived *financial cost*, including “I am concerned about the impact that furlough will have on my job”. Six questions were designed to capture perceptions of the *psychological cost* of furloughs, including “I could not believe that I have been put in furlough”. The perceived *social cost* of furlough was measured by four items, including “Furlough affects harmonious relationships with my family.” The measure of *availability of alternative opportunities* included five items adapted from Lazarova and Cerdin (2007) and McGinley et al. (2014). Example questions were “It is possible for me to find a better job outside the hotel industry” and “I believe that acceptable jobs can be found outside the hotel industry”.

Career change intention, a dependent variable in this study, was measured by five items adapted from Mowday et al. (1982) and McGinley et al. (2019). Sample items included “I am thinking about leaving the hotel industry” and “During this period, I am actively searching for an alternative to the hotel industry.”

Perceived autonomy support, serving as a moderator, included nine measurement items adapted from Gagné et al. (2000) and Hohman et al. (2013), with three constructs: *Understanding*, *Acknowledge* and *Choice*. For example, items for *Understanding* included “I completely understand the reasons that necessitated the furlough”; items for *Acknowledge* included “My worries were taken into account at my hotel (organisation) before the furlough was implemented”; and items for *Choice* included “I had the opportunity to propose ways of implementing the furlough as it directly affects me”.

3.3 Data analysis

Data analyses were conducted using SPSS 24.0 and Amos 26.0 statistical estimation tools. Descriptive statistics were produced to view the profiles of respondents who had suffered from being furloughed and identify correlations between factors. Before applying the measurement model, data screening was carried out to fulfil the assumptions of confirmatory factor analysis (CFA). A set of estimations, including the model-fit, reliability and validity of factors and CFA, was performed using Amos 26.0. To test the moderating effects of autonomy support variables, the bootstrapping method with bias-corrected confidence estimates was employed using Hayes' (2018) PROCESS Macro v3.2. Following Hayes (2018), 5,000 bootstrapping re-samples were used to generate a 95% confidence interval for the statistical significance of the predicted effects. The moderating effects of employment profile factors were examined using multi-group structural equation modelling (SEM) with chi-square difference ($\Delta\chi^2$) tests.

4. Results

4.1 Measurement model

Table 2 presents descriptive statistics and intercorrelations between the constructs, revealing positive and significant correlations between financial, social and psychological costs, availability of alternative opportunities and career change intentions. The square roots of the average variances extracted (AVE) for all constructs are also included in Table 3. These support discriminant validity, as the square root of the AVE exceeds the correlations of the corresponding latent constructs (Hair et al., 2010).

Table 3. Descriptive Statistics and Correlations (N=386)

| Construct | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|----------------|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1. FinC | 2.899 | 1.301 | (0.811) | | | | | | | |
| 2. SoC | 3.703 | 1.371 | 0.526** | (0.783) | | | | | | |
| 3. PsyC | 3.603 | 1.463 | 0.621** | 0.739** | (0.804) | | | | | |
| 4. AAO | 3.285 | 1.121 | 0.203** | 0.119* | 0.095 | (0.727) | | | | |
| 5. CaCI | 3.226 | 1.303 | 0.273** | 0.180** | 0.321** | 0.488** | (0.826) | | | |
| 6. Understand | 2.624 | 1.071 | 0.200** | 0.060 | -0.005 | 0.378** | 0.259** | (0.752) | | |
| 7. Acknowledge | 3.592 | 1.336 | 0.042 | 0.242** | 0.092 | 0.256** | 0.037 | 0.469** | (0.822) | |
| 8. Choice | 4.229 | 1.583 | 0.065 | 0.401** | 0.251** | 0.151** | 0.052 | 0.135** | 0.689** | (0.879) |

Note: a. ** significant at the 0.01 level. b. The square root of the average variances extracted in parentheses. c. FinC=financial cost, SoC=social cost, PsyC=psychological cost, AAO= availability of alternative opportunities, CaCI=career change intention, d. Perceived autonomy support is measured by understand, acknowledge and choice

Table 6 (see Appendix 1) shows the results of CFA. The measurement model suggests a reasonable fit with the data ($\chi^2/df = 2.272$; CFI = 0.914, GFI = 0.833, NFI = 0.872, TLI = 0.902, RMSEA = 0.067). The results of reliability and validity tests are also shown in Table 3. All the constructs have a composite reliability score of over 0.70, suggesting strong internal consistency in the indicators. The convergent validity is also satisfactory, with all factor loadings greater than 0.50 and AVE values exceeding 0.50 as recommended.

