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# ACADEMIC WEEKLY DIGEST

YOUR WEEKLY DIGEST OF KEY RESEARCH FINDINGS

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## MOTIVATING HOSPITALITY EMPLOYEES

Much has been written about motivating employees, with the aim to retain staff within an industry characterised by high turn-over rates. Less is known about how motivational factors differ between cultures.

Professor Eves and colleagues from Brazil investigated if and how practices and motivations differ in a comparative analysis between hotels in Brazil and England.

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## DO HUMAN RESOURCES PRACTICES AND EMPLOYEE MOTIVATION IN THE HOSPITALITY INDUSTRY DIFFER ACROSS CULTURES?

**Prof Anita Eves**

The hospitality sector is characterised by high turnover rates. More recently, the industry has faced challenges in recruitment, making retaining staff more important than ever. In addition, a motivated workforce performs better and has been shown to lead to better customer satisfaction. A variety of strategies are used to motivate and retain staff, including training, flexible working and monetary incentives – but do the same strategies work across cultures and are the strategies employed by employers the right ones to motivate their staff?

This study involved human resource managers and front-line employees from a total of 154 hotels in Brazil and England. Brazil represents a collectivist culture and England an individualistic culture. The results showed that Brazilian managers considered training as the most important human resource practice, while

they perceived that information sharing had the best performance in their hotels. English managers ranked employment security as having the highest importance and performance ratings within their hotels. Both groups rated compensation policy as one of the least important strategies to motivate staff. Brazilian frontline employees ranked intrinsic motivation (non-monetary) as being of the highest importance, while English frontline employees ranked extrinsic (monetary) motivation as being most important. This may reflect the cultural orientations of the participants in different countries, with English employees being concerned about individual rewards. English managers also appear to be prioritising strategies that do not motivate their employees, at least among this sample.

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### Culture affects strategies for employee motivation

de Souza Meira, J.V., Hancer, M., Gadotti dos Anjos, S.J., & Eves, A. (2023). Human resources practices and employee motivation in the hospitality industry: a cross-cultural research.

*Tourism and Hospitality Management*

Link: [bit.ly/3Mg5nYY](https://bit.ly/3Mg5nYY)