

# Equality, Diversity and Inclusion (EDI) and the Influence on Employee Motivation: A Field Study in the European Hospitality Industry

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DProf

July 2025

## ACKNOWLEDGEMENTS

I owe a debt of gratitude to everyone who has helped me during this lengthy and difficult research process. I want to start by expressing my gratitude to my Director of Studies, Dr. Vipin, whose advice and insight have been priceless. His support has guided me through the most challenging parts of this process. Having Dr. Cantafio as my supervisor has also been extremely important and fundamental for me; his commitment, professionalism, criticism and sincere enthusiasm for the topic have kept me inspired and on task. Additionally, I want to express my sincere gratitude to the University of Sunderland for the assistance and resources, which have greatly influenced my study. I would especially want to thank my colleague, friend and former CEO of Compass Group Mr Ian Sarson without whom this project may never have started or completed if Ian hadn't believed in my potential. Mr Panos Almyrantis, whom as the head of the European Hotel Managers Association have supported the development of the research and Mr. Robert Richardson and the Institute of Hospitality, whose professional assistance has been invaluable to me. During this journey, Dr. Manesha Peiris has been a consistent source of insight and information and I am incredibly grateful for her support and direction. Her assistance gave me the confidence I needed to successfully negotiate the challenges of this research. Last but not least, I want to express my immense gratitude to my wife, Annalisa. During the most trying times, her patience, understanding and unfailing support have been my compass, my point of reference and as my soul mate has been my supporter all along. I will always be grateful to her for supporting me during all of my tough moments and late nights and this achievement is equally hers as it is mine.

This thesis is dedicated to my children Chiara, Sabrina and Daniele, with the hope that it serves as an inspiration to them to always strive for their dreams and believe in the power of perseverance and dedication.

## ABSTRACT

This research critically investigates the intricate and dynamic relationship between Equality, Diversity and Inclusion (EDI) and Employee Motivation (EM) within the European hospitality industry. It specifically examines how EDI initiatives directly influence EM, aiming to provide nuanced insights into these critical factors. Recognising the industry's unique characteristics, such as its reliance on a culturally diverse workforce and distinct operational environments, the study employs a robust mixed-method research design, integrating qualitative structured interviews with hospitality managers and a quantitative survey of frontline employees across multiple European hospitality segments, including hotels, restaurants and contract catering. The research addresses significant scholarly gaps identified in the existing literature, particularly the need for clearer understanding of how EDI strategies specifically influence motivational constructs in diverse organisational contexts. By critically synthesising and expanding upon current motivational and inclusion theories, this study provides a cogent theoretical narrative articulating established knowledge, exposing critical unknowns and explicating precisely how the current investigation bridges these gaps.

Empirical findings demonstrate substantial industry-specific evidence regarding the adoption and effectiveness of EDI policies across different hospitality segments and markets. Key results underscore that inclusive workplace practices positively and significantly impact Employee Motivation, thereby enhancing individual engagement, organisational commitment and overall workplace productivity. The study also identifies and elaborates on primary barriers, including persistent cultural biases, ineffective managerial practices and inconsistent policy application, that undermine motivation and reduce operational efficiency within hospitality organisations.

To facilitate meaningful industry application, this research contributes a clearly defined strategic framework offering novel, actionable managerial guidance. This framework delineates explicit methods for enhancing workplace inclusivity and advancing sustained Employee Motivation, ultimately aiming to boost performance and retention. The practical recommendations are grounded firmly in empirical evidence, specifically addressing strategic interventions in leadership approaches, management processes and human resource management practices. This comprehensive examination not only advances academic discourse around EDI and motivation but also delivers vital insights for hospitality managers and policymakers aiming to optimise organisational effectiveness through enhanced inclusivity and employee engagement strategies.

## DECLARATION

I herewith declare that this doctoral research is the result of my original work and has not been submitted for any other degree or professional qualification. I however acknowledge that there are certain sections of the work which may be subject to self-plagiarism. This is due to the structure of the Prof. Doc. programme, whereas the first year had some taught sessions that required the preparation of assignments which would be part of the final thesis. These assignments were submitted to Turnitin as part of the coursework summative assessment with the view to embed these in the research. Subsequently, these parts have been revised and integrated into this final thesis.

I confirm that all previously submitted material has been appropriately cited and adapted to meet the requirements of this final thesis. I also confirm that every effort has been made to ensure that this work complies with the academic integrity standards of the University of Sunderland.

A handwritten signature in blue ink, appearing to be 'A. L.', with a long horizontal stroke extending to the right.

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Yours sincerely

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## LIST OF ABBREVIATIONS AND ACRONYMS

AI	– Artificial Intelligence
CE	– Circular Economy
CM	– Change Management
CMI	– Chartered Management Institute
CSS	– Cross Sectional Studies
DM	– Diversity Management
EDI	– Equality, Diversity and Inclusion
EHMA	– European Hotel Managers Association
EM	- Employee Motivation
EP	– Employee Performance
ESG	– Environmental, Social and Governance
EU	– European Union
GOP	– Gross Operating Profit
HE	– Higher Education
HRM	– Human Resource Management
HSE	– Health, Safety and Environment
ILM	– Institute of Leadership and Management
ILO	– International Labour Organisation
IoH	– Institute of Hospitality
IPAS	– Istituto Professionale Alberghiero di Stato (Institute of Hospitality Management)
KPI	– Key Performance Indicators
MC	– Management Control
MNC	– Multinational Corporation
OP	– Operational Performance
Plc	– Public Limited Company
RevPar	– Hotels Revenue Per Available Room
SMT	– Senior Management Team
TM	– Talent Management
UBS	– Union Bank of Switzerland
UK	– United Kingdom
VUCA	– Volatile, Uncertain, Complex and Ambiguous

# 1 Introduction

## 1.1 Background

International travel has been rising since the end of World War II and the economy has profited from this increase, enhancing global tourism supporting the concept of globalisation (Lasserre, 2012) and to this day, exception made for the years 2020-2022 (2 Years of COVID-19 on GOV.UK – Government Digital Service, 2022) during the pandemic, the hospitality industry has strengthened its existence globally and continue to employ a significant proportion of workforces from a wide background and origin, signaling to the economic expert, that business is still on an upward trend (Rao and Uz, 2019).

Given that the industry depends on a global, diversified workforce, the relationship between Employee Motivation (EM) and Equality, Diversity and Inclusion (EDI) has grown more important. In the past, the hotel industry has offered jobs for people of all skill levels and frequently acts as a gateway for immigrants and members of ethnic minorities. Strong EDI practices are now more important than ever, nevertheless, as a result of recent social and economic developments like the post-pandemic recovery and Brexit-related adjustments to immigration laws. For instance, despite adding 300,000 net employment after the pandemic, one in three of all net new jobs, the UK hospitality industry faced severe manpower shortages during its recovery period (UKHospitality, 2023b). Additionally, customer expectations have changed, with a greater focus on inclusive hospitality practices. 64% of consumers believe that a venue's EDI policies are vital, according to a recent poll, however just 33% have seen venues actively promote their EDI initiatives (UKHospitality, 2023a). This disparity highlights a chance for businesses to put diversity first, which could affect consumer decisions and improve brand recognition. At the same time, workforce dynamics have changed due to labour market changes including the emergence of gig economy models. The growth of gig employment in the online meal delivery industry emphasises how crucial good governance is to striking a balance between worker welfare and operational efficiency (Lin *et al.*, 2023). In this rapidly evolving landscape, understanding motivational drivers and their intersection with EDI is imperative for promoting a resilient and high-performing workforce.

It is therefore feasible to argue that, as the hospitality industry is one of the key employers globally, a clear need of a wider cultural mix is the driving factor behind its success (Kim *et al.*, 2018), for this, more can and ought to be done towards improving the skill set amongst the workforces. Starting with the viewpoint of the commitment and affiliation employee / employer, creating shared backing in succeeding in each other's ambitions. From a recent study Ariza-Montes *et al.* (2019) outlines how hospitality hires 4.4% of the labour force in Europe, with the greatest number of workers from economies predominantly dependent on leisure industry, Hospitality is seen as the prospect for non-indigenous ethnic groups and, according to the same study, seem to attract workers with lower levels of education.



The Hospitality sector has widely been recognised as critically important to the global economy at the International Labour Organisation (ILO) conference in September 2024, (ILO, 2024), where the industry globally employs 230 million people presenting now approximately 7.2% of the global workforce, the sector is also characterised by high employment of young people, women and migrant workers, the sector also offers a variety of opportunities to low skilled workers, seasonal and part time workers. The conference also highlighted that the Hospitality Industry is often associated to precarious working conditions with long and irregular working hours, low wages and limited access to social protection, where hotel and restaurant workers are often employed on short term contracts or informal agreements creating a pool of workers that are subject to work availability and external influences such as a pandemic. The ILO conference also focused on the adoption by the industry of Convention 172 and recommendation 179 (ILO, 2024), which are designed to improve the working conditions of the workforce in the sector which, with the expansion of the hospitality industry accelerating, can provide a robust structure and instruments to improve the working conditions with fairer compensation, more access to training, access to social protection and reasonable working hours.

The current study investigates how more supportive employers can offer a greater opportunity of professional attainment whilst receiving a greater level of affiliation from employees and how this can be achieved leveraging on the employee motivational factors to engage the employers and propel these to improve employment conditions for ethnic minorities.

### *1.1.1 Issues to be addressed*

Considering the researcher's epistemic positioning as a former Senior Manager working with Multinational Corporations (MNC), it is evident that the research may be influenced by the author's metacognition of the challenges and issues which, over the years, became apparent to him and influenced his conduct and aspirations within his professional status and, as an Italian, he is part of the ethnic minority population established in the UK. Furthermore, the author, as an insider and ethnic minority, may be biased to the sensitive matter of motivation, that said, however, it could be argued that this could unfold considerations that organisations may wish to consider to ensure that the Hospitality Industry, as a whole, supports the development of professionals and deliver a competitive level of benefits that can facilitate and actively encourage motivated specialists to stay within the industry, with the view of further development and, at the same time, attract those that do have the potential and aspiration to join forward thinking organisations, as argued by Yoopetch, Nimsai and Kongarchapatarara (2021) and thus improve the company's competitive advantage (Webster and Cain, 2024). The current research is going to analyse the motivational factors of workers employed in Hospitality in Europe and more specifically considering the relatively high levels of ethnic minority workers within the industry, their relationship with the employers, the status of professional growth and ultimately improving their opportunity of success reducing leakage from the industry as a whole.

### *1.1.2 The author's background and epistemic positionality*

Alessandro Ferrazza, the author, is a Senior Lecturer and Program Manager for MSc International Business Management, at the University of Sunderland in London (OuSiL). The author frequented the Institute for Hospitality Management (IPAS) in Rome and graduated in 1986 at the West London University. In 2015 attained a L7 Extended Diploma with Distinction in Strategic Management and Leadership at Bromley College of Higher Education. In 2017 attained an MBA with distinction under the tutelage of Dr Thorben Hanel-Muhs. The author is a Fellow of the Institute of Leadership and Management (ILM), a Fellow of the Institute of Hospitality (IoH), a Chartered Manager and Fellow of the Chartered Management Institute (CMI), a Senior Fellow of the Higher Education Association and a participant in the mentorship program of the organisations listed above that assist aspiring managers.

After graduating, Alessandro began working in hotels. Since then, he has held a number of senior and executive management positions with multinational corporations, including those of regional account director, front of house director and director of food and beverage. Alessandro has held positions with cooperation in France and Switzerland, but his primary activity has been in the UK and Italy. During his time in Switzerland, from 1984 to 1986, Alessandro oversaw all hospitality services for the European Head Office in London of the Union Bank of Switzerland (UBS) Centre of Excellence in Zurich. The author managed two Princess associations while in Italy from 1993 to 2001 while serving on the board of directors for Princess Pallavicini in Rome. Beginning as a General Manager in 2001, Alessandro progressed to various positions with Compass Group Plc, culminating in his position as Regional Account Director, where he was able to apply his expertise to strategically supported the division's profitability with a multimillion pound business. In addition to achieving the company's strategic vision and advantage, the role worked on customer retention and sales. With a focus on business strategy, international hospitality management, strategic leadership and management and international human resource management, Alessandro left the industry in 2019 and joined academia, first as an associate lecturer and then as a permanent module leader and MBA lead lecturer.

As a former Senior Manager in the industry the researcher has been exposed to a significant variety of subordinate challenges, from pay related issues to the lack of professional pathways, from financial to non-financial benefits and thus has felt compelled to research the issue and as a facilitator, present the industry a possible solution to deliver, not only a better prepared workforce but, more so, a more inclusive and diverse mix and a much more motivated workforce which would deliver quality of service and product with a professional approach enhancing the longevity of allegiance between employee and employer.

### *1.1.3 Conceptualisation.*

Supported by the Institute of Hospitality (IoH) and the European Hotel Managers Association (EHMA), this study leverages extensive industry engagement to examine motivation through robust theoretical and practical lenses. The concept of motivation and

the underpinning theories have been researched over time by theorists and authors through several lenses, as outlined by Robbins and Judge (2007) where they argue that the overall process that affects individual fulfilment are persistence and direction. Van der Kolk (2019) outlines that the importance of motivation as driver that Management Control (MC) can adopt to enhance employees' efforts, whilst Stoke (1999), discussed how the concept of motivation delivers to a greater and more in depth cognition discussing how promises from management can support the element of motivation at psychological level, by consequence the author can derive that the concept of motivation can be aligned to the needs of the workplace and the employee alike. Therefore, it would provide clear indication and business direction to management to analyse the needs to motivate their teams.

As mentioned above and argued by DiPietro, Kline and Nierop (2014), motivation can also be demarcated as psychological state of how some people feel toward their employment, based on a variety of factors including that of gender, in essence, [the research rigorously evaluates intrinsic and extrinsic motivational factors, contextualising these within diverse workforce scenarios. Previous literature highlights financial incentives, career development, inclusive organisational cultures and effective communication as essential motivators](#) (Kukanja, 2013; Mura *et al.*, 2019), [who's work](#) determines that despite people tending to prefer a financial benefit there is clearly a large part of the work force who also prefer non-financial factors following no unified model, that considered however, Kukanja's (2013) research revealed that female workers believed that financial benefits are the most important motivational factors whilst men seem to be more motivated by power status. In that context it could be recognised that employees' motivation is considered as all-round module of an organisation's human resource strategy, it is fair to derive that employees are most motivated and highly productive when their job provides them with financial security, recognition of their efforts, a clear grievance policy, the chance to contribute ideas and suggestions, involvement in decision-making and support the organisation's in managing the affairs, a clear definition of duties and responsibilities, opportunities for promotion, fringe benefits, a sound payment structure, incentive plans and profit-sharing activities, health and safety measures, community involvement and communication, this needs to be of mutual trust and respect and by consequence supportive towards those employees whose first language may not necessarily be the common and shared language in the organisation.

As organisations look at what the future holds in way of propelling business forward to maintain competitive advantage (Porter, 2004), some changes into the realm of HRM are needed and progressive companies seem to be sharing similar strategic patterns as outlined by Komm *et al.* (2021), companies are now designing long term strategies, including within it the employee engagement that will support the generation of a greater perceived value. Globally, competitive businesses rely on its staff to come up with unique and advantageous solutions to difficulties the firm may be fronting, Engen *et al.* (2021) considers that this has been dominant and, since the turn of the 21st century, employees are becoming the fulcrum of service innovation and customer experience and thus contributing to the success of the organisation making them invaluable to their employers and that an organisation's

intangible assets include its personnel. Workers are seen as a valuable resource that contributes significantly to an organisation's worth and improvement, as employer-employee relations improve, favouring explicit knowledge transfer (Bulińska-Stangrecka and Bagieńska, 2020).

As productivity depends on EM, it is crucial in any firm and, conceptually, if the staff are happy, they will perform at a high level on time and contribute to rising profitability. Therefore, it can be discussed that motivating staff may support the expansion and adapt positively through time and, in response, shifting market conditions if employees are happy because they are more likely to be creative, inventive and produce breakthroughs.

Understanding the ranges and dimensions of the study fields, as well as exploring the actual major themes and accessible theories and practices done by previous researchers, are crucial to establishing the critical techniques for the review of the literature. For instance, a research literature review has many applications, according to Fink (2009) it necessitates the establishment of an appropriate strategy to achieve goals and objectives within the research project, the establishment of data extraction methods, the assessment of study quality and, finally, the application and implementation of techniques for synthesis and analysis of the research findings. In order to analyse the facts and information in line with the research's goals and objectives, the researcher will consult relevant books, papers, journals and other publications where this specific emphasis has been placed on:

i. Factors that influence motivation.

ii. Measuring employee motivation.

For each of the afore listed areas, certain sources and procedures were used to obtain pertinent data and information to gather knowledge on the variables that affect work happiness and dissatisfaction, for instance, read pertinent books and conduct relevant searches the author utilised a variety of search terms and key words such as:

- a) Employees as intangible assets
- b) Motivational factors in the hospitality industry
- c) Motivation and employee relation
- d) Hospitality Motivation

Whilst navigating the vast amount of literature available, focusing on the past decade years 2014 -2024, it soon became evident that there is a need to ensure validity and to guarantee veracity and thus, peer reviewed journals and books have been used alongside a selected number of sector specific publications. A process of qualitative research has been adopted to ensure that the wider spectrum of the industry was evaluated. Going forward, there is a cemented opportunity to inform the profession of the opportunities to create a more professional workforce and deliver a competitive advantage based on value attribution of the provision (Yemchuk and Arpul, 2020). As a result, a variety of sources and strategies were used to explore and investigate all pertinent research works in accordance with this research project; as a result, the author wishes to affirm that the process of looking for pertinent sources and placing those strategies into practice, helped to gather relevant

information about the impact of job motivation on an employee's work performance supported by a number of important players in the sector who operate in the industry in the United Kingdom and several European countries .

## *1.2 Research Aim*

The principal research aim is to examine the effect of Motivation related to EDI and how these impacts ethnic minority workers in the hospitality industry, the chosen route will be that of a field study on some of the key players in the industry from hotels to contract catering organisations to independent restaurants. The research will be based on the critical review of literature, alongside structured interviews and on line questionnaires, identifying the level of importance of motivation specifically where employees' first language is not English and thus causing challenges in communication and delivery of service linked to culture. Job satisfaction is temporarily influenced in relation to the fact it is always in a state of flux depending on extraneous variables such as culture, company commitment, pay scale, leadership empowerment and reward systems or benefits (McClelland, 1988). Building on the outcome of the research the author may select to deliver a white paper to inform the industry and policymakers on the outcome of the study and the relevant recommendations.

### *1.2.1 Research Objectives:*

The author has identified a number of objectives that have shaped the research and are the underpinning driving force:

1. Evaluate and provide a critical synthesis of conceptual understanding of EDI and Motivation.
2. Identify key barriers impacting employee motivation in hospitality organisations.
3. Highlight effective motivational facilitators within the hospitality context that can enhance employee engagement.
4. Develop actionable recommendations and a strategic framework for enhancing workplace motivation through targeted EDI initiatives

### *1.2.2 Research Questions:*

The primary purpose of the research is the analysis and investigation of the effects of motivation on the diverse pool of employees' and their performance in the Hospitality Industry. Assess the ramifications of other influencing factors such as change management on a diverse workforce within the Hospitality Industry.

- How do current conceptual models of Equality, Diversity and Inclusion (EDI) intersect with theories of Employee Motivation EM in the hospitality industry?
- What are the key barriers to employee motivation in the European hospitality industry particularly affecting ethnic minority workers?

- What are the most effective facilitators of employee motivation in the hospitality industry and how can they enhance motivation?
- How do targeted EDI initiatives specifically enhance employee motivation and what practical framework can hospitality managers adopt to optimise these outcomes?

As argued by Nazarian *et al.* (2022), how this can and should support organisational change management to improve working conditions and benefits of employees in general but with a focus on Equality Diversity and Inclusion (EDI). It is therefore consequential to suggest that a good approach to Talent Management (TM) will inevitably be part of the discussion as this may unavoidably become the prime objective of sustained team development and retention, (Ritchie, 2009) argues that there is a need for specialist schools and monotechnic institutions that can deliver the high level quality education aimed at the industry, the lack of which leads the industry to continue delivering precarious work opportunities limiting the prospects of a good work life balance coupled with professional progression and social sustainability (Robinson *et al.*, 2019).

### 1.3 *Current literature*

A supportive literature review will be used to underpin the argument and crystallise the findings cementing the recommendation firmly within it. As explained by (Silva, Silva and Martins, 2019) in their research, there seems to be a gap in research as to the motives related to the level of turnover of staff in the Hospitality Sector as a whole, more so DiPietro, Kline and Nierop (2014) opine that management find it challenging to implement robust retention strategies. This is further supported by the strategic research "Competitive Positions in Restaurant Business in Present-Day Conditions Based on the Example of Chernivtsi" (Yemchuk and Arpul, 2020) where competitiveness linked to staffing is critical to the company's strategic positioning. Motivation has been discussed amply in literature through a variety of lenses, nevertheless it is fair to assess that Locke and Schattke (2019) research into the realms of motivation seem to form the perspective of intrinsic and extrinsic viewpoints. Locke and Schattke (2019) argue that these are either to enhance desire or aversion, in essence reinforcing the concept advanced by McClelland in 1987, on the concept that individuals will either wish for or wish to avoid something. It is worth mentioning that these motivational factors were first discussed by philosophers of the caliber of Aristotle when he mentioned a distinctive difference between the attainment of pleasures through external input in the "Nicomachean Ethics" (Crisp, 2002).

### 1.4 *Methodological Framework*

Adopting a pragmatic and interpretivist approach, the research utilises an inductive methodology, employing a mixed-method design. Structured interviews with senior management and quantitative surveys of frontline employees form the empirical foundation. The chosen non-probability convenience sampling method's advantages (practical feasibility, rapid data collection) and limitations (potential bias, reduced generalisability) are explicitly discussed, alongside measures implemented to mitigate response biases.

### 1.4.1 *Philosophical paradigm*

As the researcher's ontological assumption and positionality is that of insider, it can be argued that he is in possession of a significant level of technical knowledge of the industry and the nuances surrounding the job satisfaction and motivation of employees supporting the epistemic positioning. The discourse undertaken for the development of the research could be influenced by the researcher positionality which maybe contingent by conceptual baggage gathered during the years spent in the industry. In consideration of the epistemic cognition of the researcher, it is credible and sustainable to assess that there is a need of common sense of the account of truth as argued by Capps (2020) and thus indicating the need of a more pragmatic philosophy, by consequence requiring a more grounded interpretivist approach to the research to deliver the researcher's objectives and answer the questions advanced by the author.

The researcher has widely considered alternative philosophies that could be adopted to direct the study. However, having taken into account the fact that there may be the need to review and understand the politics that govern an organisation and how power is utilised within it (Kelemen and Rumens, 2008 cited in Saunders, Thornhill and Lewis, 2019, page 141), the author chose an interpretivist approach with a pragmatic philosophy to ensure that the stakeholders' opinion is buttress within the research itself.

### 1.5 *Approach*

As the research takes shape the author will support the study through an inductive approach, arguably, Kardes *et al.* (2022) states, there are close similarities between deductive and abductive approaches, whilst (Fisher, 2020) Fisher (2020) states that an inductive approach is somewhat integral to qualitative research, at the same time abductive research supports the identification and solutions to complex practical issues and thus best suited for applied research Labroo and Goldsmith (2021). The approach the researcher will adopt is inductive, principally due to the fact that, not only he is aware of the issue being researched but, there is consciousness of the fact that the industry is in need to review processes and procedures to support the ethnic minorities employee wellbeing (Liu-Lastres and Wen, 2021). Furthermore, the advent of Brexit further exacerbated the issue in the UK with repercussions on mainland Europe, rendering the recruitment process significantly more challenging, in fact, in consideration of the new normal following the severance from the EU, the hospitality industry in the UK has further suffered from a severe reduction of readily available labour and thus the hospitality industry as a whole has been significantly affected by it. Clark *et al.*, (2017) argue that employees, already pressed by low remuneration coupled with the nature of certain of the job-roles being linked to seasons, need to sustain a reduced level of work life balance which is then also critically challenged by high levels of zero hour contracts (Deery, 2008) leading to a higher than average staff turnover, rendering the whole industry less than attractive to aspiring new entrants (Chalkiti and Sigala, 2010).

### *1.5.1 Methodology and Method*

Research using mixed methodologies is becoming acknowledged as the third main paradigm or research methodology (Johnson, Onwuegbuzie and Turner, 2007). However, if this bold claim is accurate, what does the term "mixed methods" mean? It is important to recognise right away that there is discussion and disagreement surrounding the paradigm (if such a thing exists) and its philosophy, methods and analytic techniques all contribute to the difficulty of answering this question. According to a study of 19 mixed methods research scholars' definitions, three of the definitions assumed that mixing could occur at any point during the research process, two suggested that mixing happened during both the data collection and data analysis stages and four assumed that mixing happened at the data collection stage (Johnson et al., 2007). Moreover, as Bryman (2007) notes, there aren't many well-known examples of mixed methods research at the moment. Nonetheless, a number of academics are having fruitful discussions that are starting to forge at least the outlines of a consensus.

The author will be utilising a mixed method to investigate both ends of the teleological scale adopting a field study for the knowledge of corporate strategic choice, which will then be evaluated against academic literature and critiqued to show that the latter is what supports the former. The researcher is in the best position to examine and review the policies and processes that Strategic Human Resource Management intended to impact the business because his last role was a senior manager in the field.

Additionally, pertinent literature will be examined to consider if a paradigm can be found and confirmed across the industry sub-sectors where employee loyalty and motivation are strongly linked, therefore mitigating the imbalance between work and personal life (Wong and Ladkin, 2008).

The study will additionally be supported by qualitative data obtained via structured interviews with senior and executive management and quantitative data, via a questionnaire, that will consider the perception of motivation and employee engagement for staff whose first language is not the language commonly spoken in the country of employment and may be sent in a variety of languages to ensure that ethically all mainstream idioms are utilised to ease the response process. The recipients of the questionnaires are employees of the organisations involved in the research, thus contributing to crystallise the veracity of the research cementing this in the true meaning of outcome.

## *1.6 Rationale*

### *1.6.1 Research Design: Field Study Approach*

This study adopts a field study design, distinguishing it from a case study by its real-world, in situ data collection across multiple hospitality organisations. A field study allows for an exploration of EDI and motivation in naturally occurring settings across various operational contexts, without focusing on a single case or company. The breadth of



perspectives gathered enhances the generalisability of the insights, especially across the European hospitality landscape.

### *1.6.2 Community of Practice.*

This research uniquely contributes to both scholarly discourse and managerial practice by explicitly articulating the intersection between EDI initiatives and EM. It provides clear, actionable strategies for hospitality organisations to enhance employee engagement and professional development, particularly among ethnic minorities. The practical recommendations and strategic framework aim to inform policy-making and organisational practices across the hospitality industry, offering robust pathways for adopting inclusivity and motivation as the organisational ethos.

By clearly addressing identified gaps, providing comprehensive empirical evidence and offering actionable managerial guidance, this research advances both theoretical knowledge and practical insights, crucially benefiting the hospitality industry's future resilience and inclusivity.

The final phase will be to develop recommendations that leaders in the sector may include into strategic plans to improve all employees' benefits and thus raising their level of motivation, personal recognition and professional advancement. This will assist the reduction of turnover enhancing the professional profile of the employee and strengthening the employer/employee allegiance.