Several methods were used to assess the potential issue of common method bias. First, the use of online survey via Mturk in this study ensured anonymity for respondents, which also reduced the likelihood of socially desirable responses (Wu et al., 2022). Second, respondents were not aware of the study constructs and the research model. The results of CFA revealed good discriminant validity. Third, Harman's single-factor test was employed to examine the potential common method variance (Podsakoff & Organ, 1986), showing the first factor accounting for less than 50% of the total variance. Therefore, common method bias did not appear to be a serious threat to the results of this study.

4.2 Structural model

With an acceptable fit in the measurement model, SEM was conducted using Amos 26.0. The structural model also yielded a reasonable model fit with the data ($\chi^2/df = 3.325$; CFI = 0.879, GFI = 0.800, NFI = 0.837, TLI = 0.867, RMSEA = 0.078). The structural paths from the availability of alternative opportunities ($\beta = 0.534$, $p < 0.001$) and psychological cost ($\beta = 0.527$, $p < 0.001$) to career change intentions are both significant and positive (see Figure 2). A higher perceived psychological cost due to being furloughed during the Covid-19 pandemic period led to a greater intention to change career. A higher perceived availability of alternative opportunities also strengthened intentions to change career, echoing McGinley et al.'s (2014) career change framework for the hospitality sector. Thus, hypotheses 1 and 2b are supported. In contrast, the path from financial cost to career change intention is insignificant. Since the direction of the relationship between social cost ($\beta = -0.273$, $p < 0.01$) and career change intention is not in the anticipated direction, the inconsistent influences of social cost and financial cost were analyzed further.

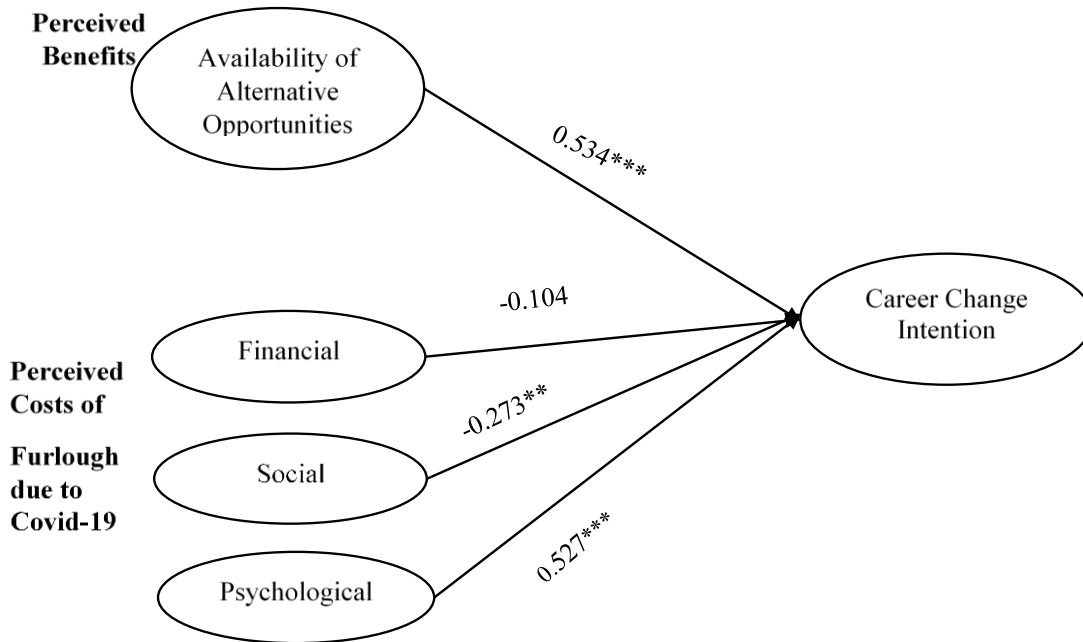


Figure 2. The results of SEM

4.3 Suppressor effects

Social costs were expected to relate positively to career change intentions, but instead were found to relate negatively and significantly. Further analysis of the results revealed that there might be suppressor effects. Based on the results of bivariate correlation, Table 3 shows that both financial and social costs are positively related to career change intentions. Using Lankau et al.'s (2006) approach to suppressor effects, the three perceived costs of being furloughed during the Covid-19 pandemic period were separately and independently inserted into the model, and the three models were re-run to view the potential suppression effects.

