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## FMLA: A Blessing and Curse to the Hospitality Industry

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# ***FMLA: A BLESSING AND CURSE TO THE HOSPITALITY INDUSTRY***

JOHN AVANT



## Las Vegas Strip: Total Departmental Revenues

	Gaming	Rooms	Food	Beverage	Other	Total
1984	1,267,999,188	348,273,688	246,872,062	166,745,337	132,903,308	2,162,793,583
2020	4,932,980,695	3,806,689,706	2,245,083,970	931,173,231	1,756,265,984	13,672,193,586

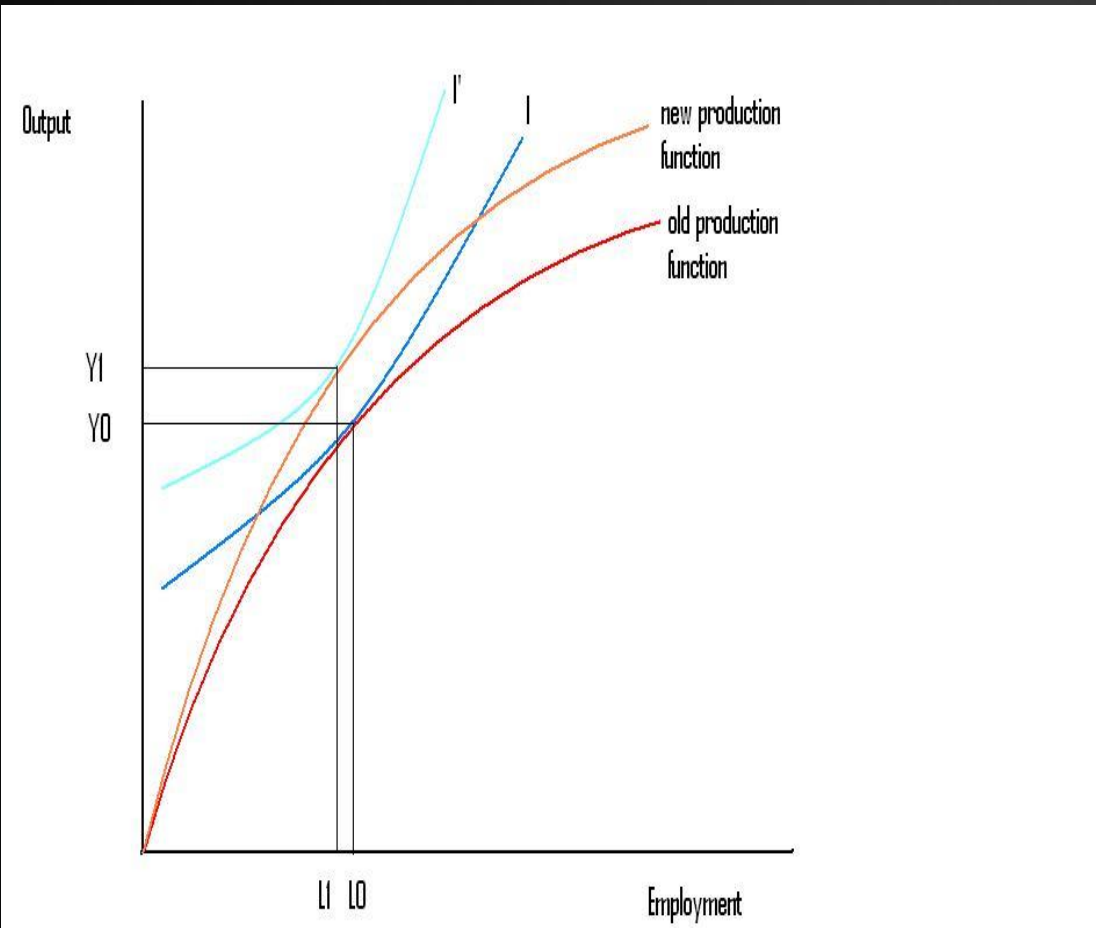
## Las Vegas Strip: Departmental Percentages of Total Revenue

	Gaming	Rooms	Food	Beverage	Other
1984	58.63%	16.10%	11.41%	7.71%	6.14%
2020	36.08%	27.84%	16.42%	6.81%	12.85%



# Methodology and Modeling

## Production Function



## Variable Listing

Variables	Definitions	Expected Sign
ANCC	Average Number of Credits Completed	N/A
Age	Age of Employee	-
FMLA	Whether Employee has active FMLA	-
DaysOff	Average Number of Days Off Taken (Per Month)	-
Exper	Number of Years of Experience	+
Exper2	Quadratic Effect of Experience	-
Child	Whether Employee has a Child / Children	-
Female	Whether Employee is Female	-



# Regression Model and Output

**Revenue Change =  $f$  (Productivity)**

**$f$ (Productivity) =  $g$  (Average Number of Daily Credits Completed)**

**Average Number of Credits Completed =  $f$  (Age, FMLA Status, Number of Days Called Off, Experience, Experience<sup>2</sup>, Child, Female)**



# Summary Data – In Between Statistics



## NON-FMLA EMPLOYEES

Variable	Obs	Mean	Std. Dev.	Min	Max
age	50	38.86	13.2172	21	63
ancc	50	12.525	1.774429	7	15
fmla	50	0	0	0	0
daysoff	50	5.24	3.508357	0	12
exper	50	10.4	7.442295	0	23
child	50	.54	.5034574	0	1
female	50	.62	.4903144	0	1
exper2	50	162.44	178.3874	0	529

## FMLA EMPLOYEES

Variable	Obs	Mean	Std. Dev.	Min	Max
age	42	41.07143	11.5914	21	63
ancc	42	10.67857	2.259995	7	14
fmla	42	1	0	1	1
daysoff	42	7.095238	3.843331	0	13
exper	42	10.33333	6.554338	1	35
child	42	.6190476	.4915074	0	1
female	42	.6666667	.4771187	0	1
exper2	42	148.7143	210.5225	1	1225



age	0.00281 (0.13)	0.00777 (0.39)
daysoff	-0.114 (-1.81)	-0.0542 (-0.92)
exper	0.0498 (0.47)	0.0754 (0.78)
exper2	-0.00268 (-0.74)	-0.00380 (-1.14)
female	0.755 (1.51)	0.959* (2.09)
child	-0.405 (-0.85)	-0.290 (-0.66)
fmla		-1.832*** (-4.24)
_cons	11.91*** (11.98)	11.90*** (13.11)
N	92	92
R-sq	0.100	0.259
F	1.568	4.185

# Regression Analysis







# CONCLUSIONS

- ▶ CONSIDERATIONS

- ▶ COLLINEARITY

- ▶ DATA COLLECTION

- ▶ SOLUTIONS

- ▶ SCALING

- ▶ TEMPORARY LABOR

- ▶ VACCINE PROMOTION