### *1.6.3 Ethical issues / Ethical approval*

The researcher will propose to incorporate and draw conclusions from, a combination of existing literature on the topic of the study extending this to other industries and sectors to derive the mainstream themes, however he will further delve into the research and to that effect will interview industry leaders and specialists with the view to further question their staff on how motivation can be the driver in stimulating a greater professional delivery. To that effect as stated by (Winkler, 2022)

*"Ethics are a system of moral principles and norms that guide the relationships between humans and their natural and artificial environment",*

Thus, it will be necessary to ensure that the researcher obtains the relevant ethical approval to safeguard the contributors' privacy and guarantee integrity of the study itself. Furthermore, it is vital that the contributors feel free to answer the questions without placing pressure on their employment status and thus offering a true vision of their epistemic positionality.

#### *1.6.4 Potential for contribution to the profession and dissemination plans*

In preparation for the research and in discussion with industry leaders and industry's charity, it has become evident that there seem to be a need to review the current available literature which, when aligned to the findings, will potentially fill the gap in knowledge that has been identified, that said it will also generate additional gaps and a document that the meets with the author's objective and the need of the industry. That said as motivation and employment have such strong correlations it may be pertinent to assert that the work may benefit other industries too. For this the author will be looking to engage with professional associations and provide support and dialogue to enable the change in practice. Equally, the researcher will look at policy makers within institutions, this will pave the way to sensitise the stakeholders in addressing the required changes with the view of a more inclusive and less stratified societal design.

##### *1.6.4.1 Industry Segment Justification*

The research predominantly focuses on hotels and contract catering sectors due to the researcher's professional experience and access to key stakeholders within these segments. While restaurants and other sectors are not excluded, the study's insights are drawn from the sectors where data was richest. Given the similarities in workforce dynamics, many of the findings are likely transferrable to broader hospitality contexts.

#### *1.7 The Structure of the thesis*

The introduction of this thesis establishes the context for the research by delving into the critical relationship between Equality, Diversity and Inclusion (EDI) and Employee Motivation (EM) within the European hospitality industry. It underscores the significance of these themes in an industry known for its diverse workforce and outlines how this research aims to address existing gaps in literature. The chapter also sets out the research aim, objectives and questions, introducing a framework designed to bridge theoretical concepts with practical applications. Furthermore, the author's epistemic positionality as a former senior manager and ethnic minority professional adds a unique layer of insight, linking personal experience to the professional challenges and opportunities explored in the study.

The literature review forms the foundation of the thesis by exploring thematic areas central to the research. It examines key aspects of EDI and motivation, particularly in the hospitality industry, where diverse teams and transient workforces create unique dynamics. Key motivational drivers, such as intrinsic and extrinsic factors, are discussed alongside change management theories and leadership roles in encouraging inclusivity. The chapter highlights the influence of neoliberalism and generational shifts on EDI practices and organisational engagement. Through an analysis of existing research, it identifies gaps in understanding staff retention, turnover and performance metrics, thereby setting the stage for the research's original contributions.

The methodology chapter articulates the research approach, rooted in a pragmatic and interpretivist paradigm. The study employs a mixed-methods strategy, combining structured interviews and quantitative surveys to gather empirical data from ethnic minority workers in the hospitality sector. This methodological choice enables the exploration of nuanced experiences and perceptions. Ethical considerations are emphasised, ensuring participant confidentiality and adherence to academic standards. The chapter also justifies the inductive approach, which allows for the development of insights and a conceptual framework based on the analysis of qualitative and quantitative data.

The analysis chapter presents the findings derived from both qualitative and quantitative methods. It examines themes related to leadership perceptions, employee sentiment and barriers to motivation, utilising coding techniques and statistical tools to process the data. Demographic factors such as gender, ethnicity and age are scrutinised to uncover their influence on employee motivation. The chapter delves into the intersection of EDI practices, organisational change initiatives and employee well-being, providing a comprehensive understanding of the study's key issues.

In the discussion chapter, the findings are contextualised within the broader academic discourse, offering insights into the interplay of motivation and EDI. The chapter proposes a theoretical framework that integrates motivational theories with EDI strategies in the hospitality sector. This framework aims to address the barriers identified in the analysis and offer practical solutions for industry leaders. Additionally, the discussion acknowledges the limitations of the research, such as the scope and generalisability of findings and suggests avenues for future research. These include policy recommendations and tailored strategies for diverse organisational contexts.

The concluding chapter reflects on the research objectives and evaluates the study's contributions to both academic knowledge and industry practices. It summarises the key insights gained and discusses the potential impact of these findings on the hospitality industry, particularly in promoting inclusive leadership and effective talent management. The chapter also offers personal reflections on the research process, highlighting the professional and academic growth achieved through this study. It concludes by emphasising the importance of aligning organisational strategies with EDI principles to encourage a motivated and high-performing workforce, ultimately enhancing the industry's sustainability and competitiveness.

## ***1.8 Chapter's summary***

It is feasible to conclude that, the work undertaken, will deliver not only significant level of additional knowledge for the Hospitality Industry, due to the level of current research it will also inform the industry as to the needs and requirements to make suitable working environments for the future workforce and, therefore, inform the industry on policy change within the Human Resource Management function and that of employee welfare in general. It is also envisaged that the work is addressing the need to create a sustainable level of engagement with the employees, who will be the recipients of the measures organisations

will decide to adopt and deliver to enhance, not only the level of employee-employer engagement, but also to improve the level of motivation of the staff with the view to enhance performance, allegiance, retention and ultimately deliver the company's critical advantage

## *2 Literature Review*

### *2.1 Introduction*

The current doctoral research will examine the extant scholarly literature germane to the researcher's thematic exploration encompassing the impact of motivational dynamics among ethnic minority employees in the Hospitality Industry in UK and Europe. A thematic literature review is deemed best suited to the research as it will allow for a deeper exploration of the key elements centric to the study (Turan, 2020) like EDI and Employee Motivation, to the contrary a chronological review would organise the literature in a sequential order based on publication date (Nayak, Bhattacharyya and Krishnamoorthy, 2022). As the research will be considering to capture the conceptual understanding of EDI and EM, considering specific barriers and facilitators within the Hospitality Industry in Europe, a thematic analysis ensures that literature is organised according to these key areas of focus, facilitating the analysis which aligns directly to the research objectives highlighting possible gaps in the literature which will benefit the development of a framework and support recommendations for industry professionals.

Emphasis on the complex subtleties that support and strengthen complementors in order to achieve strategic advantage and organisational goals will be given special attention (Cenamor, 2021). The investigation carefully followed the designated thematic paths, paying particular attention to the current paradigm of change management, which is marked by the widespread impact of neoliberalism as a motivating philosophical foundation and dynamic catalyst supporting the industry's development.

Additionally, the study will explore the effects of motivational factors on workers, examining how these factors can influence and lighten current change management techniques both inside and outside the confines of the hospitality sector to include larger organisational contexts. In order to contribute to a more nuanced understanding of the complex relationships that define and shape the professional environment, this multidisciplinary investigation seeks to reveal the interaction between motivating variables and the strategic orchestration of change. Expecting a significant and mutually beneficial effect on workers and employers, this study hopes to produce observable elements in the form of increased professional achievements and improved working circumstances in the hospitality sector. The author's envisaged outcomes may extend beyond the immediate research horizon to inform and guide transformative practices in the broader organisational setting.

### *2.2 Analysing Predominant Themes in Motivation*

EDI refers to policies, practices and values that ensure fair treatment, representation and participation of all individuals regardless of gender, ethnicity, religion, disability, or sexual orientation (Mor Barak, 2022). In hospitality, a sector known for its diverse, multicultural workforce, the operationalisation of EDI is critical to maintaining an engaged and productive labour force (Gursoy and Maier, 2023a).

Research shows that inclusive practices, such as bias-free recruitment, transparent advancement opportunities and inclusive leadership, are positively associated with

employees' sense of belonging and psychological safety (Kim, Lee and Connerton, 2020). These outcomes are essential precursors to individual motivation. The main elements regarding motivation in the hotel sector are examined in this study. The first theme explores motivating elements, acknowledging the significance of employee receptiveness and analysing the effect of managerial techniques. In order to comprehend how management builds relationships with teams and promote engagement, the second subject examines EDI and how this may impact workers of different ethnicities. It does this by assessing both old and modern theories and their relevance in the workplace. The study's main goal is to increase understanding of executive nuances and EDI management, by analysing these topics it will help practitioners and academics in the hotel management sector to obtain new perspectives.

### *2.2.1 Theme 1: Key Motivational Drivers in the Hospitality Industry*

The first theme identified in this research pertains to motivational factors within the hospitality industry and, as per Tahiri *et al.* (2022), the study recognises that management plays a fundamental role in motivating staff members. Therefore, an investigation into management practices will be conducted to understand how they adopt EM. However, it is equally essential as argued in (Zientara, Adamska-Mieruszezewska and Bąk, 2023) work to acknowledge the responsibility of employees themselves in being open and receptive to motivation. This theme will delve into the interplay between management practices and employee receptiveness, aiming to identify key factors that contribute to a motivated workforce. (Ferrazza, 2023b)

### *2.2.2 Theme 2: EDI in Hospitality*

The significance of equality, diversity and inclusion (EDI) in the hospitality sector has been emphasised by recent studies. It is suggested that value-centered leadership be used to execute EDI practices and promote an inclusive and respectful culture (Gursoy and Maier, 2023b). In order to overcome talent shortages, sustainable human resources management, including EDI management policies, is essential and, as discussed in "*Diversity and inclusion as indicators of sustainable human resources management in the international hospitality industry*" by Gehrels and Suleri (2016), has to be tracked enabling Sustainable Human Resource Management (SHRM). Furthermore, according to the latest viewpoint, the study titled "*Which should come first? Examining diversity, equity and inclusion*", Russen and Dawson (2023) argue that inclusion should come before diversity initiatives since diverse employees need to feel welcome at work. More thorough research utilising sociological and psychological frameworks is required to examine the effects of workforce diversity on organisational, individual and group performance, even though diversity management research in the hospitality industry lags behind general business literature, (Kalargyrou and Costen, 2016).

## *2.3 The concept of Motivation*

Motivation has been conceptually characterised in a variety of ways by various authors. According to Robbins and Judge (2013), persistence and direction are the main factors that affect a person's ability to attain a goal. Cole (2013) also highlighted the role of motivation as a motivating factor that amplifies workers' efforts. Stoke (1999) examined and emphasised how psychological motivation is influenced by the degree of commitment. So, the researcher can conclude that the process of meeting an employee's wants and expectations at work is motivation. Thus, in order to properly encourage their workers, managers would benefit greatly by understanding and analysing these demands. Simons and Enz (1995) recognised motivation as a crucial component that supports workers' job satisfaction in their defence. It is key for firms to boost EM within their own organisations so that performance among employees increases and employee turnover is reduced (Carter, 1997). This will help improve employee performance and prevent talent leakage. Large quantities of data have been used to identify the significance of motivation for both the person and the company (Ganta, 2014). As an illustration, motivated team members will make the workplace more enjoyable for the workers and as the workers gain more power, the team as a whole contributes more to the success and profitability of the company. Additionally, increased personal motivation helps individuals achieve their goals and supports the fundamental components of talent selection and job happiness. Siu, Tsang and Wong (1997) thesis is founded on the idea that companies should provide employees with working conditions that will support their needs and morale. (Ferrazza, 2023b)

### *2.3.1 Intrinsic and extrinsic motivation*

Herzberg's seminal study, conducted in 1959, was later reviewed by Herzberg, Mausner and Snyderman (2011) and has more recently been further scrutinised and validated by Nickerson (2023). This ongoing body of work confirms the continued relevance of Herzberg's two-factor theory in accurately reflecting employees' attitudes towards their jobs and their overall levels of satisfaction. The study identifies motivational factors as those contributing to "job satisfaction," which employees generally seek to fulfil. These factors encompass areas such as responsibility, accountability, opportunities for advancement and recognition. Herzberg's framework further delineates secondary factors, known as "hygiene factors." Although these factors do not directly drive EM, they can lead to dissatisfaction if inadequately addressed. Examples of these include working conditions and financial compensation. While hygiene factors are necessary to maintain a baseline level of satisfaction, their absence can detract from job satisfaction, although their presence alone is insufficient to motivate employees towards higher levels of performance or engagement. Nickerson (2023) findings reaffirm the contemporary applicability of Herzberg's theory, particularly in light of evolving workplace dynamics. Her research suggests that while the core principles of Herzberg's two-factor theory remain valid, modern workplace contexts may demand a more nuanced understanding of how motivational and hygiene factors interact. The delineation between these factors continues to provide insight into employee behaviour, particularly in identifying areas where dissatisfaction may arise and how intrinsic motivators can be more effectively leveraged to enhance job satisfaction

### *2.3.2 Gardner's motivational theory*

Gardner (2010) explored the effects of language and communication in motivation for individuals to work and collaborate effectively. In his study, Gardner posited that without a sense of affinity between individuals, communication becomes challenging, making it difficult to sustain motivation. In earlier research, (Gardner, 1985) evaluated the relevance of social exchange and the use of a secondary language. This previous work was subsequently reviewed and validated by scholars such as Dörnyei and Ushioda (2021), whose research introduced the additional complexity of language in relation to motivation. With the advent of globalisation, their study observed a gradual decline in the use of minority languages, with dominant languages like English and Mandarin gaining prominence. However, this linguistic shift has introduced new challenges for integration and for motivating non-indigenous ethnic groups. In this context, Dörnyei and Ushioda emphasise that "The motivation for language learning cannot be separated from such social, political and technological realities and neither therefore can research paradigms in this area ignore the sociocultural features of the constantly evolving learning environments."

### *2.3.3 Motivation a renewed approach to stimulate self-determination and self-concordance*

The hospitality industry, which depends on a diverse workforce to cater to a global clientele, recognises the utmost importance of comprehending the factors influencing the retention of ethnic minority staff. Motivated employees play a fundamental role in enhancing service quality, ensuring customer satisfaction and driving organisational success ('Impact Of Motivation on Employee Performance in The Hospitality Industry', 2022). Motivation, closely intertwined with performance, is a fundamental leadership competency that managers must possess, as highlighted by Bryman (2013). Motivation serves as a significantly challenging core element that managers must leverage to align staff with the organisation's values, goals and objectives (Ferrazza, 2023b).

Siu, Tsang and Wong (1997) argue that management often relies on established motivational theories, such as Maslow's motivational hierarchy theory (Maslow, 1943) or Herzberg's theory of intrinsic and extrinsic motivation (Herzberg, Mausner and Snyderman, 1993), to motivate their staff. However, it is essential for management to recognise the current sociopolitical landscape in the UK, characterised by post-Brexit restrictions on foreign workers entering the country (BBC News, 2023). In light of these circumstances, it becomes vital to implement more recent approaches to staff motivation (Ferrazza, 2023a).

Downes *et al.* (2017) suggest that while drawing partially from Herzberg's concepts of intrinsic and extrinsic motivation, goal-specific motives can lead to the development of self-concordant motivation. This form of motivation is closely linked to personal outcomes and create a sense of achievement, thereby stimulating self-generated motivation. Additionally, the theory of self-determination provides insights into the relationship between motivation and individual behaviour. Employees are likely to experience greater satisfaction when engaging in activities that are intrinsically motivating and align with their personal goals. By



doing so, they not only increase their sense of accountability for the outcomes but also dedicate time to pursue their aspirations ('Self-Determination Theory: How It Explains Motivation', 2022), (Ferrazza, 2023a).

Sheldon *et al.* (2015) and Sheldon and Goffredi (2023) argue that certain individuals possess inherent self-drive in pursuing their personal objectives. This self-concordance may alleviate the need for external pressure from management to motivate such individuals. Similarly, Rawolle, Schultheiss and Schultheiss (2013) research emphasises the significance of individual motives in supporting self-development. Although their study builds upon previous research, the central conclusion underscores that individuals respond to a variety of stimuli, such as self-determination (Thrash, Elliot and Schultheiss, 2007) or referential competence and alignment with well-being concepts (Baumann, Kaschel and Kuhl, 2005; Schultheiss *et al.*, 2011). Consequently, it is necessary for management to adopt motivational styles that are tailored to individual perceptions and goal pursuits. It becomes evident that individuals are motivated by various inputs, emphasising the need for managers to consciously ensure that motivation strategies are personalised and implemented to support both the organisational mission and vision, as well as the individual's aspirations. The UK hospitality industry thrives on its commitment to delivering exceptional customer service and a diverse workforce plays a pivotal role in meeting the diverse needs of guests. Ethnic minority staff bring unique cultural perspectives, language skills and experiences, thereby adopting a more inclusive and welcoming environment. Shum, Gatling and Garlington (2019) argue that the presence of ethnic minority individuals in the hospitality sector not only enhances customer satisfaction but also creates opportunities for cultural exchange, promoting global interconnectedness within the industry. However, it is important to acknowledge that despite the sector's collective efforts, the hospitality industry is not entirely immune to discrimination, which can lead to increased levels of stress and friction between employees and management (Ong, Fuller-Rowell and Burrow, 2009), (Ferrazza, 2023a).

The positioning of individuals within the workplace can be significantly influenced by the levels of stress they experience. Baumann, Kaschel and Kuhl (2005) argue in their research titled "*Striving for Unwanted Goals: Stress-Dependent Discrepancies Between Explicit and Implicit Achievement Motives Reduce Subjective Well-Being and Increase Psychosomatic Symptoms*" that stress alone can have a detrimental effect on psychological health and overall well-being. Similarly, Teng, Hu and Chang (2020) highlight the impact of stress in the hospitality industry and its connection to self-efficacy and innovative behaviour. In this regard, it becomes the responsibility of management to encourage staff to be innovative and creative. This approach not only contributes to a sustained competitive advantage but also promotes the development of new services and products that enhance customer satisfaction. Consequently, witnessing positive outcomes can fuel staff motivation (Zhang, 2010; Hon, Chan and Lu, 2013; Li and Hsu, 2016) thus creating a shared sense of camaraderie and support is essential and it is the responsibility of leaders and managers to identify and nurture such an environment in order to enhance the motivational factor. However, further efforts should be made to support the professional advancement of ethnic minorities in the Hospitality Industry (Stanton, 1989), (Ferrazza, 2023a).

In recent years, there has been a noticeable decline in the workforce within the hospitality industry, particularly among ethnic minority employees. This trend can be attributed, in part, to the presence of poor employment conditions and a lack of talent recognition by management. Bloudoff-Indelicato's study (2016), cited in Wen and Liu-Lastres (2021), highlights the need for industry leaders to take decisive action in identifying emerging talents and promote a positive working environment. By proactively recognising the skills and potential of employees, leaders can not only enhance job satisfaction but also increase motivation levels and reduce turnover intentions. To address these challenges, industry leaders must prioritise the implementation of effective talent management strategies. This entails actively identifying and nurturing the rising talents within the workforce, regardless of their ethnic background (Smith, 2002). By creating a culture that values and celebrates diverse talents, industry leaders can cultivate a positive and inclusive working environment. Such an environment promotes job satisfaction, as employees feel appreciated and motivated to contribute their skills and expertise. Furthermore, the encouragement of career progression and professional development opportunities is fundamental. By providing avenues for growth and advancement, industry leaders can demonstrate their commitment to encourage talent and investing in the long-term success of their employees. This, in turn, not only boosts motivation and engagement but also reduces the likelihood of turnover. It could be argued therefore that the shrinking workforce within the hospitality industry, particularly among ethnic minority employees, necessitates proactive measures by industry leaders by recognising and nurturing emerging talents, promoting a positive working environment and offering career progression opportunities are essential for enhancing job satisfaction, increasing motivation levels and reducing turnover intentions and, by embracing these practices, industry leaders can create a more vibrant and inclusive industry landscape (Zopiatis, Theocharous and Constanti, 2016), (Ferrazza, 2023a).

## *2.4 Equality, Diversity and Inclusion (EDI)*

### *2.4.1.1 Identifying ethnicity*

The concept of ethnic minority or "race" has been widely researched over time, however the wider understanding of the implication of ethnicity in the work place was argued in Anthias (1998) work 'Evaluating "Diaspora": Beyond Ethnicity' where ethnicity and race dichotomy was actually unified to offer a view of the concept more in line with the modern vision of Weberian theory. Sackmann, Peters and Faist (2003) argue that since the mid-1980s there has been a shift in the concept of ethnicity whereas the more modern approach not only considers ethnicities solely based on colour but also considers the influence of circumstances, heritages and influences and thus challenging the concept of Britishness (Ferrazza, 2023a).

### *2.4.2 Managers and ethical behaviour*

When examining the relationship between neoliberalism and ethical management practices, it is important to acknowledge that these are distinct concepts that may intersect in various ways. The nature of their connection can be complex and contingent upon several

influencing factors, such as cultural background, organisational ideals and personal perspectives. It is key to recognise that certain factors may impact the correlation between Management Ethics and Neoliberalism. Neoliberalism, which emphasises profit maximisation, has the potential to incentivise managers to engage in unethical behaviours, exploit employees and compromise the ethical decision-making process in pursuit of financial gain (*The Open University*, no date). Bloom (2019) argues that individuals are compelled to ethically preserve capitalism at both communal and personal levels. This can manifest in different ways, including the moral obligation to embrace austerity measures politically following a financial crisis, employees willingly dedicating their time and energy to create greater humanity within their neoliberal organisations and individuals making efforts to support their families and communities despite the demands of a fast-paced global business environment. In this manner, neoliberalism exploits our inherent "good nature" and sense of personal responsibility, ultimately reducing the human cost associated with its initiatives (Ferrazza, 2023a).

### ***2.4.3 Inclusivity and Diversity Promote Staff Retention:***

Creating an inclusive work environment is of paramount importance in addressing the issue of staff turnover, Kalargyrou and Costen (2017) and Gursoy and Maier (2023) assert that managers must wholeheartedly embrace diversity, as it not only facilitates effective change management, as previously discussed in this critical analysis, but also cultivates a culture of respect and inclusivity that encourages the workforce to embrace and support cultural exchange, this is particularly significant when considering ethnic minorities within the workplace; to achieve this, strategies should be implemented to promote diversity, respect and equal opportunities. One effective approach is the implementation of diversity training programs, which can enhance cultural competency, reduce bias and promote mutual understanding among employees. Additionally, establishing employee resource groups or affinity networks provides valuable platforms for support, networking and the sharing of experiences. McGinley and Ramani (2023) emphasise the pivotal role of leadership in championing diversity initiatives. Leaders must ensure representation at all levels of the organisation, actively promoting inclusivity and creating a culture that celebrates diversity, this approach aligns with the concept advanced by (McGinley and Ramani, 2023) (McGinley and Ramani, 2023), highlighting the central role of leadership in promoting diversity and creating an inclusive environment (Ferrazza, 2023a).

The hospitality industry has witnessed a significant staff leakage to other industries over the past two decades. Consequently, organisations have recognised the need to develop new strategies to retain staff and talent. Effective recruitment practices play a vital role in attracting, motivating and retaining a diverse workforce (Ghani *et al.*, 2022). Motivating staff poses a substantial challenge, particularly considering that employees often engage in comparisons of their rewards and benefits with those of their peers (Griffin, 1991). Therefore, it is crucial for organisations to develop job advertisements that target the appropriate communities and reach a broader pool of qualified candidates from ethnic minority backgrounds. Cultural competency training for recruiters enhances their understanding of

diverse perspectives and facilitates fair and inclusive selection processes. In the hospitality industry, organisations frequently rely on individuals who utilise the industry as a transitional phase during their studies or between jobs (Mohsin, Lengler and Kumar, 2013). However, hospitality establishments must reconsider their retention strategies. They should prioritise mentorship programs, career development opportunities and fair performance evaluation processes, as discussed and studied in Ohunakin *et al.* (2020) work. Furthermore, by implementing tailored initiatives that offer greater support for ethnic minority employees, organisations can create an inclusive work environment where these individuals can thrive (Ferrazza, 2023a).

#### ***2.4.4 Staff Turnover and generational discontent***

The hospitality industry plays a vital role in the global economy, providing employment opportunities and contributing to the country's tourism sector. The significant impact of the industry on the UK economy is evident, as figures demonstrate that the hospitality sector has been driving the recovery since early 2021 (UKHospitality, no date). According to UKHospitality (2023), the industry remains the third largest UK employer with 3,542,000 employees. In 2022, it directly contributed a total of £93 billion to the UK economy, with an additional £121 billion indirectly. However, one of the major challenges faced by the industry is high staff turnover. As discussed in their research, Brown, Thomas and Bosselman (2015) suggest that the newer generation of professionals requires and desires a challenging and equally exciting career path while maintaining a healthy work-life balance. Addressing this issue is paramount for organisations, as it is not only crucial for promoting inclusivity and diversity but also for enhancing organisational stability and productivity within the industry (Wen and Madera, 2013). Understanding the challenges faced by ethnic minorities is particularly significant in this context. Ethnic minorities often encounter unique obstacles, including language barriers, cultural differences and discrimination, which can contribute to higher turnover rates. It is therefore imperative for organisations to address these challenges, as they are not only important for promoting inclusivity and diversity but also for improving organisational stability and productivity within the industry (Wen and Madera, 2013) (Ferrazza, 2023a).

#### ***2.4.5 Understanding the Challenges Faced by Ethnic Minorities:***

Ethnic minorities encounter a multitude of distinct challenges in the workplace, which significantly contribute to their higher turnover rates within the hospitality industry. These challenges, such as language barriers, can hinder effective communication and restrict career opportunities. Equally, cultural differences may impede integration and understanding between employees and management, as researched by Devine *et al.* (2007), discrimination, both overt and subtle, can create hostile work environments, leading to dissatisfaction and turnover. Statistics and studies vividly demonstrate the glaring disparities in employment opportunities and retention rates among ethnic minorities, thereby underscoring the urgent need for targeted interventions. However, Segal-Horn (2000) cited in (Aharoni and Nachum, 2000. pp. 320-333), posits that employees possessing the ability to speak multiple languages can effectively enhance interaction and

communication with customers. Moreover, there exist additional challenges directly linked to management behaviour and the perception of foreign workers by customers, as well as their comprehension of effective communication. Janta *et al.* (2011) study results outlined that foreign workers are often reprimanded more and occasionally rewarded less than the British colleagues, this level of discrimination has been noted previously and documented in Wright and Pollert (2006) research where not only the challenges around language and provenance were identified but also cases of racial abuse from customers seem to be the accepted norm. Amidst the plethora of research conducted in this field, it becomes evident that employee appreciation plays a pivotal role in directly influencing staff retention and minimising attrition (Choi, 2006) (Ferrazza, 2023a).