Table 4 presents the results of the additional three models. Model 1 indicates that financial cost ($\beta = 0.189$, $p < 0.001$) and availability of alternative opportunities ($\beta = 0.517$, $p < 0.001$) are positively and significantly associated with career change intentions, which differs from the results of the full model. A positive and significant relationship between social cost ($\beta = 0.132$, $p < .001$) and career change intention is found in Model 2, which is also contrary to the results of the full model. The effects of psychological cost and availability of alternative opportunities on career intention (Model 3) are consistent with the full model. When incorporated with the correlation

results in Table 3, these additional analyses indicate suppression effects (Lankau et al., 2006). The results of Models 1 and 2 provide strong support for hypotheses 2a and 2c.

Table 4. Suppressor analysis

| <i>Predicted variables</i> | <i>Career Change Intention (dependent variable)</i> | | | |
|---|---|---|---|---|
| | <i>Full model</i> | <i>Model 1</i> | <i>Model 2</i> | <i>Model 3</i> |
| Financial cost | -0.104 | 0.189*** | | |
| Social Cost | -0.273** | | 0.132*** | |
| Psychological Cost | 0.527*** | | | 0.315*** |
| Availability of Alternative Opportunity | 0.534*** | 0.517*** | 0.543*** | 0.526*** |
| Model fit | $\chi^2/df=3.325$; CFI=0.879, GFI=0.800, RMSEA= | $\chi^2/df=3.304$; CFI=0.913, GFI=0.857, RMSEA= | $\chi^2/df=3.211$; CFI=0.912, GFI=0.858, RMSEA= | $\chi^2/df=3.111$; CFI=0.915, GFI=0.845, RMSEA= |
| | 0.078 | 0.077 | 0.076 | 0.074 |

Note. a. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

4.4 Moderating effect of autonomy support

We expected that autonomy support factors (understanding the rationale, having feelings acknowledged and having a choice) would moderate the relationships between perceived costs and career change intentions (H3). The results (see Table 5) show that the interaction effect of social costs and having feelings acknowledged is significant, with a coefficient of -0.066 ($p < 0.05$). This suggests that the autonomy support factor of having feelings acknowledged significantly moderates the predictive effect of social costs on career change intentions. In addition, looking at variations in the relationship between social costs and career change intentions at different levels of autonomy support (feelings acknowledged), the effect is evidently stronger when hotel employees perceive a low level of autonomy support ($\beta = 0.246$, $SE = 0.061$, 95% CI 0.126 to 0.365). According to Hayes (2015), a conditional effect is significant when the 95% CI does not include zero. Thus, effective autonomy support, and particularly furloughed employees' feelings being acknowledged, may weaken the impact of social costs on career change intentions. Hypothesis 3, that having feelings acknowledged moderates the relationship between the perceived social costs of furloughs and career change intentions, is partially supported.

Table 5. Results of moderating effect of autonomy support

| <i>Predicted variables</i> | | <i>Career Change intention (dependent variable)</i> | | | | |
|--|--------------------------------|---|-----------|-------------|-------------|-------|
| | | β | <i>SE</i> | <i>t</i> | <i>p</i> | |
| | Constant | 1.854 | 0.438 | 4.232 | 0.000 | |
| | Social Cost (SC) | 0.400 | 0.122 | 3.281 | 0.001 | |
| $R^2=0.043$, $F=5.71$, $p=0.0008$ | AS- Feelings Acknowledged (FA) | 0.223 | 0.124 | 1.805 | 0.072 | |
| | SC \times FA | -0.066 | 0.033 | -2.035 | 0.043 | |
| conditional effects of X on Y at values of the moderator | | | | | | |
| | | β | <i>SE</i> | <i>LLCI</i> | <i>ULCI</i> | |
| Social cost | AS- Feelings Acknowledged (FA) | Low (-1 <i>SD</i>) | 0.246 | 0.061 | 0.126 | 0.365 |
| | | Mean | 0.157 | 0.049 | 0.059 | 0.255 |
| | | High (+1 <i>SD</i>) | 0.089 | 0.064 | -0.037 | 0.215 |

Note. AS=Autonomy support, β = unstandardized regression coefficient, SE= standard error, LLCI=lower limit confidence interval, ULCI=upper limit confidence interval, values for quantitative moderators are plus/minus one SD from mean (-1SD/+1SD).