#### ***2.4.6 Bias, Discrimination Vs Engagement and Well-being***

The hospitality industry, due to its diverse workforce, is susceptible to bias and discrimination, which can undermine colleagues and have detrimental effects on staff turnover, particularly among vulnerable team members and ethnic minorities (Zhou, Liu and Liu, 2022). To address this issue, the establishment of anti-discrimination policies and the promotion of diversity awareness are crucial. Min and Kim (2019) suggest that clear reporting mechanisms should be in place to effectively address incidents of discrimination. Additionally, employee support networks and advocacy groups provide platforms for ethnic minorities to voice concerns, share experiences and contribute to organisational change. Therefore, management should actively support the creation of a culture that values diversity and actively addresses discrimination, as it is vital for reducing turnover rates. Equally employee engagement and well-being play a significant role in reducing staff turnover, they positively impact job satisfaction and contribute to a sense of value and belonging (Ulus and Hatipoglu, 2016). Recognising and rewarding employees' contributions, promotes job satisfaction and a higher quality of service delivery, supporting the organisation's strategic objectives (He, Morrison and Zhang, 2019). Ongoing training and development opportunities are essential for ethnic minority employees to build their skills, advance in their careers and feel connected to the broader community. These activities, led by the leadership team, enhance work-life balance and promote employee mental health, demonstrating the organisation's commitment to the well-being of all employees. Reducing staff turnover among ethnic minorities in the UK hospitality industry requires a multifaceted approach, thus understanding and addressing the unique challenges faced by ethnic minorities, promoting inclusivity and diversity, implementing effective recruitment and retention strategies, addressing bias and discrimination and enhancing employee engagement and well-being all contribute to creating a more inclusive and supportive work environment (Golubovskaya, Solnet and Robinson, 2019). Such efforts not only reduce turnover rates but also contribute to improved organisational stability, productivity and the overall success of the hospitality industry in the UK. Embracing diversity and empowering ethnic minorities within the sector is not only morally right but also a strategic imperative for sustainable growth and success. However, it is important to acknowledge that the industry tends to attract young, low-skilled and transient workers for various reasons such as poor pay, job market volatility and individual circumstances (Hjalager and Andersen,

2001; Duncan, Scott and Baum, 2013; Farrugia, Threadgold and Coffey, 2018) (Ferrazza, 2023a).

## *2.5 Assumptions and Hypothesis*

For this research the author explores the relationship between EDI and EM within the realms of the Hospitality industry in Europe. The study builds on the premise that EM is directly influenced by the levels and the presence of effective EDI initiatives, appreciating the relationship between these independent variables EM and EDI and how these provide the necessary insight into enhancing productivity in the hospitality industry. These assumptions will be the fundamental pillars to exploring how EDI initiatives (positive and negative) affect the motivation in employees and consequently contribute to or inhibit their performance, they will also support the creation of a framework to understand the causal relationship between EDI, Motivation and performance. This research integrates Herzberg's Two-Factor Theory, Gardner's communication-based motivation and theories of inclusive leadership. These concepts inform the development of variables and hypotheses explored through qualitative and quantitative instruments. A visual framework is provided in Chapter 5, mapping how EDI practices influence motivation and ultimately performance.

**Assumption 1:** barriers to EDI (such as discrimination, lack of policies such as inclusion) may negate EM and by consequence the organisation's market positioning and performance.

**Dependent Variables (DVs):** Employee Motivation (EM)

**Independent Variable (IV):** Barriers to EDI initiatives (e.g. discrimination and exclusion)

**Assumption:** if EDI barriers are elevated the staff become demotivated.

$H_1 = \text{If EDI is -, EM -}$

**Assumption 2:** considers that a positive level of EDI Initiatives/Management will positively influence Employee Motivation and Performance

**Dependent Variables (DVs):** Employee Motivation (EM)

**Independent Variable (IV):** Enablers to EDI initiatives

**Assumption:** EDI with an inclusive work environment lead by leadership activities are both expected to impact directly on EM

$H_2 = \text{If EDI is +, EM +}$

## 2.6 Conceptual framework

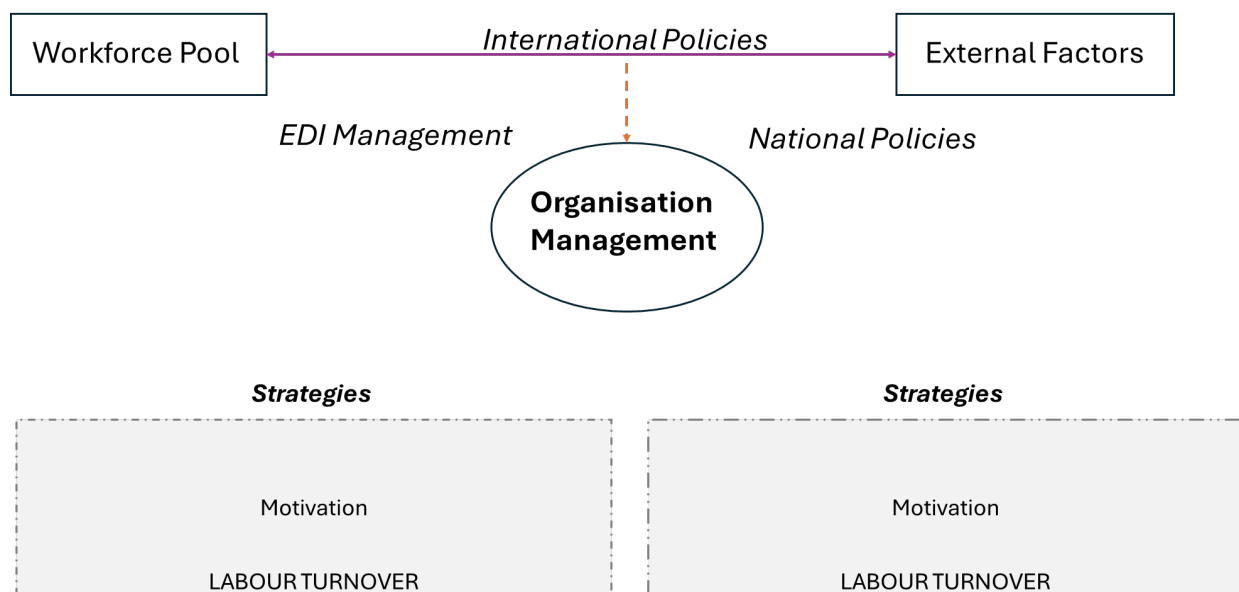


Figure 1 - Conceptual Framework

Source: Author's elaboration partially adapted from Garcia-Rodriguez et al. 2020

Figure 1 outlines the foundational framework for this research, aligning the study's objectives and outlining the key forces that influence the organisation, at the initial stage the author's elaboration of the conceptual framework illustrates how international and national policies, external factors and the available workforce converge to influence the organisation's management. This sets the groundwork for a deeper analysis of how EDI and EM interact and shape the relationship between organisation and employee. The figure above shows the core elements of the research (EDI, EM) which are essential to the construct of a conceptual framework and supports the identification of the external factors and barriers that may emerge as obstacles to motivation in the hospitality sector, the conceptual framework also suggests how organisational strategies can influence labour turnover. That said however, the initial framework is the start point for the development of practical recommendations and the development of a comprehensive framework for the industry's professionals which will be further detailed in the discussion chapter (5). The alignment of the conceptual framework to the research objectives and hypotheses ( $H_0$  1 = If EDI is -, EM -;  $H_2$  = If EDI is +, EM +) provides a structured approach to appreciating how EDI influences EM and how these implications can support the decision making of the leadership to successfully implement change which will support the organisational performance alongside the workforce personal and professional development.

## 2.7 Literature gaps - What is Known and What is Missing: Theoretical Gaps in EDI and Motivation

While there is consensus that EDI encourages a sense of belonging and can positively impact employee motivation, limited research investigates these constructs jointly within the European hospitality industry.

### *2.7.1 What we know:*

- Inclusive practices enhance psychological safety and engagement.
- Motivation is influenced by organisational climate and leadership style.

### *2.7.2 What we don't know:*

- How EDI frameworks influence minority motivation specifically in hospitality.
- Whether EDI-motivated employees experience measurable improvements in individual performance.

### *2.7.3 What this study contributes:*

- Rich field data from managers and staff linking EDI perception to motivational impact.
- Conceptual and practical model focused on ethnic minority representation and progression.

### *2.7.4 Linking EDI and Motivation: What We Know*

There is increasing evidence that inclusive practices positively influence EM. Research in human resources, education and services industries shows that employees who perceive fairness, respect and opportunity are more motivated and committed (Gardner, 2010; Downes *et al.*, 2017). Self-Determination Theory (Ryan and Deci, 2017) provides a foundational explanation of how EDI initiatives support intrinsic motivation by fulfilling basic psychological needs: autonomy, competence and relatedness. Inclusive leadership styles and equitable management practices create conditions where individuals feel respected and empowered, contributing to higher motivation levels (Dörnyei and Ushioda, 2021). Further, Herzberg's Two-Factor Theory (Herzberg, Mausner and Snyderman, 1993; Nickerson, 2023) suggests that inclusive workplace factors such as advancement opportunities and supportive management serve as motivational 'satisfiers'. These are particularly impactful in hospitality, where turnover is high and many employees seek stable, growth-oriented environments (Mura *et al.*, 2019). In hospitality-specific research, Gursoy and Maier, (2023a) found that diversity-positive climates correlate with job satisfaction and employee engagement. Kalargyrou and Costen (2016) demonstrated how equitable hiring and inclusive communication enhanced employees' sense of belonging, which in turn supported their motivation to perform and remain with the organisation. These findings align with broader studies indicating that employees who feel included and valued are more likely to exhibit higher levels of job commitment and satisfaction (Russen, Dawson and Madera, 2020). However, despite these affirmations, hospitality sector research remains relatively limited in its scope and integration. Much of the existing work either considers diversity and motivation independently or fails to explore their relational mechanisms in depth. There is increasing evidence that inclusive practices positively influence EM. Research in human resources, education and services industries shows that employees who perceive fairness, respect and opportunity are more motivated and committed (Gardner, 2010;



Downes *et al.*, 2017). In hospitality, emerging research supports this linkage but remains fragmented. Gursoy and Maier (2023) found that diversity-positive climates correlated with job satisfaction. Kalargyrou (2017) identified the motivational role of fair employment and inclusive communication. However, the hospitality sector still lacks integrated studies that systematically examine how EDI strategies affect motivation.

### 2.7.5 *Gaps in the Literature: What We Don't Know*

Despite progress in examining both EDI and EM independently, a number of critical gaps remain in understanding their interrelationship, particularly within the context of the European hospitality industry. These gaps reveal a lack of conceptual coherence, methodological consistency and sector-specific insight.

**Theoretical Contribution:** The study develops a conceptual model that explicitly links EDI practices (inclusive leadership, fairness, recognition, accessibility) with motivational constructs derived from Self-Determination Theory and Herzberg's Two-Factor Theory. In doing so, it clarifies the underlying mechanisms through which inclusive environments can foster EM.

**Sector-Specific Insight:** The research context focuses exclusively on the hospitality industry in Europe, capturing cultural, linguistic and organisational diversity. This sector-specific framing addresses the paucity of hospitality-centred EDI–motivation studies and enables the development of more relevant frameworks.

**Mixed-Method Research Design:** By combining semi-structured interviews with industry leaders and surveys with frontline staff, the study enables triangulation of perspectives. This addresses the frequent methodological limitation of relying on a single data source and ensures a richer, more nuanced interpretation of the EDI–motivation relationship.

**Intersectionality and Identity-Sensitive Analysis:** The qualitative phase incorporates direct testimonies from individuals navigating barriers linked to gender, ethnicity and language. This helps surface the complex interplay of identity factors shaping motivation. Quantitative questions capture demographic variables, enabling deeper intersectional analysis.

**Practical Relevance:** The findings are structured to inform leadership strategies and HR practices aimed at creating more inclusive and motivating work environments. Insights are especially tailored for multicultural hospitality teams, offering actionable recommendations.

Literature Gap	How This Study Addresses It
Lack of integrated EDI–motivation research in hospitality	Focuses explicitly on this relationship within diverse European hospitality settings
Absence of sector-specific frameworks	Develops a tailored conceptual model grounded in empirical field data

Limited mixed-method empirical evidence	Employs both interviews and surveys to capture multi-level perspectives
Underexplored intersectionality	Examines race, gender and language barriers in tandem

Table 1 - Literature gap addressed

Source: Author's elaboration

Addressing these gaps is critical to achieving the research objectives:

- Evaluating the conceptual understanding of EDI, motivation and performance in the hospitality industry.
- Identifying barriers to motivation that inhibit employee performance, particularly for ethnic minorities.
- Developing actionable frameworks to enhance EDI practices and motivate diverse workforces, thereby improving individual and organisational performance.

These limitations highlight the need for more integrative, sector-informed and intersectional approaches to understanding how EDI affects EM in hospitality. Addressing these gaps would strengthen both academic theory and industry practice. These gaps present both a theoretical void and a missed opportunity for practical application. In summary, the existing body of knowledge reveals significant gaps that limit a comprehensive understanding of the interplay between EDI and EM within the European hospitality industry. Addressing these gaps through region-specific, mixed-method and intersectional approaches will not only advance academic discourse but also contribute practical insights for industry stakeholders.

### *2.7.6 Theoretical Alignment with Conceptual Framework*

The conceptual framework developed for this study is grounded in the reviewed literature and aligned with the dual theoretical anchors of Self-Determination Theory (Ryan and Deci, 2017) and Herzberg's Two-Factor Theory. It positions EDI as a catalyst for motivation by supporting employees' psychological needs for autonomy, competence and relatedness and by providing motivational satisfiers such as advancement, recognition and a sense of belonging. Inclusive leadership, fair treatment, transparent communication and recognition are presented as key EDI constructs that shape motivational experiences. These are reflected in both interview protocols and survey dimensions, ensuring empirical alignment with the conceptual model. Moreover, the framework acknowledges that motivation acts as a mediating variable between EDI and broader performance-related outcomes. However, performance is not the focus of measurement in this study and is instead considered a long-term outcome contingent upon motivational conditions being met. By embedding the framework in existing theory and ensuring it reflects the realities uncovered in the literature and preliminary findings, the study ensures coherence between conceptualisation, operationalisation and analysis. This alignment supports the study's

internal validity and enhances its contribution to academic and applied knowledge in hospitality management.

## *2.8 Chapter's summary*

The review of the literature provides an in depth and comprehensive analysis of relevant key themes to comprehend the dynamics of Equality, Diversity and Inclusion (EDI), motivation and employee performance within the European hospitality industry. Exploring the motivational theories, including Herzberg's two-factor model and Gardner's motivational theory, revealed that intrinsic and extrinsic factors are centric to employee engagement and performance. That said however, the hospitality sector's unique challenges such as high staff turnover, language barriers and the lack of structured career progression highlights the limitations of traditional motivational frameworks in addressing the needs of a diverse and multicultural workforce.

The role of EDI programs in promoting diversity and raising employee engagement is further criticised in the literature review. According to earlier research, EDI training and inclusive policies can enhance the working conditions for employees from ethnic minorities and reduce prejudice. However, EDI research is still in its infancy in comparison to other industries and the author identified gaps in the application of these strategies within the hospitality sector due to the scarcity of research.

In order to make recommendations for inclusivity and boost staff morale, the researcher will influence the current literature by fusing theoretical understandings with industry-specific issues. By filling in the gaps, the researcher hopes to provide useful insights for industry and academic stakeholders, guaranteeing a more productive and fairer treatment of the workforce in the hotel business.

### *3 Methodology*

#### *3.1 Introduction*

The proposed research aims to conduct a comprehensive review of the current standing of ethnic minority employees of the Hospitality Industry in UK, focusing on their motivation and how this understanding can contribute to employee motivation. The objective is to identify necessary adjustments that would enhance the well-being and motivation of both ethnic minority employees and the entire staff. The underlying premise of this research centres around enhancing the positioning of employees, wherein the organisation assumes a pivotal role as the driving force behind change management. By assuming this proactive stance, the organisation facilitates a paradigm shift in internal policies, thereby creating an environment conducive to talent management and career progression. This strategic approach underscores the central tenet of the study, which emphasises the organisation's responsibility in effecting positive changes that not only elevate the status of employees but also enable their professional growth and advancement (Ferrazza, 2023b).

The motivation for this study stems from the personal experience of the researcher as an Italian worker, who faced stereotyping and limited career advancement opportunities due to language barriers when he first moved to the UK. This first-hand experience highlights the challenges faced by individuals of different races in asserting their abilities and progressing in their careers. Moreover, it is the author's contention that a considerable pool of untapped and unchallenged talent exists, largely attributable to cultural disparities. While extensive research has addressed the concept of cultural distances, the majority of studies have predominantly focused on broader cultural dimensions as defined by Hofstede (2023). These investigations have thus created schemas that may not adequately reflect the diverse range of employees, particularly within the dynamic context of the hospitality industry. Consequently, this research presents a significant opportunity for critical analysis and offers a broader scope for examining cultural distances within this specific industry (Ferrazza, 2023b).

As an insider in the industry and a member of an ethnic minority, the author is privileged to possess a unique perspective that can not only inform the research but also garner support from decision-makers in the hospitality industry. These industry professionals, whom the author has encountered throughout my career, have shown interest in the potential recommendations that the research will provide to drive organisational progress towards equality, equitability, talent identification and advancement (Ferrazza, 2023b).

#### *3.2 Epistemic positioning*

Before transitioning into academia, the author held the position of Regional Manager at Compass Group Plc, a multinational corporation. This senior managerial role within the business sphere provided a deep understanding of the challenges and issues that affect the researcher's own conduct and aspirations as an Italian and a member of the ethnic minority population residing in the UK. However, it can be argued that these considerations shed

light on factors that organisations should take into account to ensure the hospitality industry supports the development of professionals and offers competitive benefits that promote the retention of motivated specialists, consequently increasing industry productivity and enhancing the company's competitive advantage (Ferrazza, 2023b).

The research will specifically examine the impact of a relatively high proportion of workers from racial and ethnic minorities employed in the industry on their relationship with employers, professional development opportunities and strategies to reduce workforce attrition. Before delving into the methodology employed for this study, it is important to note my extensive professional background in the hospitality industry. Throughout my career, I have held various senior and executive management positions in multinational corporations, encompassing roles such as Front of House Director, Food and Beverage Director and Regional Account Director. The author's experience extends beyond Italy and the UK, as the author also worked with partnerships in France and Switzerland. From 1984 to 1986, the author managed all hospitality services for the European Head Office in London and the Union Bank of Switzerland (UBS) centre of excellence in Zurich (Ferrazza, 2023b).

Moreover, had the privilege of serving on Princess Pallavicini's board of directors in Rome from 1993 to 2001 while heading two of the Princess organisations. Upon returning to the UK in 2001, Alessandro joined Compass Group Plc as a general manager, progressing to become a regional account director. In this role, he strategically supported a multimillion-pound division, utilising the garnered expertise to achieve the company's strategic vision and advantage. This role entailed client retention, sales and the realisation of the company's strategic vision (Ferrazza, 2023b).

In 2019, the researcher took the decision to transition to academia, initially as an Associate Lecturer and later securing a permanent role as a Module Leader and MBA Lead Lecturer. The primary areas of specialisation include Business Strategy, International Hospitality Management, Strategic Leadership and Management and International Human Resource Management (Ferrazza, 2023b).

As a Senior Manager in the industry, given the exposure of the author's to a wide range of challenges faced by subordinates, encompassing issues related to compensation, professional pathways, financial and non-financial benefits, he felt compelled to conduct the research on this topic. Alessandro aims to present the industry with potential solutions that not only cultivate a better-prepared workforce but also encourage inclusivity, diversity and a highly motivated workforce capable of delivering exceptional service. Given these considerations, it has become evident that the research focus cannot solely revolve around the perspective of employees. Instead, it is imperative for employers and industry leaders to adopt policies and approaches that support the broader community and facilitate the demonstration of ethnic minorities' ability to make positive and constructive contributions to both the business and the industry as a whole. Due to the diverse and inherently complex nature of the Hospitality Industry, it has become necessary to frame the research within a specific subsector. Considering the extensive experience, primarily within the Hotels and the Contract Catering sectors of the industry, the research will concentrate on these areas

without excluding contributions from Restaurants and other areas of the industry as a whole. However, it is worth noting that the nature of work within this sector bears similarities to other sectors within the industry, making it feasible to replicate this research in other areas as well (Ferrazza, 2023b).

### *3.3 Importance of the research*

As highlighted earlier, the researcher firmly believes that there is significant room for improvement in enhancing the well-being and professional development of ethnic minority individuals employed within the hospitality industry. While several studies have examined related topics, such as De Silva and Perera's (2020) research "An Analysis of The Retention of Trained Employees of The Food and Beverage Sector in The Hotel Industry" in Sri Lanka, Liu-Lastres and Wen's (2021) study "How Do Ethnic Minority Foodservice Workers Perceive Employee Well-Being? An Exploratory Study" in the United States and Tsaur and Hsieh's (2020) investigation into "The Influence of Aesthetic Labour Burden on Work Engagement in the Hospitality Industry: The Moderating Roles of Employee Attributes" in Taiwan, limited research has been conducted in the context of the United Kingdom. The primary aim of this research is to address the existing knowledge gap and propose strategic measures to enhance opportunities for ethnic minority employees. By doing so, this study seeks to assist employers in recognising and nurturing future talents within this demographic group, thereby nurturing the growth and development of ethnic minorities in terms of their abilities, skills and advancement opportunities. It is crucial to acknowledge the evolving landscape of the hospitality industry, particularly in light of the United Kingdom's departure from the European Union (BBC, 2020) and the recent impact of the Covid-19 pandemic (Rigby J and Satija B, 2023). These events have resulted in a significant reduction in the availability of skilled workers, emphasising the importance of conducting a comprehensive study to support the industry as a whole by nurturing emerging talent from within (Ferrazza, 2023b).

### *3.4 Ethical considerations*

The ethical standpoint that will be adopted by the researcher is closely intertwined with the principles of inclusion and diversity. This subject remains inadequately explored within the field of Hospitality, with arguably the most comprehensive study to date being conducted by Mohammadi, Bhati and Ng (2023) entitled "20 years of workplace diversity research in hospitality and tourism: a biometric analysis." The aforementioned research underscores the fact that the concept of Diversity and Inclusion received limited attention from the industry until 2005. In fact, one area where research in this field lags behind other industries is the examination of inclusion and diversity in relation to race, ethnicity and gender equality (Ferrazza, 2023b).

Since 2005, scholars have been actively contributing to the research and advancement of knowledge in this domain. Notably, Karatepe and Tekinkus (2006), has made significant contributions. Given the delicate nature of the topic, particularly when combined with the concept of motivation, the researcher has chosen to adopt a semi structured interview-based approach. Specifically, will be interviewing industry leaders who can provide insights into the presence of these factors within their organisations and discuss the measures

implemented to support employees from ethnic minorities in realising their potential as future leaders (Ferrazza, 2023b).

To address the ethical challenges posed by the sensitive nature of this research such as stereotype of ethnicity or issues on diversity and propension towards exclusion as opposed to inclusion, the author will only interview participants who are personally acquainted with him. They will be explicitly informed that the interviews will be treated with utmost confidentiality, this means that all individuals' names, positions and associated companies will remain anonymous. However, participants will have the option to waive their confidentiality if they wish to do so and their names may be disclosed at the researcher's discretion. Participants will be made fully aware that their contribution to the research is voluntary and no form of compensation is attached to their involvement. Furthermore, they will be informed that if any direct quotations are used during the writing process, their names will be attributed to the quotes (Ferrazza, 2023b).

This study is intended to facilitate a mutually beneficial collaboration and development between organisations and employees, enabling them to forge a new dimension of cooperation. The objective is not only to enhance the working relationship, but also to align employees with the strategic objectives of the organisation, thereby encouraging the emergence of a new era of talented individuals. In adhering to deontological principles, it is imperative to avoid any wilful violation of ethical constructs, as discussed by Clark et al. (2021) in their study "Bryman's Social Research Methods." Therefore, this research will adopt a Universalist stance on ethics (O'Neill, 1998), emphasizing the inviolability of ethical rules. Any breach of these principles would not only undermine the author's moral convictions but also jeopardize the integrity of the research endeavour (Ferrazza, 2023b).

Fulton (2019) emphasises the indispensability of ethics and the guiding principles that underpin the researcher's responsibility to uphold respect and promote the greater good. It is crucial for researchers to avoid causing harm to individuals as a result of their research endeavours. Additionally, Fulton argues that ethical challenges in research are not always straightforward, as corroborated by Guillemin and Gillan (2004) who assert that research is often permeated with intricate ethical dilemmas. Thus, it is considered essential to delve beyond surface-level considerations and engage with the underlying aspects of ethics. While procedural ethics may fall short in providing comprehensive guidance for research practices, Guillemin and Gillan suggest that researchers must actively engage in introspection and deliberate upon foundational principles, such as integrity and ethical behaviour, to navigate the ethical terrain effectively. Therefore, it is incumbent upon researchers to adhere to these principles in order to ensure the ethical integrity of their work and safeguard the well-being of all involved (Ferrazza, 2023b).

### *3.5 Philosophical ontological positionality*

The researcher already possesses extensive knowledge and understanding of the industry, as well as personal experiences, which all contribute to the author's ontological assumptions and positionality as an insider. The researcher's approach has been greatly impacted by

Rorty's pragmatic philosophy, which promotes an emphasis on the contingent and context-dependent nature of knowledge (Rorty, 1999). His preference for pragmatic problem-solving over universal truths is a strong fit with this study's goal of addressing pressing challenges like EM in the hospitality sector and Equality, Diversity and Inclusion (EDI). The author has further been motivated to embrace a flexible and responsive methodological framework that prioritises people's lived experiences by Rorty's emphasis on communication and flexibility. Likewise, the comprehension of the subjective and socially created aspect of reality has been enhanced by Denzin and Lincoln (2018) interpretivist viewpoint, as their contributions to narrative inquiry and symbolic interactionism have greatly influenced the researcher's dedication to investigating the organisational and individual settings that influence workers. Together, Rorty and Denzin have established a philosophical methodology that strikes a compromise between the depth and subtlety of interpretivist inquiry and the pragmatic demands of pragmatism, guaranteeing that this study effectively and theoretically represents the complexity of the human experience ensuring that the research can remain both meaningful and contextually rich. Additionally, as outlined by Creswell *et al.* (2018) the concept of pragmatism is derived by the work produced by Peirce mentioned in Cherryholmes (1992) where the underpinning driver for this philosophical approach is the relevance to situations that lead to consequences as opposed to pre-existing conditions. Therefore, it could be argued that a pragmatic philosophy is deemed necessary to provide a common-sense approach to truth, as proposed by Capps (2020). A grounded interpretivist approach is thus adopted to align with the study's goals and address the research questions effectively. Furthermore, considering the need to examine organisational politics and power dynamics (Kelemen and Rumens, 2008, as cited in Saunders, Lewis & Thornhill, 2019, p. 141), an interpretivist approach with a pragmatic philosophy ensures that stakeholder perspectives are duly considered (Ferrazza, 2023b).

The qualitative study employed an interpretivist research paradigm, as it aims to capture participants' personal experiences, knowledge and in-depth understanding of the subject, which is subsequently be interpreted by the researcher. The primary objectives of this study are to gather in-depth data and generate insightful analyses to contribute to the advancement of knowledge in the field. Participants have shared information that encompasses unforeseen challenges that may influence both the outcomes and the implementation of those outcomes to employees and managers (Ferrazza, 2023b).

The research has adopted a relativist ontological approach, whereby the perspectives and knowledge of the participants and the researcher themselves form the basis of the study. This approach is particularly relevant due to the participants' and the researcher's extensive experience in Hospitality Management. Their involvement in this field ensures that their perspectives and insights are valuable in understanding the research topic. It is therefore feasible for a mixed method, through a multiple field study, to be the focal point of the research, this will ensure that the philosophical paradigm is aligned with the researcher's ontological positioning (Ferrazza, 2023b).



### *3.6 Criteria for the research*

The assessment of a research study relies on two fundamental principles: reliability and generalisability, although these requirements are associated with the positivist approach to case studies, thus do not apply to the current study conducted by the author (Beverland and Lindgreen, 2010). The objective of qualitative research is to comprehend factual information rather than draw extensive conclusions (Merriam, 1988). Given the dynamic nature of the real world, replicating qualitative research and social phenomena becomes impracticable (Strauss and Corbin, 1998; Marshall and Rossman, 2014). The distinctiveness of each version renders impossible the imitation (Easton, McComish and Greenberg, 2000). Consequently, the debates surrounding reliability and generalisability are irrelevant within the realm of qualitative research. However, for any qualitative study, the primary concern lies within core legitimacy or "authenticity" (Merriam, 1988). In other words, researchers must ensure that their findings align with reality (Merriam, 2002). Addressing the matters at hand, (Lincoln and Guba, 20) discuss that transferability, dependability, credibility and conformability of the qualitative empirical interpretations, ought to be enhanced. Moreover, Merriam (2002) suggests that, in qualitative research, reliability should be identified as dependable and consistent, wherein the outcomes are meaningful when they consistently demonstrate dependability (Ferrazza, 2023b).

A field study was chosen as the most appropriate research design due to its capacity to gather data in real-world settings while allowing for the simultaneous collection of qualitative and quantitative data. Field studies are particularly suitable for studies where behaviour and perceptions are to be captured in their natural context without manipulation (Babbie, 2016). This aligns with the interpretivist and pragmatic philosophical stance of the researcher, which prioritises understanding lived experiences and deriving practical implications from the findings. Unlike experimental or highly structured research designs, field studies permit the observation of participants and collection of responses in environments that mirror the actual workplace dynamics. In this research, hospitality establishments across multiple countries in Europe provided a natural setting in which the interplay between EDI practices and EM could be authentically explored. The researcher did not interfere with organisational routines or structures but instead gathered data from participants in their professional contexts through interviews and surveys. This study is best understood as a field study: a multi-source, real-world examination of organisational phenomena. It captures authentic perspectives through structured interviews and surveys across multiple locations and cultural contexts within the hospitality sector.

This field study design also provided the flexibility to accommodate the nuances of diverse cultural, organisational and national backgrounds. By embedding the research within the participants' operational environments, it ensured the data reflected the authentic lived experiences of individuals working within the sector. The design enabled the collection of highly contextualised data, contributing to a rich and layered understanding of the phenomena under investigation. Moreover, the field study approach allowed the researcher to adapt to practical constraints, such as availability and willingness of participants and to gather insights in real time. This adaptability enhanced the relevance of the findings to

current industry practices. The dynamic and sometimes unpredictable nature of hospitality work environments also affirmed the suitability of a field study, which offers a more responsive and grounded alternative to more rigid research structures. By capturing both individual narratives and broader patterns through a mixed-methods approach, this field study contributes empirical evidence to an area underexplored in hospitality literature: how EDI initiatives translate into motivational outcomes and, by extension, performance impacts. The approach bridges the gap between academic research and industry applicability, ensuring findings are not only valid but usable for practitioners aiming to build inclusive and high-performing work cultures. The field study design allowed the researcher to capture contextual realities within a natural setting. The choice of a mixed methods approach enriched the dataset and offered a comprehensive understanding of the intersection between EDI and motivation. The methodology was further shaped by time constraints, industry access and the researcher's insider status, which enabled both depth and reach in participant engagement.

### *3.7 Methodology*

#### *3.7.1 Approach and considerations*

While Fisher (2020) emphasises the indispensability of an inductive approach in qualitative research, the current study supports an inductive approach that unfolds during the research process. Additionally, it is argued that there are similarities between deductive and abductive approaches, with abductive research particularly suited for solving complex practical issues, making it appropriate for applied research (Labroo and Goldsmith, 2021; Kardes *et al.*, 2022). Considering the need to address the challenges faced by employees from ethnic minorities and review processes and procedures in the industry to support their well-being (Wen and Liu-Lastres, 2021), an inductive approach is deemed suitable. The inductive approach was selected as the most suitable methodology for this research based on three primary justifications (Ferrazza, 2023b).

Firstly, the driving and key objective of the research is the comprehension of the co-creation process of value delivery. Given that inductive reasoning is grounded in the epistemology of interpretivism, as expounded by Järvensivu and Törnroos (2010), it was imperative to initiate the research from the epistemological standpoint of the respondents (Ferrazza, 2023b).

Secondly, this research intends to serve as a launching pad for future investigations. As asserted by Dubois and Gadde (2014), it can be Utilised by subsequent researchers as a inductive study, facilitating the progression towards an deductive and potentially more comprehensive approach applicable to a broader industry context (Ferrazza, 2023b).

Lastly, previous empirical studies were deemed unsuitable for this particular research and hence excluded from consideration. The advent of Brexit has further exacerbated the hiring process in the UK with repercussions in Mainland Europe, leading to a significant labour

shortage in the hospitality sector (Marinakou and Giousmpasoglou, 2019). The workforce is already affected by low pay and the seasonal nature of some roles, impeding work-life balance (Clark *et al.*, 2017). Additionally, the prevalence of zero-hour contracts contributes to higher-than-average staff turnover, making the industry less appealing to potential newcomers (Deery, 2008; Chalkiti and Sigala, 2010), (Ferrazza, 2023b).

### *3.7.2 Rationale for adopting Crosstabulations over Regression and Correlation Analysis*

Through this research the author analyses responses from interviews and online questionnaires and how these align or distantiate from current literature, that said however, it needs to be established that quantitative research often relies on statistical methods to identify relationships, patterns and insights from data. The commonly used techniques include regression analysis, correlation analysis and crosstabulations. The author utilised this section of the research to outline the rationale for prioritising crosstabulations in this study while excluding regression and correlation analysis. From the initial viewpoint that the research dataset comprises categorical variables obtained through surveys and interviews to capture participant perceptions, experiences and demographic information and other variables. The possible variables can include areas of interest such as gender, ethnicity, job role and responses to EDI-related questions and motivational factors which are primarily nominal or ordinal type of data. These data types naturally lend themselves to crosstabulations, which provide clear, interpretable insights into the relationships between categories. On the other hand, regression and correlation analyses are better suited for interval or ratio data with linear relationships and thus applying these methods to categorical data often requires transformations that may obscure the original meanings of variables, reducing interpretative accuracy and reliability.

### *3.8 Methodology and Method*

Considering the philosophical approach and the scope of the study, multiple methods can be employed to gather the required information. After careful consideration, cognitive mapping is selected as the methodology. This approach closely aligns with the examination of businesses and the experience of the leadership team, utilising cooperative inquiry to gather relevant information whereas “people interpret data in different ways and therefore solve problems in different ways” (Collis and Hussey, 2014) (Ferrazza, 2023b).

To comprehend corporate strategic choices, a mixed method is utilised through filed study. The researcher utilised case studies which are compared and critiqued against academic literature to demonstrate its alignment with the existing body of knowledge. As a former senior manager within the industry, the author is well-positioned to assess the policies and practices implemented by Strategic Human Resource Management to achieve intended impacts. Furthermore, relevant literature will be reviewed to establish and substantiate a strong link between employee loyalty, motivation and the reduction of work-life imbalance across industry sub-sectors (Wong and Ladkin, 2008). It is somewhat important to address the validity of the said method, in fact one of the critical challenges with case studies as method for research is the lack of a precise schemas and, as Merriam (1988, 2002) discusses

in her work, new researchers could find it confusing to achieve and deliver a solid conclusion to their research (Ferrazza, 2023b).

According to Stake (2010), qualitative research can be classified as "interpretative research," emphasising the significance of researchers interpreting the findings. This interpretation process, however, introduces the possibility of analytical errors. Therefore, conducting qualitative research necessitates a strong theoretical foundation and the utilisation of triangulation techniques to ensure data reliability and validity (Ferrazza, 2023b).

In addition to quantitative data, the research incorporates qualitative data obtained through structured interviews conducted with senior and executive management. According to Baxter and Jack (2015), qualitative research serve as methodology for research enabling a comprehensive examination of phenomena intrinsic to a specific context, Utilising multiple data sources. By employing various analytical perspectives, the case studies aim to illuminate diverse facets of the phenomenon under investigation. Recognising the influence of contextual factors on outcomes, this study explores a real-time phenomenon that occurs in its natural setting (Kaarbo and Beasley, 1999), (Ferrazza, 2023b).

### *3.8.1 Sample and design*

The sample for this study comprises a carefully selected group of key leaders in the industry. The inclusion of senior management is essential due to their possession of the requisite knowledge relevant to the research objectives. The research used non-probability, convenience sampling, appropriate given the researcher's insider access. While this limits statistical generalisability, it enhances access to rich, situated data. Efforts to mitigate bias included triangulation of qualitative responses and independent review of interviews. Consequently, A non-probability, convenience sampling approach was used to recruit participants from the hospitality sector across the UK and wider Europe. This included industry leaders, senior and executive managers and HR professionals. Participants were selected based on their accessibility and relevance to the research topic. The rationale for this sampling strategy lies in the goal of reaching participants who have first-hand experience with EDI practices and employee motivation in the hospitality industry. The benefits of this approach include ease of access and high contextual relevance; however, limitations such as potential bias and reduced generalisability are acknowledged (Wiśniowski *et al.*, 2020). It is important to acknowledge that non-probability sampling methods have inherent limitations, primarily stemming from their potential to yield less precise results compared to probability samples, primarily due to sample size constraints (MacInnis *et al.*, 2018). For the current study the researcher reached out to industry leaders via personal contacts and through the industry's professional associations to address the qualitative element and distributed the online questionnaire's link (Appendix 1) on social media and via the leaders interviewed. The sample included 31 interviewees and 183 online survey respondents. Of the 31 interviews, 24 were deemed usable, with the rest excluded due to irrelevance or lack of coherence. The participants represented a range of roles, nationalities and years of experience, offering diverse insights into EDI and motivational practices in hospitality.

The research design element of this study follows the framework proposed by Gray (2017) in "Doing Research in the Business World." Specifically, it adopts an iterative approach encompassing exploration, questionnaire development, deeper qualitative research and result assessment. This design allows the researcher to initially explore the research area, identify emerging themes and concepts through qualitative analysis, develop a questionnaire informed by these findings and subsequently conduct a deeper qualitative investigation to generate the study's results. This design provides a comprehensive framework for addressing the research objectives effectively (Ferrazza, 2023b).

### *3.8.1.1 Rationale for Excluding EDI-specific Questions in the Survey*

While EDI was a central theme of the research, specific EDI questions were not included in the survey instrument to avoid potential bias or response sensitivity. Instead, the survey focused on broader motivational factors that could be influenced by EDI practices, allowing for indirect yet meaningful exploration of the EDI-motivation nexus in the quantitative strand. EDI-related perceptions and experiences were primarily addressed in the qualitative interviews, where participants had more freedom and trust to discuss potentially sensitive issues. This approach ensured the integrity of the data and respected participant comfort while still offering insights into EDI impacts.

### *3.8.1.2 Scale Development Considerations*

Although the study did not follow Hinkin's (1998) full-scale development procedures, which typically involve systematic steps such as item generation, content adequacy assessment, construct validation, and replication across samples, the development of the survey instrument was carefully designed to ensure relevance and rigour within the specific context of this field study. Drawing on existing literature and established frameworks of motivation, the survey items were adapted to align with theoretical constructs that have been widely acknowledged in prior research. Practitioner consultation further enriched the survey design, ensuring that the questions not only reflected academic concepts but also addressed practical concerns relevant to the hospitality sector.

Importantly, the development of the survey was informed by themes that emerged during the initial qualitative interviews, thereby ensuring coherence between the qualitative and quantitative phases of the study. This alignment enhanced the relevance of the survey items to the lived experiences of the participants, while also supporting the study's overall interpretivist approach. While the formal testing of construct validity through methods such as exploratory factor analysis and internal consistency checks like Cronbach's Alpha were not feasible within the scope and design of this field study, alternative strategies were employed to ensure the trustworthiness and credibility of the data collected. These strategies included piloting the survey with a small group of industry professionals to assess the clarity, comprehensibility, and practical relevance of each item. Feedback from this pilot group informed minor adjustments to question wording and response options, further refining the survey tool. Moreover, triangulation with qualitative data was employed to cross-check and confirm the alignment of survey items with the core themes identified in

the interviews. This triangulation strengthened the coherence of the research design and provided an additional layer of validation that supported the credibility of the findings. Collectively, these measures ensured that the quantitative component of the study was methodologically sound, despite not adhering to the conventional scale development protocols.

### *3.8.2 Cross Sectional Vs Longitudinal*

Both longitudinal and cross-sectional studies (CSS) are popular study designs, each with certain benefits and drawbacks. Cross-sectional research can offer insightful information even though longitudinal studies are frequently chosen for understanding public health policy, particularly when risk variables fluctuate more across space than time (Markovitz *et al.*, 2012). According to Markovitz *et al.* (2012), cross-sectional designs have the potential to produce evaluations of risk factors that are more consistent and representative of wide geographic regions. Cross-sectional data may demonstrate validity that is equivalent to longitudinal data in specific circumstances (Rindfleisch *et al.*, 2008). On the other hand, research on age-related changes and causal links is better served by longitudinal designs (Johnson, 2010). When compared to longitudinal designs, cross-sectional designs have the potential to understate age-related performance declines (Desrosiers *et al.*, 1998). The research topic, the resources at hand and potential biases like withdrawal, survivor and cohort effects all play a role in the decision between various designs (Desrosiers *et al.*, 1998). The researcher, having considered each design by merit whilst aligned to the timeframe self set by the author who wanted to complete the study within a 3 year period, selected a CSS as the preferred design driven predominantly by the suitability of the relationship between EDI and EM in the hospitality industry in Europe, this approach allows the collection of data from a large population sample at a specific time creating a snapshot of the sample. As the nature of the and dynamics of the hospitality industry are somewhat volatile a CSS is therefore deemed appropriate for the research as a longitudinal study would require a extensive timeline which would be too extensive, finally a CSS would provide immediate visibility of the barriers and facilitators affecting EM.

### *3.8.3 Mixed Method*

The adoption of a mixed methods approach is the chosen method for this study, as it aligns most effectively with its objectives. The decision to employ this approach was informed by the extensive body of literature provided by Creswell (2018), who is widely recognised as a leading authority and highly esteemed figure in the field of mixed methods research. Creswell has garnered a distinguished reputation for his exceptional expertise in the domain of mixed methods academic research and has significantly influenced the development and application of mixed methods research designs. His scholarly contributions, as evidenced in his comprehensive collection of books and scholarly articles, including his seminal work "Research Design: Qualitative, Quantitative and Mixed Methods Approaches" (Markovitz *et al.*, 2012), have had a profound impact on the field of mixed methods research (Ferrazza, 2023b).

Table 1 below outlines the differences between the qualitative and quantitative techniques, according to Matthews and Ross, (2010) a researcher “can use these ideas to set out the key features of quantitative and qualitative approaches to data collection and analysis before going on to consider ways of choosing the methods,”.

Quantitative	Qualitative
Positivist epistemological and ontological perspectives make the assumption that the social world exists.	Interpretivism characterises ontological and epistemological views, it is assumed that reality is a social construct.
Testable hypotheses can be used to formulate research questions.	Supporting questions might be utilised to develop research enquiries.
Event counting and statistical analysis can be used to provide an answer to the research question or test the hypothesis.	By documenting and elucidating events and compiling participant understandings, attitudes and experiences, the study topic can be addressed.
In most cases, a researcher knows what he/she is seeking for.	The researcher could only know roughly what he is looking for.
Prior to data collection, the research design and plan are often determined.	Research strategy and design may be flexible and evolving.
Goal (the researcher is not involved in the study)	Subjective (the researcher participates in the study as a social creature)
frequently makes use of instruments (like questionnaires or surveys) to gather data	Typically, no instruments are used: the researcher is thought of as the primary data collection instrument.
Data is frequently expressed using named or numeric codes.	Data can exist in several format.
The data may allow for generalisation.	Generalisation from the data is typically not feasible.

Table 2 - differences between Qualitative and Quantitative research

Source: Matthews and Ross, 2010, p.142

Further differences of the research domain have been outlined by Plowright in Methodologies for practice research: approaches for professional doctorates (Costley and Fulton, 2019) , the difference between the two approaches is significant and the principles are still used in postgraduate research (Figure 1).

#### Domains of Research

	Quantitative Research	Qualitative research
Experiential location	Etic – outside	Emic – inside
Research problem	Presented as a hypothesis	Presented as a question
Role of theory	Theory-informed inquiry	Theory-emergent inquiry
Contextual factors	Marginalised or ignored	Integral to the research

Role of researcher	Non-involved neutralised spectator	Involved and reflexively participating
Case selection	Probability sampling	Non-probability sampling
Sample to population characteristics	Representativeness	Typicality or individualistic
Methods	Quantitative: experiment and observation	Qualitative: case study and naturalistic observation
Type of data	Interval and ratio data based on counting and measuring	Nominal and ordinal data based on categorising and ranking
Data analysis	Statistical analysis	Description and theme analysis
Generalisability	Sample to population	Theoretical or resonant

#### Domains of Research

	Quantitative Research	Qualitative research
Ontology	Mind independent	Mind dependent
Epistemology	Objective	Subjective
Values	Value free	Value based
Knowledge application	Universal	Particular
Knowledge type	Nomological	Idiographic
Phenomena	Discovered	Constructed
Inferential reasoning	Deductive	Inductive
Rationale	Test theory	Develop theory
Understanding	Valid	Authentic

Table 3 – Research approaches

Source: Plowright in (Costley and Fulton, 2019)

As argued by Khoo-Lattimore et al. cited in Gannon, Taheri and Azer (2022), mixed methods (Figure 2) are adopted when further clarification is required alongside the quantitative data gathered, it is therefore feasible the qualitative and quantitative data can work at unison. In the context of this study, a mixed methods approach entails the integration of qualitative and quantitative data to address the research questions, with the collected data being synthesised to generate recommendations aimed at resolving the original research objectives (Ferrazza, 2023b).



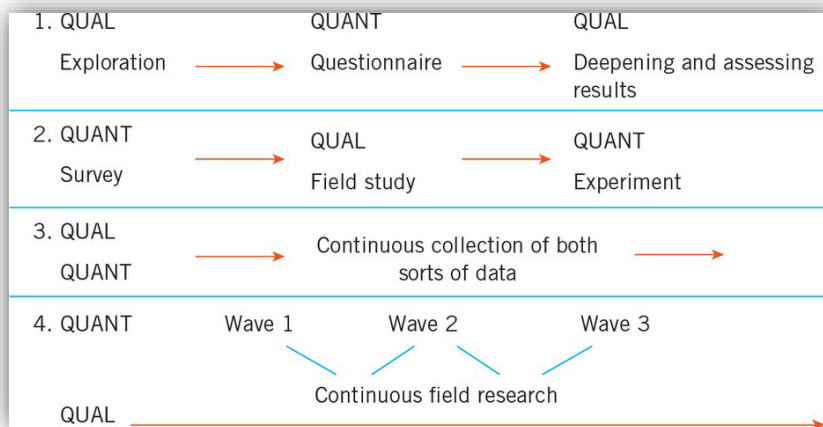


Figure 2 – Mixed Methods Models

Source: (Gray, 2022)

The utilisation of mixed methods in research presents a complex landscape that demands careful consideration. By incorporating a variety of elements to derive conclusions, mixed methods may give rise to confusion. However, Tashakkori and Teddlie (2003) argue that this "third methodological movement" offers a valuable opportunity to simultaneously employ qualitative and quantitative approaches. Despite concerns raised by some scholars regarding the potential for mixed methods to yield inaccurate or incomplete analyses due to its intricacies, Symonds and Gorard (2010) present an alternative perspective. They posit that this "third way" of research liberates researchers from the limitations of singular research methods and enables a more comprehensive understanding of the quantitative/qualitative paradigm (Ferrazza, 2023b).

Furthermore, Goddard (2004), as cited in Symonds and Gorard (2010), suggests that progress should be viewed as a dynamic and evolving entity. In the realm of research, it becomes imperative to embrace novel methodologies rather than confining research within traditional boundaries. This calls for a departure from the pressures associated with adhering to outdated constraints and encourages researchers to explore new avenues for knowledge creation. In light of these perspectives, it is essential for researchers to navigate the complexities of mixed methods research with meticulous evaluation. By embracing the potential of this "third way," researchers can unlock new insights and broaden their understanding of research phenomena beyond the limitations imposed by singular methodologies. However, it is crucial to exercise caution and ensure rigour in the application of mixed methods to maintain the integrity and validity of the research findings (Ferrazza, 2023b).

As a researcher the conceptualisation of the adoption of the mixed method was developed from Gray's (2022) research 'Doing Research in the Business World' coupled with the researcher's previous experience as a senior manager in the hospitality industry combining knowledge, critical analysis and understanding potential biases, allowing the author the opportunity to exploit the insider perspective allowing to shape the research design to capture the nuances of the relationships between EDI and EM. The author adopted the research model of multiwave (Figure 3) proposed by Miles and Huberman (1994) cited in

Gray (2022) where the first interviews conducted with the industry leaders instructed the second wave which was with the senior management and the third wave with the HR managers, alongside the interview waves the collection of qualitative data via a on-line questionnaire was also carried out.

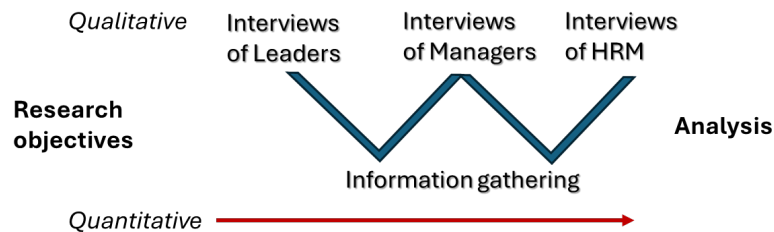


Figure 3 - Research wave Source: Author's adaptation of Miles and Huberman (1994) cited in Gray (2022 p. 215)

### 3.8.3.1 Strategies for integrating qualitative and quantitative studies

In order to assure the validity of research, Blaxter, Hughes and Tight, (2010, p. 206, Punch, 2005 cited in Blaxter, Hughes and Tight, 2010, p. 206) offer a list of eleven helpful ways that researchers might effectively mix qualitative and quantitative methodologies .

- i. Whereas quantitative research tend to serve to identify the relationship between various factors, qualitative research also supports the researcher in exploring the relationships between the variables.
- ii. Qualitative data supports quantitative data and vice versa and the researcher can benefit from qualitative data as it provides the background and the deeper insight into the circumstances relative to quantitative findings.
- iii. Organisation and workflow. While qualitative research is stronger when it comes to processual aspects of social life, quantitative research is typically more successful in uncovering structural qualities of social life.
- iv. Triangulation logic, such as when a researcher contrasts the conclusions drawn from quantitative and qualitative evidence. Stated differently, the two approaches are compared and contrasted to one another.
- v. Adding quantitative data could aid in resolving generality issues.
- vi. Different approaches, either quantitative or qualitative research or a combination of both, are needed for each stage of a longitudinal study.
- vii. The subject's perspective serves as the foundation for qualitative research, whereas the researcher's perspective or concerns serve as the main motivator for quantitative research.
- viii. By assisting the researcher in selecting subjects for a qualitative research inquiry, quantitative research supports qualitative research.
- ix. The integration of two study methodologies can yield a comprehensive

understanding of perspective phenomena. Stated differently, there are gaps in qualitative research that can be filled by quantitative research and vice versa.

- x. Combining a quasi-experimental approach with qualitative research.
- xi. While qualitative research focusses on the small-scale behavioural components of social life, quantitative research typically addresses the large-scale structural features of social life. By incorporating both kinds of research, the researcher might be able to close the gap between macro and micro.

### 3.8.3.2 Sample Population

Participant ID	Age	Gender	Role	Years in post	Ethnicity	Country of origin	Used / Unused	Notes
P01	49	Male	GM	5	Caucasian	Poland	Yes	
P02	52	Male	GM	3	Caucasian	France	Yes	
P03	45	Female	GM	2	African European	France	Yes	
P04	50	Male	GM	5	Caucasian	Switzerland	Yes	
P05	55	Male	CEO	7	Caucasian	Spain	Yes	
P06	48	Male	GM	5	Caucasian	Czech Republic	Yes	
P07	50	Male	FoH Director	1	Caucasian	Italy	Yes	
P08	22	Male	Head of Reception	1	Caucasian	Italy	Yes	
P09	32	Male	F&B Manager	1	Other	Brasil	NO	Responses diverged from intended questions and mostly lacking in coherence
P10	24	Female	Reception Manager	1	Other	Chile	Yes	
P11	48	Male	Maintenance Manager	1	Caucasian	Italy	Yes	
P12	50	Male	Night Manager	1	Caucasian	Italy	NO	excessive number of non-responses
P13	44	Male	GM	1	Caucasian	Italy	Yes	
P14	24	Female	Front Office agent	1	Other	Peru	NO	The respondent demonstrated limited experience and lacked awareness of many key elements relevant to the discussion
P15	28	Female	HRM	1	Caucasian	Italy	NO	The participant did not directly address the questions posed, instead focusing primarily on their personal background and achievements
P16	45	Male	F&B Manager	3	Caucasian	Italy	Yes	
P17	41	Male	Front Office Manager	2	Caucasian	Italy	Yes	

P18	54	Female	Administration Director	6	Caucasian	Italy	Yes	
P19	45	Female	Reservations Manager	17	Caucasian	Italy	Yes	
P20	30	Female	Events Manager	2	Caucasian	Italy	Yes	
P21	44	Female	HRM	6	Caucasian	Italy	Yes	
P22	40	Female	Exec Assistant	16	Caucasian	Italy	Yes	
P23	52	Female	Housekeeping Manager	31	Caucasian	Italy	NO	The participant's responses were overly self-focused, failing to address the questions presented
P24	31	Male	Bar Manager	1	Caucasian	Italy	Yes	
P25	59	Female	Sales & Marketing Director	3	Caucasian	Italy	NO	The participant's responses were overly self-focused, failing to address the questions presented
P26	39	Female	SPA Consultant	1	African	Morocco	NO	The majority of the responses provided were not directly relevant to the questions asked, which diminished the alignment with the intended topics of discussion
P27	62	Male	Cluster GM	1	Caucasian	Italy	Yes	
P28	38	Female	HRM	5	African-European	UK	Yes	
P29	62	Male	HRM	12	Caucasian	Germany	Yes	
P30	29	Female	HRM	2	African-European	Portugal	Yes	
P31	55	Female	GM	7	Asian	UK	Yes	
						Total Entries	31	
						Used Interviews	24	77.42%
						Rejected Interviews	7	22.58%

Table 4 – Sample Population

Source: Author 2024

This research has attracted significant interest by international associations such as the IoH and EHMA whom felt compelled to endorse the study and allowed the author access to their members by way of inviting them and their teams to contribute to the study. The researcher invited the 150 Leaders who attended the EHMA conference in April 2024 where the researcher presented the study, 30 from UK and 120 from Europe to participate in the research by way of a face to face interview and 31 (20.6% of the total invited) accepted the invitation and were interviewed (Table 3, Page 45), of these however 7 were not considered as the answers were deemed either inconclusive or the content considered not relevant to the research or the interviewee preference to not respond was thought to be too high, the

final number of usable responses were 24 (77.42%) and unusable were 7 (22.58%) (Table 3, Page 41). The author also distributed the online questionnaire link to the invited leaders for their staff to complete, the same link was also published by the Institute of Hospitality (IoH) and European Hotel Managers Association (EHMA) along with the author's LinkedIn profile

(<https://www.linkedin.com/feed/update/urn:li:activity:7188488038581194752/>)

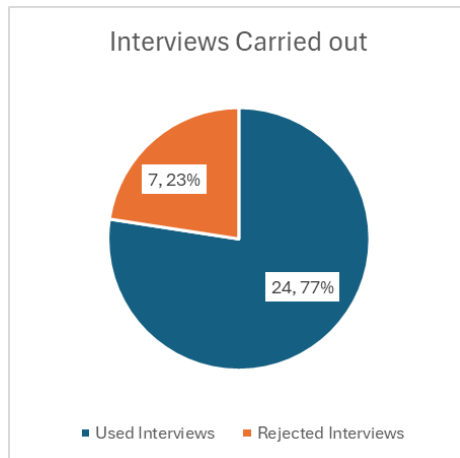


Figure 4 – Interviews carried out Source: Author 2024

### 3.9 Limitations

Although the author has previously undertaken various research projects, it is acknowledged that he cannot claim expertise in this particular subject matter. Consequently, it is anticipated that he may encounter additional challenges and limitations throughout the course of this study (Ferrazza, 2023b).