5. Conclusion and discussion

The present study investigated the potential influences of furlough practices on hospitality employees and found several critical findings. The perceived availability of alternative opportunities and career change intentions has been shown to be positively related (e.g., McGinley et al., 2014; McGinley and Martinez, 2018). Being furloughed as the current employment status certainly reinforces the comparison and evaluation processes between alternatives and current employment status. According to McGinley et al.'s (2014) career change model, a decisive component of career change intention is the process of evaluating the availability of alternative job opportunities, but this evaluation process has not previously been examined under a furlough context.

This study focuses on the evaluation process in the context of furlough by incorporating the impact of perceived financial, psychological and social costs (Bellairs et al., 2014; Lewis & Cooper, 1999). The findings of this study indicate that the perceived costs of being furloughed due to Covid-19 have strengthened furloughed hospitality employees' career change intentions. As predicted, either cost (financial, social or psychological) was positively associated with employees' career change intention, when being considered separately. Financial cost of furlough is straightforward, and a reduction of usual income leads to a financial distress that restricts to fulfil

personal spending needs (Baranik et al., 2019). The result associated with financial costs is partially consistent with the study of Chen and Chen (2021) that found an indirect effect of financial strain on furloughed hospitality workers' career change intention. Furthermore, perceived social costs can be driven by important people around us, e.g. family, friends, and colleagues. Furloughed employees may encounter social pressure from family due to the employment status change (Mandeville et al., 2019). Even worse, a feeling of relative deprivation may arise from the change of work status which in turn affects one's career related decisions (Chen, 2020; Cho et al., 2014). The result associated with social cost differs from previous research (e.g., Chen & Chen, 2021), indicating a direct effect of social related losses in affecting hospitality employee's career change intentions. Moreover, we found the effect of psychological cost on career change intention is more salient compared to other costs due to furlough, which is new to the existing knowledge in the literature and deserves more research attentions further. The results of this study reveal that during the COVID-19 lockdown period, furloughed employees have suffered even more psychologically, which highlight the importance of alleviating psychological cost during pandemic in order to avoid unpredicted loss of talented employees.

In terms of the moderating effects of autonomy support, we found that having one's feelings acknowledged significantly moderates the relationship between the perceived social costs of furloughs and career change intentions. Specifically, having one's feelings acknowledged weakens the negative impact of perceived social costs on career change intentions. This extends Gagné et al.'s (2000) and Hohman et al.'s (2013) work on autonomy support in the workplace context, by revealing the distinct impacts between the three dimensions (having a choice, understanding the rationale and having feelings acknowledged) of autonomy support in affecting the interplays between perceived costs and career change intention. No moderating effect was found for understanding the furlough situation of autonomy support on the relationships between perceived costs and career change intentions. The outcome is attributable to the general effects of lockdown, including psychological distress and disorder, frustration and boredom (Brooks et al., 2020). The feelings of understanding the furlough situation does not generate any additional effects due to a limited remission from the perceived costs of a furloughed status during the lockdown period. In contrast, from the perspective of basic needs theory (Gagné, 2003; Yu et al., 2018), having one's feelings acknowledged is a dimension of relatedness. Furloughed employees value the social connections from employers, which is essential to make them feel that their voice and

opinions are being heard and taken. The psychological need of being acknowledged may retain their sense of belonging and feeling of still being a part of the organization therefore weakens the impact of perceived social costs on career change intention.

5.1 Theoretical contributions

This study examines the impact of furloughs on career change intentions in the hospitality industry, which does not appear to have previously received empirical attention. Although relative deprivation theory has been applied to investigate psychological impacts of HRM practices and job decisions in various contexts (Cho et al., 2014; Lee et al., 2019; Triana et al., 2019), this study provides a nuanced understanding of the perceived costs of furloughs arising from the Covid-19 pandemic lockdown, including psychological costs of relative deprivation.

Based on basic needs theory-a sub-theory of self-determination theory, this study highlights the role of autonomy support as moderator in affecting the effects of perceived costs on career change intentions, which extends the existing knowledge from previous studies (i.e., Gagné et al., 2000; Gagné, 2003). This study is novel in focusing on the effects of perceived autonomy support on relationships between perceived costs, alternative opportunities and career change intentions, rather than on previously examined demographic factors such as age, gender and marital status. Furthermore, this study enriches the understanding of autonomy support in talent management research, by extending its application in furlough due to pandemic and career change decision, and by testing the moderating effects from three psychological needs: having a choice, understanding and acknowledgement of feelings.