The researcher intends to incorporate and synthesise existing literature on the study topic, extending the analysis to encompass other sectors of the industry, in order to derive overarching themes. However, the study will go beyond the literature review by conducting interviews with industry leaders and specialists. In line with Winkler's (2022, p. 5) assertion that "ethics are a system of moral principles and norms that guide the relationships between humans and between humans and their natural and artificial environment," it is imperative to obtain ethical approval to protect the privacy of the participants and ensure the integrity of the research. Additionally, it is crucial to create an environment where participants feel at liberty to answer questions without concerns about their employment status, thereby enabling a genuine reflection of their epistemic positionality (Ferrazza, 2023b).

The first limitation arises from the possibility that although industry leaders have expressed initial support for the research, the scheduling of interviews may not align with their business commitments. Other limitations include the potential variation in the level of business transparency among interviewees. Some individuals may feel compelled to safeguard their organisation's interests, thereby restricting their openness regarding organisational policies and procedures. Furthermore, limitations may arise from the researcher's selection of

participants, as they consist exclusively of former colleagues. This selection bias may limit the generalisability of the findings, as the research could benefit from the inclusion of participants from organisations with which the researcher has no prior familiarity, thereby broadening the perspective beyond the researcher's own ontological positionality (Ferrazza, 2023b).

### 3.10 Timeline

It is suggested that timeframe for the research ought to follow a criterion by which, by beginning in November 2023 was completed within 12 months thus by the end of December 2024; the author has created and more comprehensive timeline and action plan below in Table 4 However, the critical stages, are (Figure 5) (Ferrazza, 2023b):

■ Preparation and Planning	■ Gather data and outline of Interviews
■ Outline of Method	■ Analysis of the gathered materials
■ Development of Method	■ Completion and review
■ Start of Research	■ Submission.
■ Carryout interviews	

Table 5 – Timeline of research

Source: Author 2024

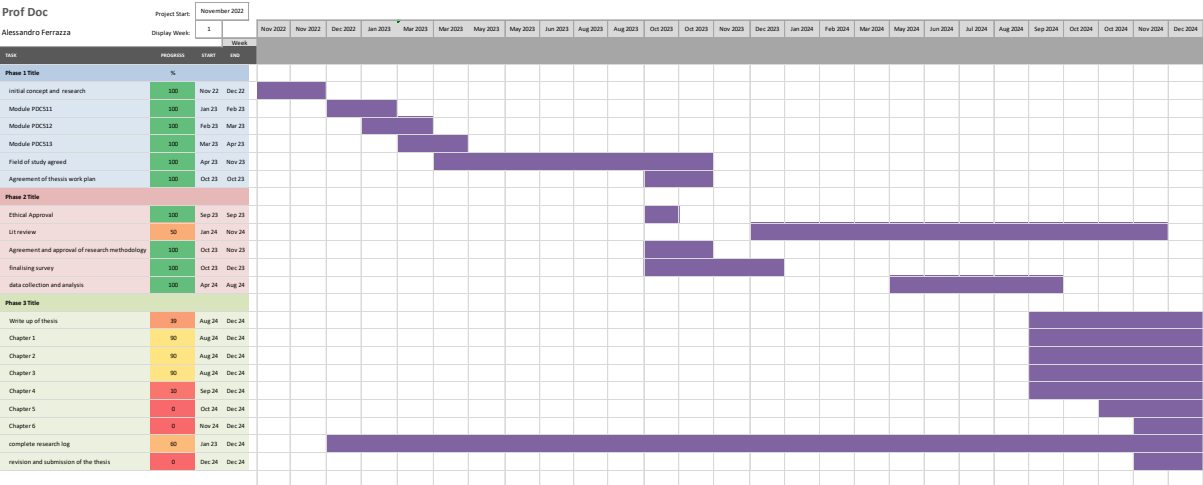


Figure 5 – Gantt Chart

Source: Authors own data (2024)

### 3.11 Chapter's summary

The inception of this research was inspired by the author’s personal experiences as both an immigrant employee and a senior manager, during which he keenly observed the potential for organisations to further engage with their employees. Over time, it became clear that while some research has been carried out on the subject, more knowledge is required to motivate businesses to take a more proactive approach. Drawing from the author's extensive experience as a senior manager, the author has had the privilege of working directly with executives who have shown a sincere interest in the study. This has inspired the author to conduct research that can be used as a useful working document by organisations. The study's goal is to support the organisation's strategic ambition by

developing a highly skilled and prepared inclusive management team and workforce (Ferrazza, 2023b).

The researcher is looking to investigate how the connection between employee motivation and Equality, Diversity and Inclusion (EDI) in the hospitality sector in Europe form the foundation of the methodology described in this chapter. A profound understanding of industry-specific challenges is ensured by integrating insider perspectives through the use of a pragmatic, interpretivist approach. In order to address the complexity of the research topics and generate practical recommendations, mixed methods, which combine qualitative and quantitative data, are especially well-suited.

The study gathers rich, contextually relevant data that is in line with the dynamic character of the hotel industry by using a field study approach, which is bolstered by the multiwave research methodology. In order to protect participant confidentiality and minimise any biases, ethical considerations and reflexivity are essential to this study. The methodology of this study is intended to offer a strong basis for addressing the research objectives and advancing both academic knowledge and industry practice, despite acknowledging its limitations, which include sample representativeness and the difficulties of insider research.

## 4 *Data Analysis*

### 4.1 *Introduction*

Before presenting the results of this research, it is necessary to address the measures taken to ensure the integrity and reliability of both the qualitative and quantitative data collected. This chapter therefore outlines the confirmational and inferential analyses conducted to validate the findings, including triangulation of qualitative data, independent review of interview transcripts, and other relevant reliability and credibility checks. As the quantitative survey comprised primarily single-item measures and factual questions, internal consistency analyses such as Cronbach's Alpha were not applicable in this context. Instead, alternative methods to ensure data trustworthiness were employed, including piloting the survey with a small group of industry professionals to refine question clarity and relevance and cross referencing quantitative responses with qualitative themes to ensure alignment.

Additionally, the dataset was examined for completeness and anomalies, with responses displaying excessive missing values or inconsistencies excluded to safeguard data quality. These measures collectively strengthened data trustworthiness and supported the credibility of the constructs explored. The approach ensures that the subsequent analysis and interpretation of findings are built on a solid foundation, offering confidence in the robustness of the insights drawn.

#### 4.1.1 *Confirmational Analysis of Qualitative Data*

To ensure the credibility and trustworthiness of the interview data, the researcher undertook a rigorous confirmational analysis of the transcribed interviews. This process involved a multilayered approach designed to uphold the integrity and validity of the thematic findings for establishing trustworthiness in qualitative research. An independent peer review was conducted as a core component of this confirmational analysis. An academic colleague familiar with qualitative research methods and with substantial experience in interpretive methodologies reviewed a selected subset of the transcripts. This independent reviewer cross-checked the emerging themes and analytical interpretations against the raw data, identifying any discrepancies or alternative perspectives that warranted further examination (Nowell *et al.*, 2017). Such external verification mitigated the risk of researcher bias and reinforced the internal validity of the thematic coding (Braun and Clarke, 2006). This triangulation technique, which involves seeking multiple perspectives to corroborate findings, is widely recognised in qualitative research as a means of enhancing confirmability and dependability (Patton, 2015). It enabled the researcher to ensure that the identified themes were genuinely grounded in the data and not merely the product of subjective interpretation or preconceived notions. By introducing an external viewpoint through peer review, the analytic process was strengthened and rendered more transparent. In addition to peer review, respondent validation, commonly known as member checking, was employed wherever feasible to further reinforce the authenticity of the findings (Birt *et al.*, 2016). This involved sharing key findings and preliminary thematic interpretations with a small number of the original interview participants. Participants were invited to provide



feedback on whether the identified themes and interpretations accurately captured their perspectives and experiences. Their confirmations that the analysis resonated with their lived realities served as a crucial check on the credibility of the findings and helped to ensure that the final themes reflected the participants' voices rather than the researcher's own framing. Such a combination of peer debriefing and respondent validation aligns with established best practices in qualitative research, as it enhances the overall rigour, trustworthiness and reflexivity of the analysis (Tracy, 2010). The application of these techniques in the current study bolstered the confidence in the robustness of the thematic interpretations, ensuring that the qualitative findings were not only methodologically sound but also truly representative of the participants' experiences.

#### *4.1.2 Inferential Analysis of Quantitative Data*

For the quantitative survey data, internal consistency was not assessed using Cronbach's Alpha, as the survey primarily consisted of single-item measures and distinct factual questions that did not form multi-item scales. Instead, the reliability and credibility of the data were safeguarded through a combination of alternative validation techniques. The survey instrument was piloted with a small group of industry professionals to ensure clarity and relevance of the questions, aligning them with both practitioner insights and themes identified during the initial qualitative phase. Furthermore, the dataset was meticulously examined for completeness and potential anomalies. Responses containing excessive missing values or displaying inconsistent answering patterns were identified and excluded from subsequent analyses to preserve data integrity. In line with best practices in survey research, data cleaning was considered essential to reduce bias and ensure the validity of the quantitative findings (Hair, Page and Brunsveld, 2019). Descriptive statistics were initially deployed to explore the distribution of responses, summarising central tendencies and variability within key constructs. This foundational step not only facilitated an understanding of the general characteristics of the sample but also highlighted any outliers or irregularities warranting further scrutiny.

Subsequently, crosstabulation analyses were undertaken to investigate the relationships among critical variables such as motivation, job role type and nationality. This analytical technique enabled the researcher to identify patterns and trends within sub-groups of the data, providing nuanced insights into the ways in which demographic factors and job roles may interact with motivational constructs (Field, 2018). Where appropriate, chi-square tests of independence were conducted to assess whether observed relationships between categorical variables were statistically significant, thereby strengthening the rigour of the analysis. These inferential checks ensured that the constructs under examination were meaningfully related to each other within the broader dataset. By integrating confirmational approaches such as survey piloting and data cleaning with inferential analyses (including crosstabulations and significance testing), the research design adhered to well-established standards for data integrity in mixed-methods research (Creswell and Plano Clark, 2018). Such validation procedures are critical in mixed-methods studies, as they provide a solid foundation for credible findings that resonate with both academic and industry audiences.

Ultimately, these comprehensive validation steps underpin the forthcoming presentation of results, ensuring that the conclusions drawn from the quantitative data are robust and that the study's contributions to the field are firmly grounded in methodologically sound practices.

#### ***4.1.3 Considerations on data collection***

Considering that qualitative analysis can be Volatile, Uncertain, Complex and Ambiguous (VUCA) (Colville, Brown and Pye, 2012 cited in (Magnani and Gioia, 2023) the researcher has taken into account the recent research "Using the Gioia Methodology in international business and entrepreneurship research" by Magnani and Gioia (2023) to support the qualitative analysis of the research, whereas it has been taken into account that a large portion of organisational reality is socially constructed and structural in nature. Treat organisation members as knowledgeable individuals who should be represented appropriately in both theory-based understanding and lived experience. Show the data-to-theory evidence that backs up our theories. Provide logical, convincing explanations for the experiences of organisations and their members. The primary objective of this study is multifrontal, whereas the first aim is to rationalise and critically analyse the understanding of how and to what extent the hospitality workforce, with particular attention to ethnic minorities, is motivated and which specific factors drive the motivation. The next element of the research is to ascertain if senior managers truly engage with the need of their teams and to what extent. The author has taken into account the fluidity of the thesis and to enhance the readability the chapter is structured in two main sections.

The first part homes on the qualitative findings from interviews with senior and executive managers, employing a thematic analysis with the support of NVivo to find patterns and sentiments from the responses of the participants. Considering key themes such as leadership and motivation and the role of EDI and the effects of change management and, finally, the barriers to career progression for ethnic minority employees.

The second part hones on the quantitative data collected through online questionnaire from a broader sample of hospitality employees. The analysis, developed with the support of SPSS and Excel, investigates the patterns of the demographic variables, job roles and career progression, presenting statistical insights into disparities and trends across gender, ethnicity and organisational objectives.

#### ***4.2 The participants***

The researcher selected the participants through his association with international hospitality organisations, namely the Institute of Hospitality (*The Institute of Hospitality*, ND) with members from the UK and the European Hotel Management Association (*E.H.M.A.*, ND) with members throughout mainland Europe and the UK. This section provides an overview of the demographic characteristics of the participants involved in both the qualitative and quantitative phases of this study. Key factors such as age, gender, ethnicity, job roles and geographical distribution are analysed to contextualise the data and highlight diversity within the sample. The qualitative participants primarily consisted of senior

managers in the hospitality sector across Europe, with notable disparities observed in gender and ethnic representation. For instance, Caucasian males dominated executive-level roles, reflecting ongoing challenges related to inclusivity at senior levels. In contrast, the quantitative survey captured a broader spectrum of employees, including operational staff, middle management and human resource managers. While the majority of respondents were employed full-time in hotels, there was significant representation from restaurant and contract catering sectors. The data also revealed patterns of underrepresentation among ethnic minorities in leadership roles and disparities in promotion opportunities, particularly for women and non-Caucasian employees. These demographic insights provide critical context for interpreting the subsequent findings and aligning them with the study's objectives. Detailed tables and visualisations are included to offer a deeper understanding of the sample composition.

#### 4.2.1 Qualitative participants

The participants are 31 senior hospitality managers who consented to be interviewed (Table 5, Page 53). That said however, a some were excluded from the analysis due to a variety of factors including a substantial number of questions remaining unanswered or incomplete responses the final number of respondents interviews used are 24. The tables below represents the full list of participants and the reason as to why some were excluded and those participants which were included for the analysis, their names have been anonymised and replaced by a unique identifier format of "P" followed by a number (e.g. P1, P2, etcetera) to ensure integrity and ethics, utilising anonymised identifiers will facilitate the discussion without compromising personal information.

Participant ID	Age	Gender	Role	Years in post	Ethnicity	Country of origin	Used / Unused	Notes
P01	49	Male	GM	5	Caucasian	Poland	Yes	
P02	52	Male	GM	3	Caucasian	France	Yes	
P03	45	Female	GM	2	African European	France	Yes	
P04	50	Male	GM	5	Caucasian	Switzerland	Yes	
P05	55	Male	CEO	7	Caucasian	Spain	Yes	
P06	48	Male	GM	5	Caucasian	Czech Republic	Yes	
P07	50	Male	FoH Director	1	Caucasian	Italy	Yes	
P08	22	Male	Head of Reception	1	Caucasian	Italy	Yes	
P09	32	Male	F&B Manager	1	Other	Brasil	NO	Responses diverged from intended questions and mostly lacking in coherence
P10	24	Female	Reception Manager	1	Other	Chile	Yes	
P11	48	Male	Maintenance Manager	1	Caucasian	Italy	Yes	
P12	50	Male	Night Manager	1	Caucasian	Italy	NO	excessive number of non-responses
P13	44	Male	GM	1	Caucasian	Italy	Yes	

P14	24	Female	Front Office agent	1	Other	Peru	NO	The respondent demonstrated limited experience and lacked awareness of many key elements relevant to the discussion
P15	28	Female	HRM	1	Caucasian	Italy	NO	The participant did not directly address the questions posed, instead focusing primarily on their personal background and achievements
P16	45	Male	F&B Manager	3	Caucasian	Italy	Yes	
P17	41	Male	Front Office Manager	2	Caucasian	Italy	Yes	
P18	54	Female	Administration Director	6	Caucasian	Italy	Yes	
P19	45	Female	Reservations Manager	17	Caucasian	Italy	Yes	
P20	30	Female	Events Manager	2	Caucasian	Italy	Yes	
P21	44	Female	HRM	6	Caucasian	Italy	Yes	
P22	40	Female	Exec Assistant	16	Caucasian	Italy	Yes	
P23	52	Female	Housekeeping Manager	31	Caucasian	Italy	NO	The participant's responses were overly self-focused, failing to address the questions presented
P24	31	Male	Bar Manager	1	Caucasian	Italy	Yes	
P25	59	Female	Sales & Marketing Director	3	Caucasian	Italy	NO	The participant's responses were overly self-focused, failing to address the questions presented
P26	39	Female	SPA Consultant	1	African	Morocco	NO	The majority of the responses provided were not directly relevant to the questions asked, which diminished the alignment with the intended topics of discussion
P27	62	Male	Cluster GM	1	Caucasian	Italy	Yes	
P28	38	Female	HRM	5	African-European	UK	Yes	
P29	62	Male	HRM	12	Caucasian	Germany	Yes	
P30	29	Female	HRM	2	African-European	Portugal	Yes	
P31	55	Female	GM	7	Asian	UK	Yes	
						total Entries	31	
						Used Interviews	24	77.42%
						Rejected Interviews	7	22.58

Table 6 - Initial list of Participants demographic Source: Authors own data (2024)

Participant ID	Age	Gender	Role	Years in post	Ethnicity	Country of origin	Used / Unused
P1	49	Male	GM	5	White	Poland	Yes
P2	52	Male	GM	3	White	France	Yes
P3	45	Female	GM	2	African European	France	Yes
P4	50	Male	GM	5	White	Switzerland	Yes
P5	55	Male	CEO	7	White	Spain	Yes
P6	48	Male	GM	5	White	Czech Republic	Yes
P7	50	Male	FoH Director	1	White	Italy	Yes
P8	22	Male	Head of Reception	1	White	Italy	Yes
P10	24	Female	Reception Manager	1	Other	Chile	Yes
P11	48	Male	Maintenance Manager	1	White	Italy	Yes
P13	44	Male	GM	1	White	Italy	Yes
P16	45	Male	F&B Manager	3	White	Italy	Yes
P17	41	Male	Front Office Manager	2	White	Italy	Yes
P18	54	Female	Administration Director	6	White	Italy	Yes
P19	45	Female	Reservations Manager	17	White	Italy	Yes
P20	30	Female	Events Manager	2	White	Italy	Yes
P21	44	Female	HRM	6	White	Italy	Yes
P22	40	Female	Exec Assistant	16	White	Italy	Yes
P24	31	Male	Bar Manager	1	White	Italy	Yes
P27	62	Male	Cluster GM	1	White	Italy	Yes
P28	38	Female	HRM	5	African-European	UK	Yes
P29	62	Male	HRM	12	Caucasian	Germany	Yes
P30	29	Female	HRM	2	African-European	Portugal	Yes
P31	55	Female	GM	7	Asian	UK	Yes

Table 7 – Participants demographic Source: Authors own data (2024)

#### 4.2.2 Quantitative Participants

The researcher distributed a link for an on-line questionnaire (Appendix 1) utilising social media and via the leaders interviewed and, utilising several channels in order to reduce sample bias. A total of 183 responses were received initially; however, after screening for incomplete responses, defined as missing key demographic or attitudinal data, or lack of consent, the sample was reduced to 166 respondents. The sample demographic consisted of people who worked in several European nations, focusing on those who were employed

by the qualitative respondents and their wider networks. An appropriate sample size of 88 respondents was determined using a 10% margin of error and a 95% confidence level (Figure 6) (Qualtrics, 2023). Variability in demographics and occupational sectors was taken into consideration to improve the sample's representativeness and reliability and statistical power analysis was used to guarantee sufficient sensitivity for identifying significant impacts. In essence, efforts were made to ensure the study's sample was diverse, reliable and robust enough to produce meaningful and accurate results. However, the findings' applicability to a larger population may be constrained by the qualitative participants' non-random sampling strategy and attention to responses. The researcher noticed data saturation as the collection process went on, which was indicated by recurrent themes or insights in the responses. Since more responses were unlikely to yield significant new information, the procedure was ended. This saturation further confirmed how well the sample captured the important findings pertinent to the goals of the study.

The image shows a screenshot of the Qualtrics website's 'Sample size calculator' tool. The page has a clean, professional layout with a white background. At the top, there's a navigation bar with links for 'PRODUCTS', 'SOLUTIONS', 'RESOURCES', and 'PRICING'. A 'REQUEST DEMO' button is visible in the top right corner. The main heading is 'Sample size calculator' under the 'MARKET RESEARCH' category. Below the heading, there's a small image of a person working on a laptop. To the left of the calculator, there are buttons for 'SUBSCRIBE' and 'FREE ACCOUNT', along with social media icons for Facebook, X, LinkedIn, and Email. The calculator itself is a blue box with a white border. It contains the following text and inputs: 'Confidence Level: 95%', 'Population Size: 1000', 'Margin of Error: 10%', and 'Ideal Sample Size: 88'.

Figure 6 – Sample Size Calculator

Source: Qualtrics, 2023

### 4.2.3 Interview Protocol

Senior and executive-level professionals participated in structured interviews to learn more about the attitudes and behaviours related to Equality, Diversity and Inclusion (EDI) and motivation in the European hotel industry. The purpose of this qualitative method was to supplement the quantitative results by providing a deeper comprehension of the complex elements affecting organisational strategies and employee experiences. The following interview process was created to guarantee uniformity throughout interviews while preserving the freedom to investigate topics that surfaced. Following this methodical framework allowed the study to gather a variety of viewpoints and offer a strong foundation for thematic analysis.

## Interview Protocol

*I sincerely appreciate your willingness to participate in the interview for my research study as part of my pursuit of a professional doctorate in Organisational Change Management and Motivation at the University of Sunderland.*

*Your involvement is integral to my research, which focuses on "Change management and the concept of employee motivation for sustainable organisational performance", as outlined in the information worksheet you received. Specifically, I aim to explore the nuances of motivation linked to change management with a focus on ethnic minority and therefore diversity, equity and inclusion, as well as the organisational performance supporting these initiatives and their impact on the organisational culture.*

*I would like to express my gratitude for promptly returning the signed consent form. If you have any questions or concerns regarding the information sheet or the consent form, please feel free to address them.*

*As we proceed with the interview today, please be assured that my role is that of an unbiased interviewer. I am here solely to pose questions and record your responses, maintaining confidentiality throughout the process. The interview is expected to last approximately 60 minutes and you are welcome to conclude it at any time.*

*For your comfort and assurance, I intend to record the interview to ensure accurate representation of your insights. I want to emphasise that the recording will be promptly deleted after transcription to uphold the confidentiality of our discussion. Furthermore, to safeguard the privacy of all involved, I will refrain from using any organisational or personal names in any subsequent publications or reports.*

*If you wish, I can provide you with a transcript of the interview for your review. Lastly, I kindly ask for your permission to proceed with recording the interview.*

*Once again, thank you for your valuable contribution to my research. I look forward to a productive and insightful discussion.*

### **4.3 Quantitative and Qualitative questionnaires**

The researcher developed three distinct questionnaires tailored to three managerial groups senior management, middle management, human resource management (Table 6, Page 54) and an on-line questionnaire aimed at team members in general (Table 7, Page 59).

This differentiation was necessary to capture role-specific perspectives and insights from each group. The author also considered that, interrogating the nexus of Employee Motivation and Equality Diversity and Inclusion with a focus on Ethnic Minority Employees in the Hospitality Industry, would answer inquiries crafted to form a robust groundwork for the exploration of the intricate interplay between change management, employee motivation in general but with particular attention to ethnic minority and performance and for this a protocol was created. This investigation is specifically contextualised within the realm of ethnic minority employees in the Hospitality Industry. The questions are structured to underpin the attainment of research objectives and address the researcher's questions, these questionnaires are designed to align with one or more of the overarching themes. Drawing inspiration from published Doctoral Research Theses submitted and archived at institutions such as Walden University and the University of Southern California during 2023 (Nicole Yvette Irving-Hogan, 2023; SaTari Durrah, 2023), this questionnaire is an amalgamation of insights gathered from these prior studies. In recognition of the wealth of knowledge amassed by predecessors, a conscientious questionnaire protocol has been formulated. The protocol will serve as a guiding framework, ensuring methodological rigor and equity in approaching interviewees. The amalgamation of this historical context and the methodological protocol fortifies the questionnaire's foundation, positioning it as a comprehensive instrument for scholarly investigation.

The primary themes identified within the questionnaire are Employee Motivation and Equality Diversity Inclusion, however these are overarching themes, which therefore give rise to intricately formulated subthemes such as the relationship to Change Management. To enhance granularity and specificity, these themes and subthemes are systematically categorised across different areas of organisational responsibility. These areas encompass the Senior Management Team (SMT), Middle Management, Human Resource Management (HRM) functions, with repercussions on the broader Staff cohort. The researcher past experience in the industry has indeed allowed access to some of the key stakeholders and policymakers of the Hospitality Industry as a whole but more so the Hotel Sector and the Contract Catering Sector. As this indeed gave the research the relevant insight of the key players that would be pivotal to the nature of the research and thus the selection of the Senior Management, the Middle Management, the Human Resource Management (HRM) and the staff, these individuals would give the spectrum of visibility and insight required for the purpose of the research. In essence, these questionnaire aims not only to elucidate the intricate dynamics of EDI and employee motivation but also to navigate the nuanced landscape of these phenomena concerning ethnic minority employees in the Hospitality Industry. Through this, the study endeavours to contribute novel insights to the existing body of knowledge, paving the way for a deeper understanding of the subject matter and support the policymakers of the industry as a whole.

<i>Questions for Management</i>			
<i>Question</i>	<i>CEO – SMT</i>	<i>Middle Management</i>	<i>HRM</i>
	<i>15 questions</i>	<i>15 questions</i>	<i>14 questions</i>
a)	Could you provide a detailed overview of the key milestones and	Could you provide a detailed overview of the key milestones and experiences	Could you provide a detailed overview of the key milestones and experiences that have shaped your professional journey?



	experiences that have shaped your professional journey?	that have shaped your professional journey?	
b)	How has the organisation approached change management in the context of employee motivation in the past?		How has the organisation approached change management in the context of employee motivation in the past?
c)			<i>How is employee motivation typically understood and measured within this organisation?</i>
d)			How are specific motivational factors relevant for employees from ethnic minorities in this organisation?
e)			How does the progression and succession plan for ethnic minority employees include additional support and if so, what specific form does this support take in your company?
f)	What specific change management activities have been implemented within your organisation, particularly concerning employees from ethnic minorities?		
g)	Could you elaborate on the progression and succession plans that your organisation has in place for its employees?	Could you elaborate on the progression and succession plans that your organisation has in place for its employees?	
h)	How do these activities align with best practices in change management?	How do these activities align with best practices in change management?	
i)			How is the human resource management function within your organisation actively contribute to the motivation of employees?
j)			What steps has your organisation take to recognise and support the equivalency of qualifications obtained by ethnic minority employees in their home countries?
k)	How does your organisation deal with the progression and succession plans for ethnic minority employees including additional support and if so, what specific forms does this support take?	How does your organisation deal with the progression and succession plans for ethnic minority employees including additional support and if so, what specific forms does this support take?	How does your organisation deal with the progression and succession plans for ethnic minority employees including additional support and if so, what specific forms does this support take?
l)			How is the human resource management function within your organisation actively contribute to the motivation of employees?
m)	How does organisational change, such as restructuring or policy shifts, impact the motivation of employees from ethnic minorities in the hospitality sector?	How does organisational change, such as restructuring or policy shifts, impact the motivation of employees from ethnic minorities in the hospitality sector?	
n)	Are there patterns or trends in how these impacts/manifest over time? Please explain how.	Are there patterns or trends in how these impacts/manifest over time? Please explain how.	
o)	How is sustainable organisational performance defined within the context of your company and what metrics are commonly used to measure it?	How is sustainable organisational performance defined within the context of your company and what metrics are commonly used to measure it?	

p)		To what extent does employee motivation, particularly among ethnic minorities, contribute to sustainable organisational performance?	To what extent does employee motivation, particularly among ethnic minorities, contribute to sustainable organisational performance?
q)	What are the key barriers (if any) to successful change management and sustained employee motivation in your organisation, especially for ethnic minority employees?	What are the key barriers (if any) to successful change management and sustained employee motivation in your organisation, especially for ethnic minority employees?	
r)	Conversely, what factors facilitate positive change and motivation outcomes?	Conversely, what factors facilitate positive change and motivation outcomes?	Conversely, what factors facilitate positive change and motivation outcomes?
s)	How do employees from ethnic minorities perceive organisational change initiatives and how does this perception relate to their motivation levels?	How do employees from ethnic minorities perceive organisational change initiatives and how does this perception relate to their motivation levels?	How do employees from ethnic minorities perceive organisational change initiatives and how does this perception relate to their motivation levels?
t)		How are cultural factors influencing these perceptions?	How are cultural factors influencing these perceptions?
u)	What role does leadership play in your organisation for the successful implementation of change initiatives and the maintenance of high employee motivation, particularly for ethnic minorities?	What role does leadership play in your organisation for the successful implementation of change initiatives and the maintenance of high employee motivation, particularly for ethnic minorities?	
v)	What best practices can be recommended for change management in your organisation to enhance employee motivation, especially for ethnic minority employees?		What best practices can be recommended for change management in your organisation to enhance employee motivation, especially for ethnic minority employees?
w)	Based on your experience in your organisation, what recommendations would you be able to make that would contribute to sustainable organisational performance?	Based on your experience in your organisation, what recommendations would you be able to make that would contribute to sustainable organisational performance?	
x)		Can you make a comparison between the experiences of ethnic minority employees and their non-ethnic minority counterparts regarding change management and motivation in your organisation?	Can you make a comparison between the experiences of ethnic minority employees and their non-ethnic minority counterparts regarding change management and motivation in your organisation?

Table 8 – Questions per Management

Source: adapted from Irving-Hogan, 2023; Durrah, 2023

Nr	Question	Answers
1	Nationality	Open response
2	Gender	M/F
3	Ethnicity	Asian/Black/Other/White
4	Age	Open response
5	Which country do you work in	Open response
6	Job role	Open response

7	Type of business	Hotel/Restaurant/Contract Catering				
8	Type of employment	Full Time/Part Time				
9	Please rate the top 5 motivational factors below in order of importance to you - Please rank from 1 (Least important) to 5 (Most important)					
10	Convenience	1	2	3	4	5
11	Happiness	1	2	3	4	5
12	Working environment	1	2	3	4	5
13	Relationship with colleagues	1	2	3	4	5
14	Want to / Desire to succeed	1	2	3	4	5
15	Interesting Job	1	2	3	4	5
16	Salary / Pay	1	2	3	4	5
17	Relationship with employer	1	2	3	4	5
18	Improve experience	1	2	3	4	5
19	Paid accurately and on time	1	2	3	4	5
20	Health and Safety environment	1	2	3	4	5
21	Feel motivated by the job	1	2	3	4	5
22	Staff are listened to	1	2	3	4	5
23	Relationship with Supervisor/Team Leader	1	2	3	4	5
24	Promotion opportunities	1	2	3	4	5
25	Company benefits	1	2	3	4	5
26	Relocation opportunities	1	2	3	4	5
27	Alongside existing benefits, what other benefits would you like to see the company offer in the future?	Open response				
28	Where you able to be promoted in the past 24 months?	Yes/No				
29	If you are able to progress/be promoted how is this done for you	Open response				
30	Do you think HR contribute to your motivation?	Yes/No				
31	Did you obtain any qualifications outside of the country where you are currently working?	Yes/No				
32	If yes above, did your organisation recognise your qualifications obtained outside of the country where you are currently working?	Open response				
33	Does your organisation support you in professional progression?	Yes/No				
34	Does motivation contribute to your own performance at work?	Yes/No				
35	Does your line manager motivate you?	Yes/No				
36	If yes to the above question - please can explain how?	Open response				
37	Are changes in your organisation affecting your motivation?	1	2	3	4	5

38	Do you think motivation affects performance?	1	2	3	4	5
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Table 9 – Staff online questionnaire

Source: Author's data

#### 4.4 *Qualitative analysis*

Research in the qualitative domain is typically understood to be insider research, according to David Plowright's argument in *Methodologies for Practice Research* (Costley and Fulton, 2019), it frames the research issue as a question or problem, emphasises generating theories over proving them and employs ethnographic, naturalistic research as a paradigm. Context is thought to be crucial to the study and is involved in it in a big way. Throughout the project and in the report that summarises the research's conclusions, the researcher's voice, that of an aware and involved participant, is consistent. In case selection, purposeful, non-probability sampling is employed to generate a sample that is either specific to each case or typical of the whole population.

Purposive, non-probability sampling is used in case selection in order to provide a sample that is either representative of the larger population or distinctively different from each individual. In order to gather nominal and ordinal data based on categorisation and ranking, case studies and naturalistic observation are used. In order to characterise and comprehend the experience of the specific cases under investigation, data are examined thematically. Furthermore, resonant generalisation is employed to connect the results to other contexts or populations whose experiences will be similar to those of the research participants (Plowright, 2007).

Traditionally, this field of study has relied on a mind-dependent ontology, according to which human cognition creates reality. From an epistemological point of view, qualitative methods recognise that conducting research is a socially subjective endeavour and as such, the researcher's values play a significant role. The goal is to present claims that are unique to the setting and context of the investigation. The knowledge generated has an idiographic focus, highlighting distinctive traits of certain events, processes and phenomena. The creation of distinct individual realities that are exclusive to particular circumstances, locales and experiences is the overall goal. It seeks to accomplish this by drawing conclusions from induction with the intention of developing theory. The end result is the development of a thorough, comprehensive understanding via testimonies that offer real, honest insight into particularistic experiences.

The author engaged with NVIVO14 and Microsoft Excel software to enhance, streamline and support the analysis for the reporting of qualitative data. These software facilitated the organisation and coding alongside the interpretation of content rich responses from the participants. After an initial overview of the respondents, it is notable that most of the senior managers responded positively to question 1 with demonstrating heightened emphasis in their response, this indicates that the issues addressed have significant relevance to their strategic ambition.

#### 4.4.1 The participants demographic data

From Fig ... it can be ascertained that the majority of senior managers belong to 1 ethnic group with 76% being Caucasian whereas the remaining ethnicities are a mere 24% of which 4% Asian, 12% African-European and 8% other (Figure 7)

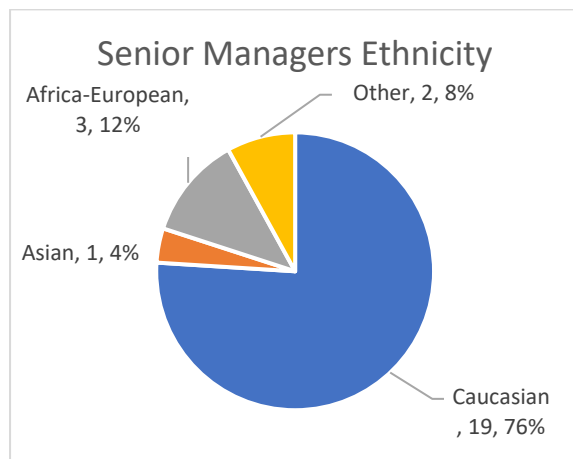


Figure 7 – Senior Managers Ethnicity Source: Author's data, 2024

The gender distribution also seems to depict a relative overwhelming dominance from the male population with 60% of the respondents being male and 40% being female (Figure 8). Similarly, the number of female General Manager (2, 29%) is significantly less than the male counterparts (4, 71%) (Figure 9).

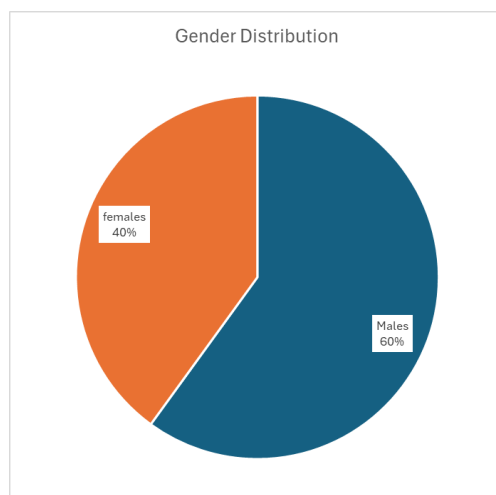


Figure 8 - Qualitative Gender Distribution Source: Author's data, 2024

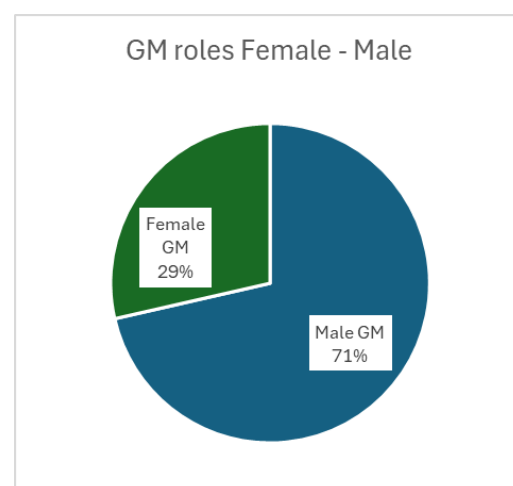


Figure 9 - GM Role distribution Source: Author's data, 2024

Of the respondents 7 have an executive role with 3 CEO, 1 Cluster Manager, 1 Administration Director, 1 Sales and Marketing Director and 1 Front of House Director however, notably all CEOs all are male with no female representation at executive level, this discourse is somewhat indicative of the culture that is ingrained within the hospitality industry and the

privileges that benefit the male population, in the International Labour Organisation conference in September 2024 established that

*"In recent years, the sector has undergone significant expansion and diversification, emerging as one of the largest and fastest-growing economic sectors globally. Micro, small and medium-sized enterprises constitute the majority of the industry and its workforce. However, the sector continues to face decent work deficits, including informality, variable and long working hours, low wages, limited access to social protection, gender-based discrimination, poor occupational safety and health practices and weak regulation, enforcement and organisation of labour. In some cases the sector is also affected by the lack of an enabling environment for sustainable enterprise development, insufficient and inadequately skilled workforce and productivity challenges. Increasingly, tourism involves many forms of work, such as seasonal and part-time work, fixed-term contracts, working through private employment agencies, outsourcing and subcontracting."* (ILO, 2024).

Additionally, all of the executive positions are occupied by individuals of Caucasian descent with no ethnic minority represented, suggesting that these type of roles in Europe remain exclusive to a white male demographic. Organisations ought to recognise this as a critical starting point to facilitate a more inclusive and diverse leadership that is more aligned to modern concepts of Diversity Management and Equity, Diversity and Inclusion.

#### 4.4.2 Coding and sentiment

In NVIVO14 the author created codes based on the Main Themes of Motivation and EDI (Appendix 2), it became evident that the element of Ethnic Minority had a significant close connection to Motivation and Change. The author began coding the Motivation elements considering factors such as Motivation and Management were prevalent words (Figure 9). The participant’s responses were also coded according to sentiment were 21 respondents demonstrated a very positive sentiment and at the same time 15 also displayed a very negative sentiment toward the main themes (Figure 10, Page 63 and Table 8, Page 61).



Figure 10 – Sentiment WordCloud

Source: Researcher’s data – NVIVO14, 2024

Name	Files	References
Positive	24	313

Very positive	21	82
Moderately positive	24	231
Negative	23	110
Moderately negative	23	76
Very negative	15	34

Table 10 - Participant's sentiment

Source: Researcher's data – NVIVO14, 2024

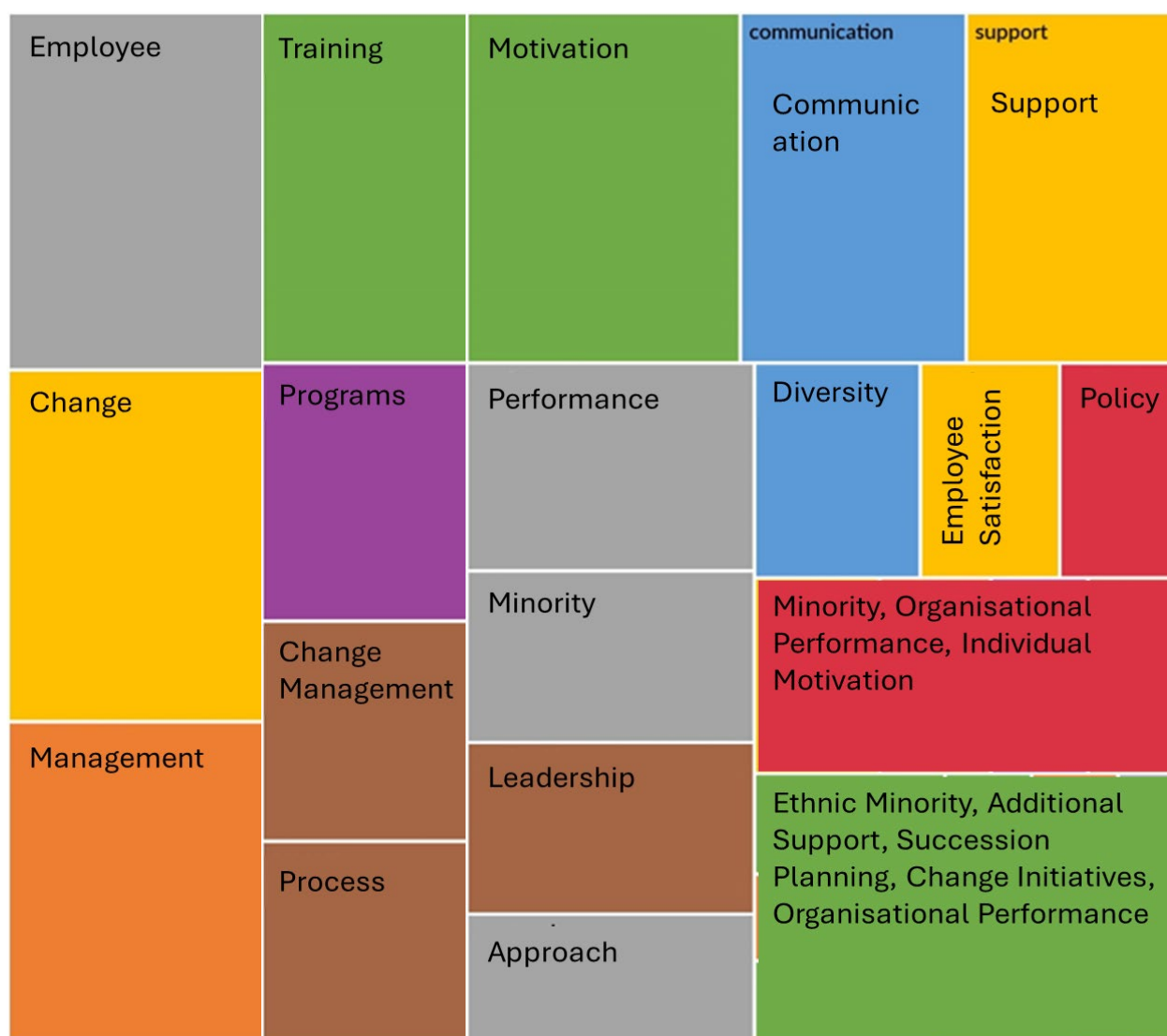


Figure 11 – Coding references

Source: Researcher's data - NVIVO14 – 2024

#### 4.4.3 Qualitative Analysis of the answers

The majority of the participants stated that their professional journey begun with studying hospitality, however, the highest calibre of executives often gained global experiences as

for P1 and P27 whose career developed outside of Europe. Some of the General Managers opted for shorter international experiences mostly to support their learning of additional languages yet seem to have successfully advanced their career in their home countries like P1, P2 and P13. Notably only 5 senior managers attained their position combining the academic qualifications and practical experience on the field, 2 of whom are currently CEO, representing 12.5% of the total useable participants. Arguably, therefore, academic qualifications can significantly improve the possibility of achieving a greater position in the industry and perhaps employers ought to consider how to encourage their middle management to garner qualifications that would indirectly benefit the organisation. Analysing the interviewees responses it became somewhat evident that there is tendency to acknowledge that ethnic minorities are the fulcrum of the industry and this was evident by the responses of some of the interviewees such as P28 who emphasised the importance of technology and exposure to it by ethnic minorities

*"For instance, when we implemented a new digital system, we provided additional training sessions for employees who may not have been as familiar with the technology, particularly those from ethnic minority backgrounds who might not have had the same exposure to these tools". (P28)*

This is an important element that creates a distinction between the global north and the global south. The views of management toward ethnic minorities working in their organisations is that of inclusiveness albeit utilising different lenses (Figure 12). P4 stated that although the organisation does not have any specific support mechanism and realises that a one size fits all strategy may not be supportive of other ethnicities and recognised that there may be a gap that needs to be addressed, another participant (P6) stated that the organisation adopted a standard approach and made no difference between "local" staff and ethnic minority, on the other hand however, there is recognition that language barriers may impede the successful integration of ethnic minorities as confirmed by P7, who recognised that the housekeeping department where all from a single minority and spoke a different language which indicates that perhaps the concept of Diversity Management (DM) could be applied in ensuring a more inclusive team. Communication was one of the topics which most participants discussed and more specifically P8 how this is relevant alongside the element of cultural diversity and how the latter may perceive the concept of change occasionally misaligned to the original intention which would suggest that the change management element needs to be unwrapped and modelled to support the cultural differences. The braking of these barriers would enhance the acceptance of change more fluidly and support ethnic minorities in their progression, in fact, P19 stated that "ethnic minorities within the organisation have generally remained in entry-level roles, with few advancing beyond their initial positions", this again is an indicator that despite the effort of creating an inclusive environment there seems to be a gap between the discussion and its implementation. In this element P22 asserted that the lack of promotion could also be due to personal circumstances, however P24 stated that their organisation does not seem to have a plan. On the concept of Equity, Diversity and inclusion, P30 emphasised the importance of EDI and the proactive approach of their organisation ensuring that there is a robust system of support for the workforce as they recognise that there are barriers which







The role of leadership in some instances is crucial to the success of motivating the staff, several interviewees pointed out that managers who lead by example tend to motivate employees more (P11), the lack of hands-on management can be a significant demotivator according to (P22). Involving the employees in change including requesting feedback, suggestion and recommendations will make the staff feel participative of the change and this will contribute greatly in motivating the teams during change, according to P13, this is particularly this can be particularly true for ethnic minority employees who may be facing challenges due to language and or cultural barriers and will appreciate the inclusion of the decision making process.

Motivation is also found in support, with mentorships and training, P10 expressed the view that offering additional training to employees who are not familiar with technological advancements supports them in adapting and reduce their anxiety while at the same time boost their confidence. As per P6 mentorship and training are particular high motivators especially during the transition period of change management keeping the staff more engaged and feel more confident (P17). There are other aspects of motivation that are perhaps less obvious such as the sense of belonging, some organisations tend to create a very inclusive work environment where employees from a variety of backgrounds can feel valued and respected. In fact, according to P28 when employees see that their contribution and cultural identity is being recognised and supported (*Table 9, Page 64*) then the feeling of belonging is strengthened and by consequence the employee feels more engaged and tends to deliver a higher performance, this is also recognised when organisations celebrate cultural diversity through events creating a wider knowledge of the ethnic minority's culture stimulating motivation in the team. It is evident also that motivation can be transferred to the staff via representation in the leadership team, in fact P30 and P31 asserted that the fact that they are in a leadership position alongside being females in leadership is particularly motivational to their teams as it signals the opportunity of advancements regardless of ethnicity or gender.

Meritocracy can be a strong motivator in the workplace, P5 stated that employees from ethnic minorities are particularly motivated when their efforts are recognised and they obtain a promotion. That said however, some participants (P21 and P28) were less favourable to meritocracy as this can lead to favouritism or the circumnavigation of policies becoming a demotivator. In fact P6 considered that the staff are much more motivated when there is a clear career development process and that the upskilling opportunities create an environment where employees feel motivated and engaged, this, according to P5 is particularly important for employees who are faced with a different cultural baggage. Some organisations however seem to struggle to implement any level of meritocracy which leaves the employees feel that they have not been recognised and do not receive what they feel is due and this according to P2 can lead to significant dissatisfaction. Most leaders believe that financial compensation is key to motivate the staff, clearly adequate pay structures and benefits are important motivators, P18, P7 and P5 mentioned that if employees feel that they are adequately compensated they will be more engaged and perform better, P21 however outlined that when rewards and pay reviews are lacking can

lead to low morale, frustration and eventually can lead to staff leaving. Although it is recognised that monetary rewards and closely linked to motivation it is unclear to what extent, however P2 and P27 seem to advance the idea that non monetary benefits are also equally important such as work-life balance, flexible working hours and positive working environment, particularly for those employees who value their family life.

Training and Development is also a strong motivator according to P13 and P28 as employees are given the opportunity to improve themselves and where employees can prove their worth to their managers, more so it is very important specially during organisational changes which tend to be somewhat disruptive at times and, according to P28 is where staff can utilise their skill set to improve and demonstrate a can do attitude. Some organisations have implemented benefits that in turn deliver a higher level of motivation, as an example, to overcome language barriers some organisations have introduced language lessons so that the staff feel less isolated (P5). This example underscores the importance of tailored communication strategies and cultural sensitivity to engage ethnic minority employees more effectively and directly connects to Research Objective 5: to provide recommendations to facilitate employee performance triggering continuous growth, P1 also refers that regular check-in from managers can support the motivational factors if this is done with the supportive spirit.

Word	Length	Count	Weighted Percentage (%)
ethnic	6	115	1.11
support	7	232	1.13
minorities	10	82	1.17
organisation	12	311	1.78
change	6	623	1.95
employees	9	189	3.52

Table 11 – Most frequently used words weighting <1 Source: Author’s own data, NVIVO14, 2024

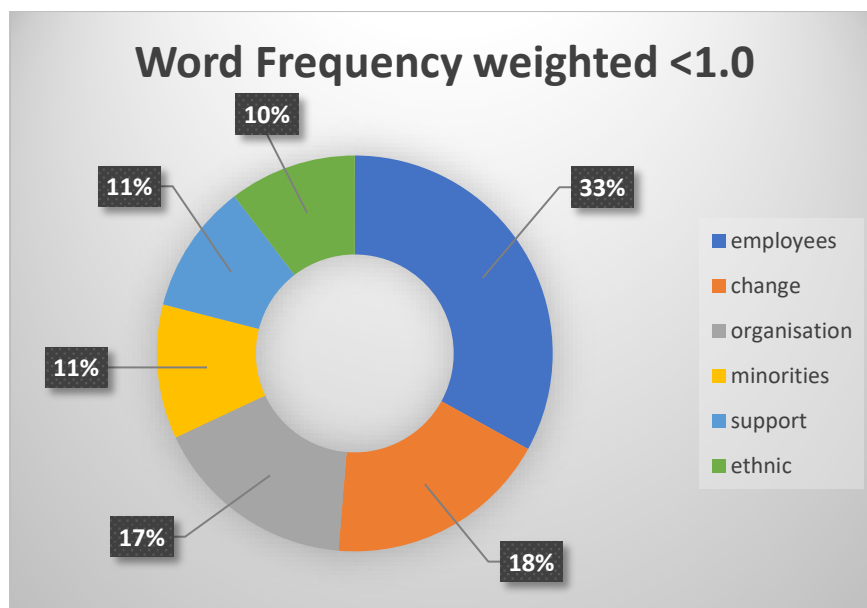


Figure 14 - Most frequently used words (weighted <1), % Source: Author's own data, NVIVO14, 2024 view

#### 4.4.5 Change Management from the Leadership viewpoint



Figure 15 – Change Management WordCloud Source: Author's data, NVIVO14, 2024

During the study a subtheme has emerged and, as Change Management (CM) is an area increasingly recognised by organisations for its significant impact on the teams, as P1 highlights CM can generate significant feelings of insecurity and uncertainty on the staff thus an effective, transparent and inclusive communication becomes essential to ensure the team's buy-in. P1 further asserts the organisation in Poland is committed to,

*"Environmental, Social and Governance (ESG) principles, with a strong emphasis on the social aspect, reinforces our dedication to diversity, equity and inclusion, further supporting our employees through times of change" (P1).*

The method of communication varies across organisations where each tending to adopt their preferred route, P7 notes that their organisation has a designated employee

responsible for training and, often, change is integrated into in-house training sessions ensuring coherence and continuity throughout the transition process.

Some respondents view change as integral aspect of employee professional development as highlighted by P11 and, by adopting different communication strategies to effectively convey change is seen as practice with approaches such as employee councils (P3) or the employment of multilingual line managers (P13) to ensure the teams feel valued, they do count and their opinion is taken into account. On the opposite end of the spectrum however there is noticeable reluctance by some leaders in embracing change and communicate the message to teams and the role of leadership emerged as critical in motivating employees during times of organisational change. For instance, P17 noted that, *"Some managers distance themselves during change, leaving employees feeling unsupported"*. This highlights a contrasting leadership approach that exacerbates resistance to change and lowers morale. This aligns with Research Objective 3: to develop considerations on the facilitators of motivation enhancing employee performance. Leadership that is visible, inclusive and participatory significantly boosts motivation.

In some instances, change has become integral to everyday operation and thus embraced as the norm (P19). Certain leaders integrate change so deeply to integrate change management as part of the daily routine, an example of this is P27 who holds daily briefing to discuss any organisational matters with change management being recurring focus. That said however, as change can be perceived as challenging by the teams, this is often introduced in stages, communicated extensively and supported by step by step actions. That said however, some modern advancement as seen by some leaders as unnecessary where their preference is a more "traditional" method. P21 asserted, "The organisation doesn't provide much support in this regard. I've seen little meritocracy and limited opportunities", P21 also highlighted that in smaller enterprises, as in their case where the organisation has seen a significant recent change transitioning from a family- run business to a fully developed corporation change can represent a positive yet difficult challenge to overcome.

Overall change management (CM) appears to be viewed and accepted by the leadership in general as a necessary organisational process. However, not all leaders seem to have fully considered how CM is perceived by their staff, P22 noted that, occasionally, the teams fail to appreciate the necessity of change despite the organisation has invested in resources and efforts to ensuring that it benefits all stakeholders including staff.