Furthermore, the study highlights components of the evaluation process in Mobley's (1977) and McGinley et al.'s (2014) career change models in terms of the proposed three types of perceived costs. This study extends knowledge of human resource management in the hospitality industry by identifying several new determinants of career change intentions during a time of crisis, specifically the effects of psychological and social costs on career change intentions. These findings open up avenues for further exploration of the psychological impact of a pandemic on hospitality employees' career decisions. This study also continues and extends the conversation of Chen and Chen (2021) about the impact of Covid on hospitality workers' career change intention by introducing the moderating role of autonomy support which measures satisfaction of three basic psychological needs.

This study explores the impact of different costs, benefit of alternative opportunities, and autonomy support on career change intention. The findings could help hospitality industries attract renewed talented staff after the pandemic and reinforce continually confident about the prospect of hospitality industries among employees . Aligning with a recent study of career mobility and trajectories of hospitality graduates (Tolkach and Tung, 2019), this study identified four career trajectories: stateside, intra-regional, continental, inter-regional, and global. This study may inspire some potential variables such as career mobility induced costs in terms of financial, social and psychological aspects, which may determine hospitality graduates to go for different career trajectories. This study contributes to the knowledge of strategic hospitality human resource management in workforce planning and retention, and implies further research attenuating employees' perceived cost, enhancing autonomy support to keeping existing employees in current difficult time, and attracting new graduate into our industries.

5.2 Practical contributions

The results of this study indicate that three types of perceived costs should be taken into consideration by hotel employers implementing furloughs to best accommodate their furloughed employees. The perceived psychological and social costs are usually unappreciated when furloughs are implemented. The findings of this study suggest that psychological costs can exert a strong impact on hospitality employees in terms of career change thoughts. Hotel employers should pay more attentions to furlough communication strategies and plan activities for enhancing employee engagement and feeling of job security.

This study proposes that the three dimensions of autonomy support, –understanding, acknowledgement of feelings, and having a choice – relating to furloughed employees' psychological needs, may need to be carefully considered during hotel furlough process in order to retain staff. This study suggests that having one's feelings acknowledged weakens the positive relationship between perceived psychological costs and career change intentions. Such finding may remind hospitality employers to allow employees' voices being heard and feelings being acknowledged. For instance, senior management team can have regular meetings involving representative of furloughed staff, so that furloughed employees can be kept informed of any development/activity during the pandemic furlough period. Second, line managers need to align with company's overall furlough support scheme to set up regular drop-in sessions virtually and being available to discuss with furloughed employees about any work-related concerns regarding

the current and the future situations. Third, companies' updates and newsletters can be sent out to furloughed employees to keep them updated about what is happening. During the lockdown period, human resource team should set up counselling service for their employees, which needs to cover furloughed employees as a prioritized group. Companies can work with their counselling agents to conduct one-to-one wellbeing check-ins and virtual team catch-ups.

Additionally, peer-support groups can be built in order to mitigate the negative impacts of psychological costs and increase the level of feelings acknowledged. Communicating with colleagues helps furloughed employees feel less isolated. Some shared goals and tasks with colleagues via peer communication may enhance a sense of community during furlough period (Mind, 2020). These managerial implications will be also significant to retention after the furlough ends. To attenuate the impact of social cost, aforementioned practices such as open-up communication channels are also working well. Other than these, since social costs may be derived from changes of individual routine and personal development, employers can think of establishing new routines for furloughed employees. For instance, there are some free personal development courses provided by UK government, called 'The Skill Toolkit', trusted courses' providers including Open university, Google, Amazon, providing courses such as business and finance, computer essentials, professional development, and digital design and marketing. Although the research has investigated employees working in hospitality business, it implies that the importance of proposed three key psychological dimensions is also significant in other service-oriented businesses such as tourism attractions and travel service providers, leisure and recreation services, and aviation sectors. Their employers and employees may encounter the similar difficulties and challenges.