Most interviewees stated that their organisations prioritised a clear and structure communication system to engage with the staff regarding the implementation of change, according to P1 and P4. In fact it would appear that the key factor according to P29 and P31 are to inform the staff of the why the change is happening, what will be the impact on them if any and the timeline in which change will be implemented. It is therefore evident that clear communication is at the base of a successful delivery of change management. Change management in the hospitality industry is a construct of a variety of variables such as clear communication, inclusive leadership and structured processes and P4 and P11

stated that the positive results of change management are only evident if these parameters are adhered to, however P5 also stated that effective mentorship is the underlying strength that supports change equipping the staff with the relevant knowledge to ease the introduction of change concepts. Some organisations opt for a phased approach (P20) which they feel it is easier in way of acceptance. Most participants are also in agreement that success of change implementation can be associated to the involvement of leadership, P8 recognised that the GM in their structure was pivotal to the successful changes they are currently going through. That said however leadership needs to take stock and ensure that life work balance is also taken into account when delivering change as negating this can be detrimental to motivating the staff and can be critical to success (P7, P24). During change and on the inset of change ideas ethnic minority employees must be taken into consideration as P11 mentioned language barriers and cultural differences can be detract from the successful implementation and ultimately could damage the organisational ambition. It is fair to consider at this point some of the best practices advanced by some of the participants, according to whom there are principally 4 key factors:

- 1) Inclusive leadership: P28 and P29 both advanced the concept that leaders should be visible and communicate in a transparent manner ensuring that all employees understand and appreciate the strategic importance of the change.
- 2) Phased Implementation: changes should be rolled out in a phased manner allowing for staff feedback and leadership adjustments, P30 believes that this will support employees in gradual adaptation.
- 3) Tailored training and support: this topic has united many of the participants, but P29 outlined how their organisation has implemented mentorship programs specifically targeted at supporting the ethnic minorities to breakdown barriers and support advancements.
- 4) Recognition and inclusivity: this last element was outlined by a number of middle and HR managers who stated that recognition programs and wellbeing initiatives further align staff to change and motivate the teams.

Albeit change management is centric to the progress of each organisation adapting to local and global markets, adopting strategies to enhance market share etcetera, there are some barriers to the successful delivery of CM and according to P19, P11 and P24 the fear of job security, feeling discouraged by new systems and lack of staff representation to the dialogue for change, are the top catalysts that could represent failure. Again to overcome these communication and inclusivity alongside support can offset these real and critical anxieties that the staff may be going through.

Name	Files	References
Change Management RQ3	2	47
Communication	2	19
Cultural Gap & Bias	2	5

ESG (Environment Social Governance)	1	1
Feedback	1	4
Focus Groups	2	2
Focused Change Management	1	1
Leadership	2	3
Misunderstanding	2	3
Phased Implementation	2	3
Resilience	1	1
Structured Approach	1	1
Teamwork	1	1
Training	1	2
Uncertainty	1	1

Table 12 – Change Management Most frequently used words

Source: Author's own data, NVIVO14, 2024

Interestingly some managers did not respond to this question suggesting that there may be a disconnect between the strategic intent behind CM and actual implementation. That said however P1 emphasised that,

*"Employees from ethnic minorities often perceive organisational change initiatives through a lens of inclusivity and support, which directly affects their motivation levels. When changes are communicated clearly and inclusively and demonstrated in a language of benefits, employees are more likely to feel valued and motivated" (P1)*

The concept is also supported by the frequently used words during the interviews with the respondents (Table 8, Page 61), this could indicate that when change is communicated effectively and the benefits are made explicit the acceptance level are higher, more so amongst ethnic minorities from whom adaptation to change may have been the core aspect of their experience to a new environment. That said however, some leaders perceive CM as something that they are subjected to, P10 viewed CM as a subsequence of operational shortfalls. P13 however, suggests that change is initiated by the organisation and the role of HRM is to monitor and evaluate individuals following the implementation of CM. Some organisations implement Artificial Intelligence (AI) to gather and analyse employee feedback from their workforce and adjust the deployment of change based of receptiveness and acceptance. However, within the context of a family run business there seems to be a higher level of resistance to change. The reluctance may stem from the very nature of the business itself which tends to be less flexible in adopting change initiatives and new technologies. Furthermore, P27 suggests that family-led organisations may exhibit hesitancy in fully engaging with ethnic minorities and the lack of introducing this change reflects in a potential gap in approaching diversity and inclusion initiatives too.

Leaders seem to suggest that an effective level of communication ensuring inclusiveness and making employees feel part of the community that is evolving and changing in line with trends and strategic aspirations, engaging with native and ethnic minority team





identified it, this could be hindering a more holistic understanding of performance needing more clarity from the leadership (Figure 15 and Figure 16). Some of the managers interviewed were unable to formulate a response to the question but most offered recommendations as for P1 recommending that the leadership should be more in contact with their workforce and establish more of a connection with them. While P7 recommended to follow established procedures and improves the communication piece (P10). It is evident from P13 that there may be a disconnect between what is said and what is actually carried out and implemented. In summary however P27 stated that the most valuable element for a successful performance it is the interconnectivity between motivating the staff to accept change management as a way.

The participants perception of operational performance (OP) is that it is represented by a balance of Guest Satisfaction, Financial Health and employee engagement as these critical to allow the evaluation and measure OP. Financial performance has been identified as paramount for any organisation by P4 and P19, the participants further divided this into two distinct areas of monitoring as these are key to success for Hotels Revenue Per Available Room (RevPAR) and Gross Operating Profit (GOP), by clearly identifying these, coupled with cost optimisation measures, organisational financial performance will be delivered. P28 and P29 highlighted that customer satisfaction and service quality represented the Operational success and the higher the customer satisfaction level the more likely is the level of repeat business making this the key element in the matrix. Some other interviewees however considered Employee Engagement and retention the key factor to successful operation performance (P11). The majority of participants argued that the implementation of specific strategies enabled high operational performance and continuous improvement, P2 as General Manager in a deluxe establishment in France argued that effective cost control measures need to be implemented alongside the maintenance of high service standards, this argument was also favoured by P6. Another aspect raised by P3 and P29 is the continuous employee development supporting the ethnic minorities in professional development and progression. This discourse was also supported by P5 and P22 who also added that succession planning and inclusivity in the leadership team would greatly benefit operational performance as a whole. The concept of clear and transparent communication was also centric to this theme of operational performance P22 and P27 argued that clear communication is particularly important in times of change and where the organisation is pursuing operational performance goals. Some leaders however consider that some of the staff will negate the organisation's opportunity to improve the performance based on the fact that they are resistant to changes, P7, P16 and P24 assert that this is particularly true in small enterprises and family run concerns where performance is often measured by a family member based on personal perceptions. It can be therefore argued that to achieve a high level of operational performance, metrics cannot solely rely on financial performance but also on employee performance, integration, succession, motivational factors alongside a structured and phased change management where the staff are included in the decision making process.

## *4.5 Quantitative analysis*

Professional doctoral research requires a thorough understanding of theory, techniques and practical application, which is the reason as to why quantitative analysis is important (Qaiyum and Wang, 2018). According to Qaiyum and Wang (2018) and Singh and Singh (2015), researchers must carefully plan their studies, taking into account intricate relationships and choosing suitable data collection methods to guarantee validity, reliability and generalisability. According to Singh and Singh (2015), statistical processes are crucial tools for predicting results, summarising big datasets and identifying notable outcomes. Researchers therefore, should take sample sizes, data scales, variable relationships and problem features into account when selecting analysis approaches.

According to Robson (2011) cited in Collis and Hussey (2014) there are some challenges in analysing quantitative data as there are, "no clear and universally accepted set of conventions for analysis corresponding to those observed by quantitative data". The data collection was carried out utilising Google Forms which is available free online, the tool allows the researcher to create a survey and the link was then distributed via a variety of medium such as LinkedIn™, the Institute of Hospitality members newsletter, the European Hotel Managers Association newsletter and direct email to the researcher's network.

Quantitative data is the statistical analysis of data collated during the course of the research, this data can be through primary or secondary data (Saunders, Thornhill and Lewis, 2019), however, for the data to be useful it needs to be analysed and interpreted. To support the analysis and the interpretation of the data the researcher has selected two software that will create diagrams and aid the calculations, the software used is Microsoft Excel™ and IBM SPSS Statistics™.

### *4.5.1 Quantitative Participants Demographic*

According to Plowright in Costley and Fulton (2019), research in the quantitative domain is typically conducted by outsiders and is "ethic" in its experiential location. It presents the research problem as a hypothesis supported by theory developed from earlier and comparable studies and it uses scientific research as a model. Contextual elements are downplayed or dismissed as unimportant and the researcher, a detached, impartial observer, says nothing about the project or the published research findings. Randomised, probability sampling is used in case selection in order to get a sample that is representative of a larger population. To gather interval and ratio data produced by counting and measuring, experimentation and observation are used. Statistical analysis is used to extrapolate findings from a sample to the entire population. Scholarly investigations within this field conventionally rely on a mind-independent ontology, which postulates that the world being studied exists independently of human consciousness or thought. This kind of research seeks value-free objectivity from an epistemological perspective, focusing on making generalisable, extrapolated conclusions. The knowledge generated by the assertions made is nomological in nature and serves as the foundation for determining the permissible connections between occurrences, processes and phenomena. Finding patterns

and order in the world is the ultimate goal. This is accomplished by testing theory through deductive inferential reasoning. Result results in study reports that provide valid descriptions matching to the phenomena being examined.

#### 4.5.2 Gender

From Table 12 below it can be ascertained that there seems to be a disparity in responses whereas 39.16% of respondents are female with 60.84% male, research shows that there are persistent gender disparities in the hospitality industry with women comprising 51% of hospitality employees, they remain underrepresented in high-level positions (Repetti, 2020).

Gender Distribution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	101	60.8	60.8	60.8
	Female	65	39.2	39.2	100.0
	Total	166	100.0	100.0	

Table 14 - Gender Distribution Source: Author's Data – Excel and SPSS, 2024

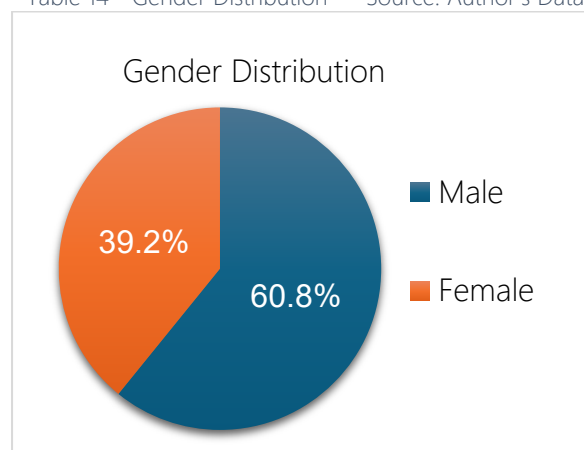


Figure 17 – Gender Distribution Source: Author's Data – Excel and SPSS, 2024

#### 4.5.3 Ethnicity

Equally interesting is the ethnicity distribution (Figure 18) where a significant number of respondents are White (60.84%), this is representative of the recent research by Shum, Gatling and Garlington (2019), "All people are created equal? Racial discrimination and its impact on hospitality career satisfaction" where the there is significant discrimination within the hospitality industry leading to lower career attainment by people of colour.

		Ethnicity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	101	60.8	60.8	60.8
	Black	25	15.1	15.1	75.9
	Mixed	10	6.0	6.0	81.9
	Asian	15	9.0	9.0	91.0
	Other	15	9.0	9.0	100.0
	Total	166	100.0	100.0	

Table 15 – Ethnicity

Source: Author's data – Excel and SPSS, 2024

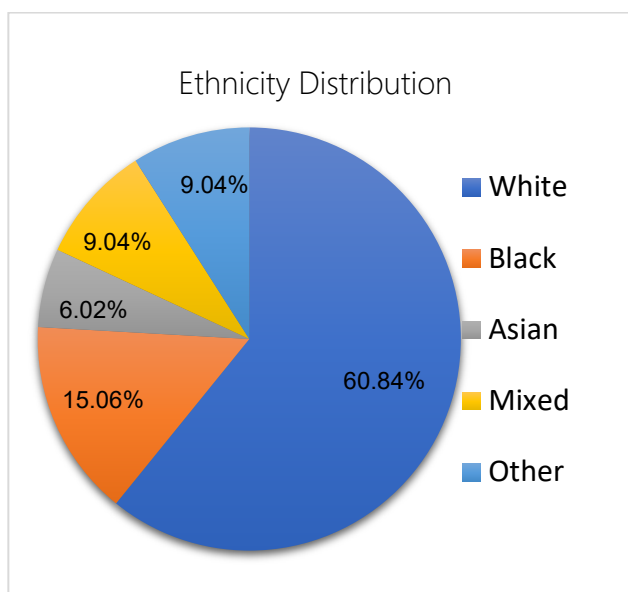


Figure 18 – Ethnicity Distribution

Source: Author's data – Excel and SPSS, 2024

#### 4.5.4 Age distribution

The respondents age distribution highlights a clear trend that the industry tends to appeal to the younger generations with a substantial proportion of the participants (39.2%) aged between 18 and 29, the participation decreases in the subsequent the age groups with 30.7% in the age range 30-39 followed by 19.3% for the decade 40-49, the downward trend continues with the age group 50-59 represented by 9.6% of the respondents and 1.2% of

the 60+ (Figure 19). This representation seems to suggest that there is a progressive decline in the industry with the increase of the age range.

Age Distribution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	65	39.2	39.2	39.2
	30-39	51	30.7	30.7	69.9
	40-49	32	19.3	19.3	89.2
	50-59	16	9.6	9.6	98.8
	60+	2	1.2	1.2	100.0
	Total	166	100.0	100.0	

Table 16 - Age Distribution Source: Author's own data, Excel and SPSS, 2024

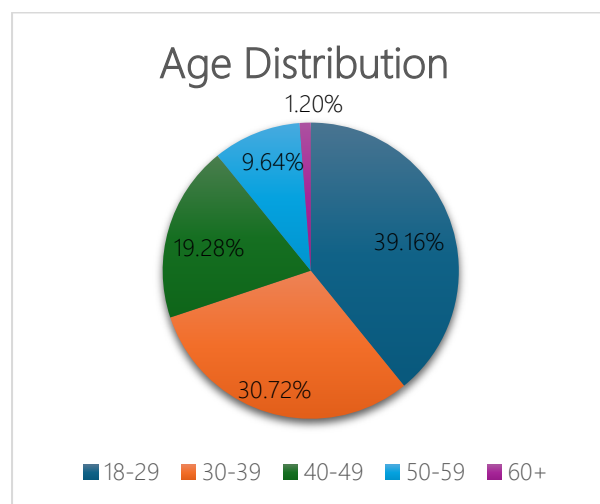


Figure 19 – Age Distribution Source: Author's own data, Excel and SPSS, 2024

#### 4.5.5 Employment type

The respondents were also classified in full time and part time, is interesting to see that 20.5% of respondents work part time and 79.5% full time, this is interesting because the recent study in Denmark reported that only 10% of the workforce are employed on part

time basis (Nielsen *et al.*, 2022), that said however from the same study it would appear that Denmark is a heavily unionised country. A paralel study carried out by Rydzik and Kissoon (2022) addresses this issue alsomside the age relevance in the study carried out in UK whereas the industry tends to be over-reliant on the student population offering predominantly part time solutions. Part time work within ethnic minority communities are driven not only by economic factors but also by socio-cultural motivations and embedded relationships between employers and employees (Rodgers, Shahid and Williams, 2019).

		Employment Type			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FullTime	132	79.5	79.5	79.5
	PartTime	34	20.5	20.5	100.0
	Total	166	100.0	100.0	

Table 17 - Employment Type

Source: Author's own data, Excel and SPSS, 2024

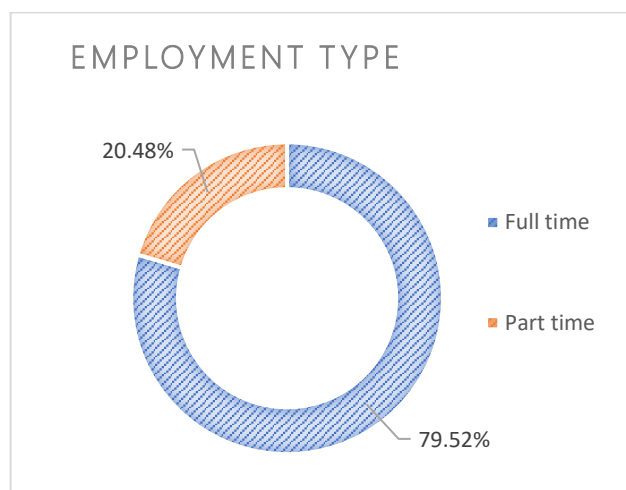


Figure 20 – Employment type

Source: Author's own data, Excel and SPSS, 2024

#### 4.5.6 Geographical employment location

Significant insights were derived from the analysis of respondents' geographical employment locations, particularly given that none of the qualitative respondents were based in the UK. In contrast, 26.5% of the online survey participants were from the United Kingdom, followed by 19.9% from Italy and 15.1% from France. This may be reflective of region specific priorities, as there is a higher representation from these countries this indicates an interest in participating in gaining a deeper understanding of the underlying dynamics at international and local level. High level of participation suggests that there may be more engagement from the respondents with the author's research, there may be factors which are affecting their personal and or professional reality. That said however, it

may be opportune to delve in to this challenge through further study to identify the specific factors which seem to be driving such engagement and possibly assess if local challenges or opportunities may be contributing to the level of interest.

		Country of Employment			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Austria	7	4.2	4.2	4.2
	Belgium	5	3.0	3.0	7.2
	Croatia	1	0.6	0.6	7.8
	Denmark	3	1.8	1.8	9.6
	France	25	15.1	15.1	24.7
	Germany	10	6.0	6.0	30.7
	Ghana	1	0.6	0.6	31.3
	Greece	6	3.6	3.6	34.9
	India	1	0.6	0.6	35.5
	Italy	33	19.9	19.9	55.4
	Netherlands	6	3.6	3.6	59.0
	Norway	1	0.6	0.6	59.6
	Poland	4	2.4	2.4	62.0
	Portugal	4	2.4	2.4	64.5
	Spain	6	3.6	3.6	68.1
	Switzerland	8	4.8	4.8	72.9
	United Kingdom	44	26.5	26.5	99.4
	USA	1	0.6	0.6	100.0
	Total	166	100.0	100.0	

Table 18 - Country of Employment

Source: Author's own data, Excel and SPSS, 2024

#### 4.5.7 Respondent's Regional Distribution

Respondents' nationalities were then grouped in 5 main regional areas: Northern Europe, Central Europe, Eastern Europe, Southern Europe and the rest of the world (Figure 21). The distribution demonstrates that the respondents tend to come from central Europe (29.5%) southern Europe (25.9%) or the rest of the world (28.9%) whereas eastern and northern Europe is somewhat marginally under-represented (Figure 21).

		Regional Distribution			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Northern Europe	5	3.0	3.0	3.0
	Central Europe	49	29.5	29.5	32.5
	Southern Europe	43	25.9	25.9	58.4
	Eastern Europe	21	12.7	12.7	71.1
	Rest of World	48	28.9	28.9	100.0
	Total	166	100.0	100.0	



Table 19 – Nationality

Source: Author's own data, Excel and SPSS, 2024

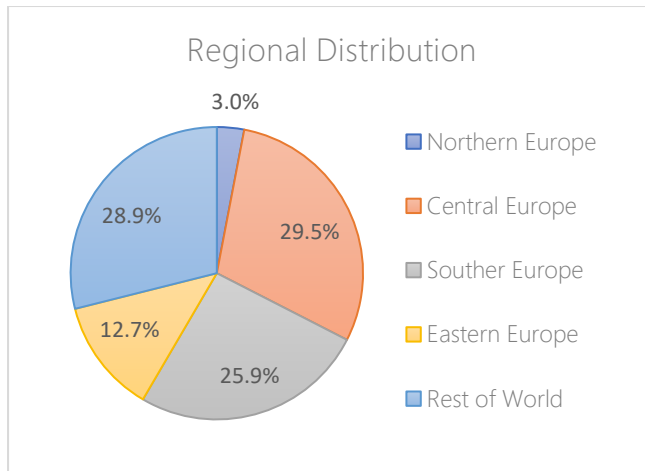


Figure 21 – Nationality distribution

Source: Author's own data, Excel and SPSS, 2024

#### 4.5.8 Business types

Albeit the Industry has a almost infinite number of business types for the purpose of this research the author elected to streamline these into 3 main categories Hotels, Restaurants and Contract Catering, equally, the respondents are currently working in one of 3 types of businesses Hotels, Restaurants and Contract Catering, with the majority of respondents working in Restaurants (57.8%) followed by Restaurant workers with 27.7% and Contract catering trailing with 17.5% (Figure 22). This could be reflective of the research focus principally due to the fact that the main supporting organisations are the Institute of Hospitality and the European Hotel Managers Association whereas these associations main members are Hotels. The restaurant workers representation of 24.7% albeit lesser than hotels it is still a strong representation of the of the respondents and could prove critical for the research. Contract catering workers which, although not the greater of the contributing sectors is still a notable proportion and adding this element improves the diversity of the data which should provide a greater understanding of the nuances of the hospitality industry as a whole. Cumulatively the hotels and restaurants total 82.5% of the total participants implying that the study relies somewhat heavily of hotel operations which could suggest that the study may be reliant on generalisations across the industry, similarly the smaller representations of restaurant and contract catering could mean that operational drivers and challenges may be somewhat under-represented compared to the hotel sector.

		Business Type			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotel	96	57.8	57.8	57.8
	Restaurant	41	24.7	24.7	82.5
	Contract Caterer	29	17.5	17.5	100.0
	Total	166	100.0	100.0	

Table 20 - Business Type

Source: Author's own data, Excel and SPSS – 2024

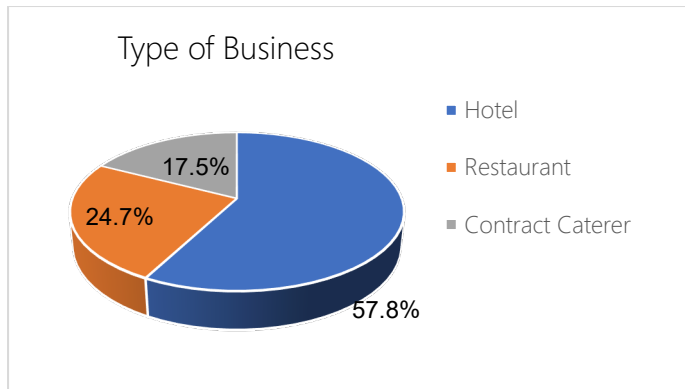


Figure 22 – Type of Business Source: Author's own data, Excel and SPSS – 2024

#### 4.5.9 Job Roles

Job roles have been grouped in main functions within the industry divided in Back of House for any function that is not client facing, SMT and Admin roles have been grouped together, all waiting staff including room service and finally reception including concierge and client relations as these are the roles that the client encounters. The distribution of job roles seem to be somewhat evenly spread indicating a fair representation of the different main roles. That said however the Waiting staff representation (32.5%) could suggest that more client facing staff members opted to respond to the survey, interestingly the Reception staff also client facing seem to have had the least number of entries with only 18.1% whilst Admin and Back of House staff contribution equaled at 24.7%.

		Job Role		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Back of House	41	24.7	24.7	24.7
	SMT ADMIN	41	24.7	24.7	49.4
	Waiting Staff	54	32.5	32.5	81.9
	Reception	30	18.1	18.1	100.0
	Total	166	100.0	100.0	

Table 21 - Job Role

Source: Author's own data, Excel and SPSS, 2024

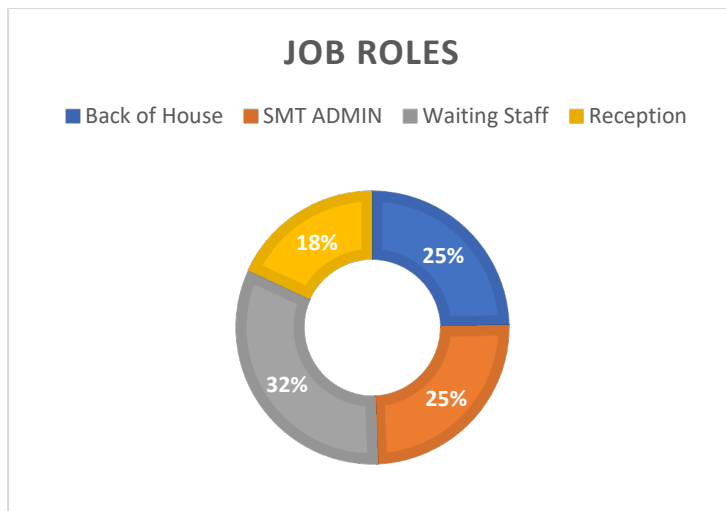


Figure 23 – Job Roles

Source: Author's own data, Excel and SPSS, 2024

#### 4.5.9.1 Job role by gender

Of the total number of participants (166) 60.8% of the respondents are male against 39.2% of females indicating an overall male dominated workforce, interestingly however, previous studies indicate that the majority of employees in the Hospitality Industry are females (ILO, 2024). It is evident the predominance of the male gender in the Senior Management Team (SMT) with 70.7% and only 29.3% of females indicating potential access barriers to senior roles for female employees. Additionally the chi-square value of 0.042 is indicative of the statistical relationship between job roles and gender which supports the concept that job roles are influenced by gender and they are not random.

		Job Role * Gender			Total
		gender			
			Male	Female	
Job Role	Back of House	Count	18	23	41
		% within JobRole	43.9%	56.1%	100.0%
	SMT ADMIN	Count	29	12	41
		% within JobRole	70.7%	29.3%	100.0%
	Waiting Staff	Count	37	17	54
		% within JobRole	68.5%	31.5%	100.0%
	Reception	Count	17	13	30
		% within JobRole	56.7%	43.3%	100.0%
Total	Count	101	65	166	
	% within JobRole	60.8%	39.2%	100.0%	

Table 22 - Job Role by Gender

Source: Author's own data, Excel and SPSS, 2024

#### Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	8.177 <sup>a</sup>	3	.042
Likelihood Ratio	8.129	3	.043
Linear-by-Linear Association	1.681	1	.195
N of Valid Cases	166		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.75.

Table 23 - Job Role by Gender - Chi Square Source: Author's own data, Excel and SPSS, 2024

#### 4.5.9.2 Job role by Ethnicity

As the respondents are predominantly from a white background (60.8%) there seems to be an indication that there is a lack of ethnic balance with some groups significantly under-represented, it can be observed that the SMT and reception roles are overwhelmingly dominated by white ethnicity, while the waiting and back of house roles tend to have a higher level of ethnic distribution, this is also supported by the Chi-Square value which is 0.001, indicating that there is a very high statistical relationship between job roles and ethnicity.

Job Role * Ethnicity			Ethnicity					Total
			White	Black	Mixed	Asian	Other	
JobRole	Back of House	Count	14	9	1	9	8	41
		% within JobRole	34.1%	22.0%	2.4%	22.0%	19.5%	100.0%
	SMT ADMIN	Count	32	4	3	2	0	41
		% within JobRole	78.0%	9.8%	7.3%	4.9%	0.0%	100.0%
	Waiting Staff	Count	31	9	4	4	6	54
		% within JobRole	57.4%	16.7%	7.4%	7.4%	11.1%	100.0%
	Reception	Count	24	3	2	0	1	30
		% within JobRole	80.0%	10.0%	6.7%	0.0%	3.3%	100.0%
Total	Count	101	25	10	15	15	166	
	% within JobRole	60.8%	15.1%	6.0%	9.0%	9.0%	100.0%	

Table 24 - Job Role by Ethnicity

Source: Author's own data, Excel and SPSS, 2024

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.797 <sup>a</sup>	12	<.001

Likelihood Ratio	38.116	12	<.001
Linear-by-Linear Association	11.013	1	<.001
N of Valid Cases	166		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is 1.81.