5.3 Limitations and future research

This study has some limitations. First, it was conducted during the Covid-19 pandemic lockdown period in the UK, so the results may differ considerably from research outcomes during normal periods, particularly in terms of perceptions of financial, social and psychological costs. It would be interesting to know the changes of the constructs examined in this study when the hospitality industry started to re-open and recover. As such, future research is expected to employ longitudinal approach to compare the factors and research framework of this study, which may provide useful insights for industry practitioners. Second, the respondents involved in this study were all from the UK hospitality industry. Thus, further research is recommended to look at the examined model in

other countries/regions which can enhance the external validity and generalizability of the current research. Third, this study did not consider the potential effect of the UK government's furlough scheme. The purpose of this scheme is to maintain furloughed employees' jobs and minimum pay, but how it is affecting the hospitality industry specifically cannot yet be measured. Furthermore, having to use Mturk platform for data collection during pandemic lockdown can be regarded as another limitation, as lacking of control of participants e.g. rushed answers (Chen and Eyoun, 2021). Although we did data screening cautiously to try to ensure the quality of the data, future studies may employ other data collection platforms and use mixed-method approach to further enrich the information regarding furloughed employees and their career decisions. Regarding conceptual limitation, the study omitted some individual-specific variables such as self-efficacy to look for alternative job opportunities and level of tolerance. Therefore, it is an avenue for future research to consider these variables while studying the impact of furlough on career change intention in the hospitality, tourism, and airline industries. As furloughs are a commonly used cutback strategy for employers, how they impact on both employees and employers in these vulnerable industries deserves greater attention. In light of a capability of an organization to keep its employees, future research could take autonomy support into serious consideration as part of the research framework.

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Appendix 1:

Table 6. Confirmatory factor analysis (N=386)

| Factor | Item | Factor loading | Composite reliability | Cronbach's alpha | AVE |
|--------------------|---|----------------|-----------------------|------------------|-------|
| Financial cost | I am concerned about the impact that furlough will have on my job | .747 | 0.852 | 0.846 | 0.658 |
| | Furlough will hurt my finances | .881 | | | |
| Social cost | I have financial hardship because of furlough | .799 | 0.863 | 0.858 | 0.613 |
| | Furlough affects the harmonious relationship with my family | .781 | | | |
| | Furlough affects my relations with my colleagues | .792 | | | |
| | Furlough affects my relationships with friends | .843 | | | |
| Psychological cost | The stigma of furlough affects my future development | .711 | 0.916 | 0.921 | 0.647 |
| | I felt depressed about the furlough | .786 | | | |
| | Sometimes I felt like crying because of the furlough | .825 | | | |
| | I could not believe that I have been put in furlough | .737 | | | |
| | I was angry that this could happen to me | .810 | | | |
| | I was sad about my furlough | .840 | | | |
| | I felt frustrated about being in the situation of furlough | .822 | | | |

| | | | | | |
|---|---|------|-------|-------|-------|
| Availability of Alternative Opportunities | I it is possible for me to find a better job outside the hotel industry | .807 | 0.846 | 0.860 | 0.529 |
| | I believe that acceptable jobs can be found outside the hotel industry | .830 | | | |
| | I am able to find career in alternative industries (apart from the hotel industry) | .737 | | | |
| | Finding work outside of the hotel industry is easy | .548 | | | |
| | There is no doubt that I can find a good job outside the hotel industry | .678 | | | |
| Career Change Intention | I am thinking about leaving the hotel industry | .754 | 0.915 | 0.919 | 0.683 |
| | During this period, I think a lot about leaving the hotel industry | .810 | | | |
| | During this period, I am actively searching for an alternative to the hotel industry | .816 | | | |
| | During this period, I am considering to switch to another industry | .899 | | | |
| | I will probably look for a different career in the near future | .846 | | | |
| Understanding | I completely understand the reasons that that necessitated the furlough | .762 | 0.796 | 0.790 | 0.565 |
| | I feel my hotel (organization) provided me with the necessary information to understand the reasons behind furlough | .700 | | | |
| | I understand why furlough was implemented during this period | .791 | | | |
| Acknowledgement | My worries were taken into account at my hotel (organization) before the furlough was implemented | .782 | 0.862 | 0.861 | 0.675 |
| | I feel that my hotel (organization) cares about my worries toward the furlough implementation | .825 | | | |
| | I feel my opinions and ideas were taken into account in the furlough implementation | .856 | | | |
| Having Choice | a I had the opportunity to propose ways of implementing the furlough as it directly affects me | .842 | 0.911 | 0.908 | 0.773 |
| | I feel that I personally have control over the furlough implementation | .904 | | | |

I feel that I personally have influence in the way
the furlough was implemented .890