Table 25 - Job role by Ethnicity Chi Square Source: Author's own data, Excel and SPSS, 2024

#### 4.5.10 Promotion

A general overview of the respondents shows that only 41% have benefited from a promotion in the previous 24 months and thus experienced career progression which could positively reflect on the organisations suggesting that there are opportunities for professional growth and advancement. That said however, a significant number of respondents have not had the opportunity of progression, it may be opportune to clarify that perhaps some of the respondents work in department where progression is less frequent or it maybe that the respondents are newer in the job or do not possess the required level of skill. The fact however is that the majority of the respondents were unable to progress in their career.

		Promotion		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Promoted recently	68	41.0	41.0	41.0
	No Promotion	98	59.0	59.0	100.0
	Total	166	100.0	100.0	

Table 26 – Promotion Source: Author's own data, Excel and SPSS, 2024

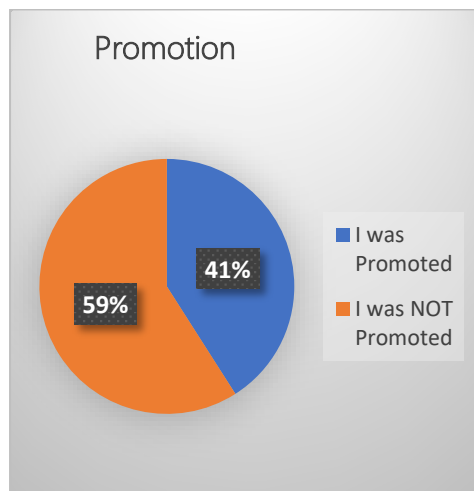


Figure 24 – Promotion in past 24 months Source: Author's own data, Excel and SPSS, 2024

##### 4.5.10.1 Promotion by gender

The crosstabulation of the promotion by gender seems to suggest that there is an imbalance in the opportunities of progression and career advancements based on gender, in fact 47.5% of males were promoted recently against 30.8% suggesting a disparity

between genders. Arguably there have been more male respondents (101) than female (65) (Table 26), that said the data in Figure 25 clearly outlines the imbalance demonstrating that the male population within the Hospitality industry experience more opportunities of progression than the female counterparts raising the questions on gender equity in promotion practice in the industry, this initial inequality leads to consideration on the industry's diversity and inclusion in leadership, interestingly this thoughts could be further researched to understand the nuances of the disparity.

Promotion * Gender Crosstabulation					
			gender		
			Male	Female	Total
Promotion	Promoted recently	Count	48	20	68
		% within gender	47.5%	30.8%	41.0%
	No Promotion	Count	53	45	98
		% within gender	52.5%	69.2%	59.0%
Total		Count	101	65	166
		% within gender	100.0%	100.0%	100.0%

Table 27 - Promotion by Gender

Source: Author's own data, Excel and SPSS, 2024

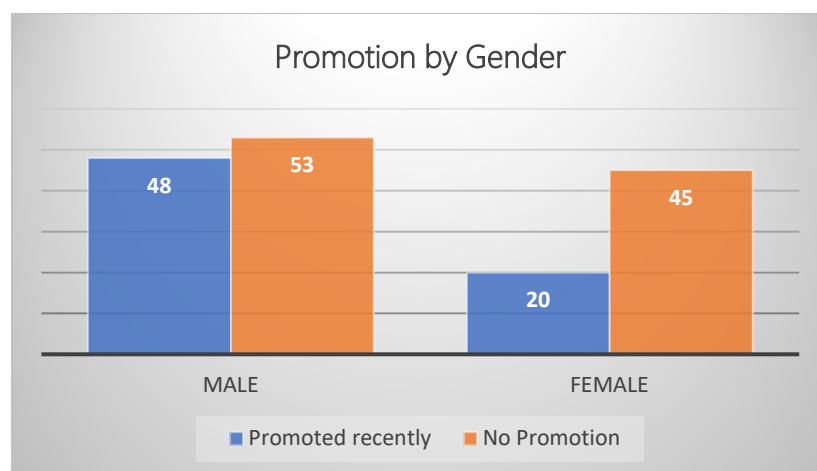


Figure 25 – Promotion by Gender Source: Author's own data, Excel and SPSS, 2024

#### 4.5.10.2 Promotion by ethnicity

The crosstabulation in Table 27 evidences the interesting glance at how different ethnicities have been promoted recently and its distribution across the various ethnic groups. While respondents of the White ethnic group represent 60.8% of the total participants 64.7% of this ethnic group were recently promoted while 58.2% were not, indicating that White employees tend to benefit from a high level of promotion opportunities. 10.3% of Black respondents have benefited from a promotion while 18.4% did not receive any advancement even though they represent 15.1 of the total number of participants indicating that there is a significant under-representation in promotions, this suggests that Black employees in hospitality may be facing higher barriers to career progression. Mixed ethnicity participants that were not promoted were 6.1%, while 5.9% of this ethnicity were

recently promoted. The number of participants of this ethnic group was 10 or 6.0% of the total sample, this implies that promotions for people of mixed ethnicity are happening in line with their overall participants number in the sample.

The Asian representation was 9% of the total number of participants, this ethnic group has benefited from the higher number of promoted staff in comparison to some other groups with 11.8% being promoted against 7.1% not receiving any career advancement. This suggests that the Asian community has potentially a greater opportunity of career advancement. Other ethnicities contributed to the study by 9% however only 7.4% were promoted against 10.2% who were not, indicating that although promotion rates are close to other ethnic groups they may be somewhat under-represented in career advancement. The data gathered indicates that there are disparities in the opportunities of career advancement based on ethnic groups, while both White and Asian staff seem to benefit from promotions with the White population being by far the most promoted, the evidence seem to also suggest that whilst Mixed staff members, albeit under-represented, are offered opportunities to advance, while Black staff members are not offered the same opportunity within the hospitality sector suggesting that there is a systemic issue such as racial bias or unequal access to career development opportunities. For ethnicity breakdown of participants see Fig 18. Qualitative findings like those from P19, which said, *"Ethnic minorities often remain in entry-level roles"* are consistent with this quantitative tendency. Seldom do we witness them advance past that. This closely relate to Research Objective 4, which is to examine how EDI affects worker performance. Employees from ethnic minorities encounter structural obstacles that hinder their professional advancement and demotivate them, which eventually affects their output and involvement with the company. Further clarification was offered by P28, an HRM specialist: *"We've seen that introducing mentorship programs for ethnic minorities has helped"* It facilitates career development and fills in knowledge shortages. Therefore, in order to encourage inclusion and improve motivation, businesses must aggressively address these hurdles through focused EDI programs like succession planning and mentorship (Dashper, 2020).

**Ethnicity \* Promotion Crosstabulation**

		Promotion		Total
		Promoted recently	No Promotion	
Ethnicity	White	Count	44	57
		% within Promotion	64.7%	58.2%
	Black	Count	7	18
		% within Promotion	10.3%	18.4%
	Mixed	Count	4	6
		% within Promotion	5.9%	6.1%
	Asian	Count	8	7
		% within Promotion	11.8%	7.1%
Other	Count	5	10	15
	% within Promotion	7.4%	10.2%	9.0%
Total	Count	68	98	166
	% within Promotion	100.0%	100.0%	100.0%

Table 28 - Promotion by Ethnicity Source: Author's own data, SPSS, 2024

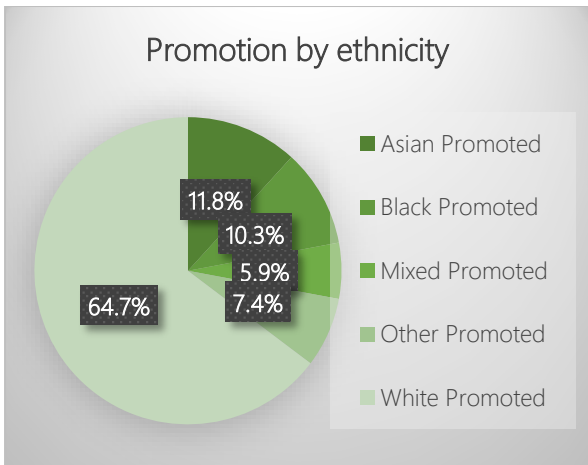


Figure 26 – Promotion by ethnicity Chart

Source: Author's own data, Excel, 2024

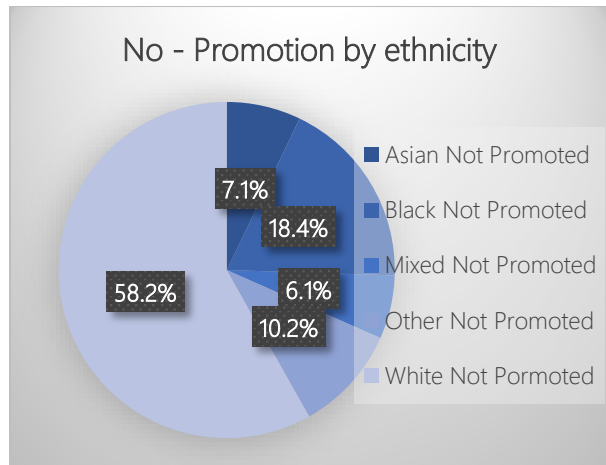


Figure 27 – NO-Promotion by ethnicity chart

Source: Author's own data, Excel, 2024

#### 4.5.10.3 Promotion by age

The analysis below provides an overview of how promotions are distributed across age groups. There seems to be some correlation between age and promotion opportunity or career advancements (Figure 28). The first group analysed is the 18-29 group, this group represents 39.2% of the total participants and 42.6% of the total number of participants, making this the most significant part of the workforce and also the most likely to be promoted, this could be aligned to the age group tendency to advance in career more rapidly than the other age groups. The second largest group of participants is the 30-39 age group with 30.7% of the total respondents, this is also the second highest group that benefits from career advancement opportunities with 29.4% of the respondents being promoted which indicates a trend from the previous group albeit at somewhat of a slower rate. The age group 40-49 has the smallest representation with 19.3% of the total sample but also with a significantly slower rate of promotion with only 14.7%, indicating that opportunities of progression are reduced for this age group in the hospitality industry, this however seem to be somewhat in countertrend for the age group 50-59 where albeit the overall representation is 9.6% of the total sample 11.8% of participants advanced their career indicating that perhaps the level of gained experience can offer opportunities of progression. The final group of 60+ participants make up 1.2% of the participants which is in line with the expectation and only 1.5% were promoted which could be an indication that participants in this age group are already in senior position which reduces the opportunity of growth or could be that they are nearing retirement age.

Age * Promotion Crosstabulation				
		Promotion		Total
		Promoted recently	No Promotion	
Age	Count	29	36	65



18-29	% within Promotion	42.6%	36.7%	39.2%
30-39	Count	20	31	51
40-49	% within Promotion	29.4%	31.6%	30.7%
50-59	Count	10	22	32
60+	% within Promotion	14.7%	22.4%	19.3%
60+	Count	8	8	16
60+	% within Promotion	11.8%	8.2%	9.6%
60+	Count	1	1	2
60+	% within Promotion	1.5%	1.0%	1.2%
Total	Count	68	98	166
Total	% within Promotion	100.0%	100.0%	100.0%

Table 29 - Promotion by Age Source: Author's own data, Excel and SPSS, 2024

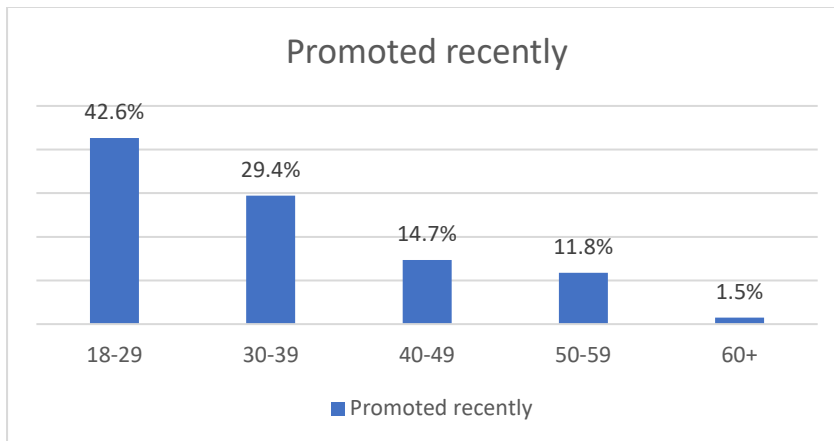


Figure 28 – Promotion by age Source: Author's own data, Excel and SPSS, 2024

#### 4.5.11 Motivational factors

Motivational factors were analysed to create an overview of the factors that most motivate workers in the Hospitality industry, these factors included key indicators such as satisfaction, environment, relationship with colleagues and managers, pay and organisational culture. A primary overview indicated that the top 5 motivational factors are Working Environment,

followed by relationship with the Employer, Salary, Interesting Job and Relationship with the Manager (Table 29).

Ranking	Motivational factor	Mean	Std. Dev.	Skewness
1	Working Environment	3.71	1.323	-0.458
2	Relationship with the employer	3.38	1.208	-0.284
3	Pay / Salary	3.23	1.192	-0.060
4	Interesting Job	3.16	1.322	-0.086
5	Relationship with the Manager	3.09	1.458	+0.023

Table 30 – Motivational Factors – Top 5 Motivational Factors Source: Author's own data, Excel, 2024

- Working Environment:** Further analysis of the top five motivational factors revealed that employees value their work environment as important and paramount to the experience as a whole, however it Standard Deviation of 1.323 (Table 29) indicates that some of the employees may be preoccupied with that the environment could be more favourable, the high mean indicates that employees truly value the positive working environment this could be aligned to high employee engagement, physical condition of the workplace or inclusive culture instilled by the organisation. Despite this being the most important motivator, for most employees, there has been a noticeable proportion of respondents who feel differently about their work environment and have given this a lower score, this could be due to team dynamics of inclusion and hierarchical pressures or due to respondents being influenced by different locations and its perception this last element of lower scores is also supported by the negative skewness suggesting that there is some element of negative experiences.
- Relationship with the employer:** the mean of 3.38 (Table 29) tends to suggest that the employees prefer to work in an environment that is prone to establish a good relationship with the employer. That said this may not be the case in some instance whereas some respondents have scored this motivational factor low resulting a standard deviation of 1.208 suggesting that the perception of the relationship with the employer is either not satisfactory or they feel somewhat disconnected or do not feel sufficiently valued as employees. However, the fact that the skewness value is negative at -0.284 is a statement that most respondents rate their relationship with the employer highly, this factor support employee loyalty and tend to reduce turnover as the staff is happier in their workplace due to the relationship and inclusive environment created by the leadership. Whilst for those respondents who rated this factor lower the possible implication is that there is a call for greater and clearer communication and or support from their managers.
- Salary / Pay:** albeit on the top five motivational factors the mean score is 3.23 (Table 29) this motivational factor only achieved a middling score, the interpretation of this is that although many of the respondents are relatively satisfied with their remunerations there is also a significant number of employees that feel that their pay may not be adequate to their role, this is also confirmed by a standard deviation

of 1.192 which reaffirms the variability in the responses. That said however, the slight skewness of -0.060 suggests that the participants responses tend to lean towards being satisfied, nevertheless this motivational factor remains sensitive and a polarising challenge for many employees, in fact pay is pivotal to staff retention, especially if employees do not feel fairly compensated it will discourage them from being engaged and motivated and ultimately look for alternative employment.

- **Interesting Job:** although the majority of respondents have outlined this as the 4<sup>th</sup> most important motivational factor, with a mean of 3.16 (Table 29) the standard deviation tend to suggest that there are a number of staff who may not be of the same view and find their role unchallenging and lacking in purpose, what brings this particular factor amongst the top picks is also the relative negative skewness (-0.086) which would suggest that there is a marginal number of employees who are satisfied of their role, however taking the standard deviation into the same frame it can be asserted that there is a relatively large gap between those who find the job engaging and those who find their job boring or without much future due to the lack in progression opportunities. Creating a job that is challenging at the right level and engaging tends to also support the whole motivational factors element and performance, this enhances the commitment and quality of work.
- **Relationship with Manager:** This holds the bottom of the top 5 most important motivational factors form hospitality employees, the indication form the survey is that albeit most employees seem to have strong and positive working relationships with their line managers, the means score of 3.09 (Table 29) suggest that the positiveness is somewhat marginal but the standard deviation of 1.458 suggests that there is volatility in employees possibly due to change in the business and or economic pressures that affect the business, some managers may be less supportive or perhaps lack in communication which tends to lower the level of trust. Additionally the very marginal positive skewness (0.023) suggests that there are as many employees who consider their relationship strong as there are who consider their relationship weak indicating a very fragile dynamic which leaders ought to take into consideration.

Motivational Factors Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Convenience	46	1	5	2.63	1.466
Happiness	48	1	5	2.98	1.345
Work Environment	49	1	5	3.71	1.323
Relate Colleagues	44	1	5	3.05	1.524
Desire Success	50	1	5	2.98	1.253
Interesting Job	63	1	5	3.16	1.322
Salary Pay	75	1	5	3.23	1.192
Relation Employer	29	1	5	3.38	1.208
Improved Experience	55	1	5	2.82	1.415
Paid Accurately	56	1	5	2.88	1.562
HSE Environment	48	1	5	3.02	1.313
Motivated By Job	62	1	5	3.08	1.561

Staff Listened To	45	1	5	3.00	1.446
Relationship With Manager	46	1	5	3.09	1.458
Promotion Opportunity	40	1	5	2.55	1.377
Company Benefits	39	1	5	2.87	1.609
Relocation Option	35	1	5	2.26	1.314
Valid N (listwise)	0				

Table 31 - Motivational Factors Descriptive Statistics

Source: Author's own data, Excel, 2024

The remaining motivational factors indicate that there are employees that are motivated by other elements which albeit not featuring amongst the top 5 are still important to the success of the organisation and here below is a brief overview of each.

- **Motivated by the job:** the high standard deviation of this factor suggests that despite some employees feel relatively motivated by the job they are employed to carry out a wider number of respondents felt less engaged and motivated, leading to a workforce that may not be as engaged and by consequence deliver a lower performance.
- **Relationship with colleagues:** the positive average is indication that most employees have a good relationship with their peers, however the relatively high dispersion could indicate that some employees may feel isolated or have yet to establish a relationship with their colleagues. A good colleague relationship can contribute to a more inclusive and supportive working culture.
- **Health, Safety and Environment (HSE):** the majority of employees seem to feel positive about their work environment in relation to HSE, however the relatively high deviation tends to suggest that there are team members who do not feel safe in their workplace, safety is an important aspect of the employee well-being which boosts morale and lower levels of safety can severely impact the on employee performance and motivation.
- **Staff are listened to:** this motivational factor has an average score of 3.00 (Table 30) indicates there is a neutral stance where employees feel that they are moderately listened to by the management, however the variability tends to suggest that a significant number of team members feel overlooked and their opinion not being considered, this factor if unattended can lead to lesser engagement by the staff and reduce the opportunity of retention increasing the poor performance.
- **Desire to success:** as outlined earlier in the paragraph "**Promotion by age**" page 89 the relative moderate desire to success is probably driven by the younger generation which may be feeling more driven and ambitious, it also evident from the dispersion that there are a number of workers who may not be motivated by personal/professional success and may display discontent if pressured into unwanted opportunities of growth.
- **Happiness:** albeit this factor can be interpreted as somewhat generic in the hospitality industry it is of paramount importance due to the fact that the business

model is labour intensive and most staff are client facing so a good level of happiness is necessary, however the respondents to the questionnaire have expressed only a moderate level of happiness with a mean score of 2.98, a standard deviation of 1.345 (Table 30) however indicates a rather large number of staff experience happiness at varying degree and some can be somewhat low. As team members tend to associate happiness to their work environment such as workload, relationship with colleagues and management, opportunity of advancement, it is important to understand how these impact happiness and leverage on these to engage the staff more positively.

- **Paid Accurately:** although clearly this is a pertinent and relevant element that generally engages employees as they try and meet their commitments, the average for this motivational factor is 2.87 Table 30 with a high deviation (1.562) suggesting that there are frustrations driven by discrepancies potentially leading to dissatisfaction and loss of motivation.
- **Company Benefits:** Respondents seem to be somewhat satisfied with this motivational factor, however some, as per standard deviation of 1.609 (Table 30) may feel that the package is inadequate to their expectations, as the pay factor discussed earlier suggests that employees feel fairly paid it may be appropriate to consider non-monetary benefits to improve staff motivation and engagement.
- **Improved experience:** in line with the opportunities to progress through promotion discussed earlier (page 84), respondents feel that this element may be contributing to the stagnation to their growth opportunities, the variability of 1.415 (Table 30) suggests that staff through lack of training and or opportunities of growth may become disengaged and demotivated.
- **Convenience:** This motivational factor is one of the lowest ranked with a mean of 2.63 (Table 30), coupled with a deviation of 1.466 it would suggest that employees find the job demotivating due to either location or logistically difficult to reach.
- **Promotion Opportunity:** in line with the previous motivational factor on improved experience and the promotion element discussed from Page 84, the respondents resulted in an average of 2.55 suggesting that there is a high level of stagnation in the workforce and limited opportunities to advance, the high standard deviation also suggest that the staff have limited access to promotion.
- **Relocation opportunities:** although some team members may perceive the opportunity to relocate or travel utilising the industry as a vehicle to achieve it, the respondents have found that this factor is not particularly motivating, some employees may consider the relocation option as a demotivator due to their strong

links and commitment in their personal lives.

#### 4.5.11.1 5 motivational factors by Gender, Age, Ethnicity

The analysis of the top 5 motivational factors, cross tabulated and viewed through the lenses of Gender, Age and Ethnicity, will give an overview of how inclusive and motivating these are in each case. As motivational factors are also closely linked to individual performance, the analysis may also support the elements of change management and organisational performance.

5 Motivators x Gender, Age and Ethnicity Case Processing Summary

	N	Valid Percent	Cases Missing		N	Total Percent
			N	Percent		
Work Environment * gender	49	29.5%	117	70.5%	166	100.0%
Work Environment * Age	49	29.5%	117	70.5%	166	100.0%
Work Environment * Ethnicity	49	29.5%	117	70.5%	166	100.0%
Relation Employer * gender	29	17.5%	137	82.5%	166	100.0%
Relation Employer * Age	29	17.5%	137	82.5%	166	100.0%
Relation Employer * Ethnicity	29	17.5%	137	82.5%	166	100.0%
Salary Pay * gender	75	45.2%	91	54.8%	166	100.0%
Salary Pay * Age	75	45.2%	91	54.8%	166	100.0%
Salary Pay * Ethnicity	75	45.2%	91	54.8%	166	100.0%
Interesting Job * gender	63	38.0%	103	62.0%	166	100.0%
Interesting Job * Age	63	38.0%	103	62.0%	166	100.0%
Interesting Job * Ethnicity	63	38.0%	103	62.0%	166	100.0%
Relationship With Manager * gender	46	27.7%	120	72.3%	166	100.0%
Relationship With Manager * Age	46	27.7%	120	72.3%	166	100.0%
Relationship With Manager * Ethnicity	46	27.7%	120	72.3%	166	100.0%

Table 32 - 5 Motivators x Gender, Age and Ethnicity Case Processing Summary Source: Author's data – SPSS, 2024

#### 4.5.11.2 Work Environment and Gender, Age and Ethnicity

Below is the analysis between Work Environment and Gender, Age and Ethnicity, of the 166 total possible cases 49 were deemed valid cases representing 29.5% of the total (Table 32). The remaining cases did not select Work Environment as a principal motivational factor.

**Gender:** Cross examining the main motivational factor from the previous analysis with Gender it can be argued that the majority of females (72.7%) feel that their work environment is important to them compared to 44.4% of the male colleagues, only 9% of female workers perceive their work environment as a factor as poor, the feeling increase to 37% of males (Table 32). Such a large difference in perception between genders indicates that there is higher level of engagement by females than there is of the men workers, the latter could hinder the opportunity of change within the organisation and negatively affect the overall morale of the teams driving downwards the overall performance. The differences in gender perception can impact the overall levels of motivation and implementation of change initiatives lowering the level of operational performance. The study also considers the intersectionality of the work environment with age and ethnicity which could play a

significant role in how gender groups with ethnic minority employees respond to motivational factors in Hospitality.

Work Environment Vs Gender					
			gender		
			Male	Female	Total
Work Environment	Very poor	Count	1	1	2
		% within gender	3.7%	4.5%	4.1%
	Poor	Count	9	1	10
		% within gender	33.3%	4.5%	20.4%
	Neutral	Count	5	4	9
		% within gender	18.5%	18.2%	18.4%
	Strong	Count	4	3	7
		% within gender	14.8%	13.6%	14.3%
	Very strong	Count	8	13	21
		% within gender	29.6%	59.1%	42.9%
Total		Count	27	22	49
		% within gender	100.0%	100.0%	100.0%

Table 33 – Work Environment and Gender

Source: Author's data – SPSS, 2024

Work Environment Vs Gender - Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.411 <sup>a</sup>	4	0.116
Likelihood Ratio	8.307	4	0.081
Linear-by-Linear Association	4.987	1	0.026
N of Valid Cases	49		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is .90.

Table 34 – Work Environment Vs Gender Chi-Square

Source: Author's data – SPSS, 2024

**Age:** Interestingly the younger generations seem to exhibit a high percentage of happiness in their place of work with positive feedback of 42.1% 40.0% for the 18-29 and 30-39 years old group respectively indicating that the work environment is positively motivating them, equally the older generation of workers display a high level of positiveness with 66.7% of the quorum being happy with the work environment (Table 34). That said however the 21% and 26.7% of the youngest generation of workers (18-29 and 30-39) deem their work environment inadequate which could lead to a lesser engagement and performance, more concerning is the number of workers aged 40-49 which consider their place of work inadequate (37.5%) accompanied by 25% of the respondents of that age group being neutral and so could lean either towards the positive or negative side potentially also leading to disengagement, an interesting factor is the increase of neutrality which grows with the age groups. Overall the older generational group seem to be motivated by the work environment possibly linked to continuity and security of the workplace while the younger generational groups seem to display a significant level of dissatisfaction which can lead to demotivation and hinder the process of change and penalise the organisation's efforts to enhance the operational performance.

Work Environment Vs Age			Age					Total
			18-29	30-39	40-49	50-59	60+	
Work Environment	Very poor	Count	2	0	0	0	0	2
		% within Age	10.5%	0.0%	0.0%	0.0%	0.0%	4.1%
	Poor	Count	2	4	3	1	0	10
		% within Age	10.5%	26.7%	37.5%	16.7%	0.0%	20.4%
	Neutral	Count	4	3	2	0	0	9
		% within Age	21.1%	20.0%	25.0%	0.0%	0.0%	18.4%
	Strong	Count	3	2	1	1	0	7
		% within Age	15.8%	13.3%	12.5%	16.7%	0.0%	14.3%
	Very strong	Count	8	6	2	4	1	21
		% within Age	42.1%	40.0%	25.0%	66.7%	100.0%	42.9%
	Total	Count	19	15	8	6	1	49
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 35 – Work Environment and Age

Source: Author's data – SPSS, 2024

Work Environment Vs Age Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.725 <sup>a</sup>	16	0.881
Likelihood Ratio	11.690	16	0.765
Linear-by-Linear Association	0.635	1	0.426
N of Valid Cases	49		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .04.

Table 36 - Work Environment Vs Age Chi-Square

Source: Author's data – SPSS, 2024

**Ethnicity:** work environment is often associated to the people that work within it to make it more or less attractive to the workers themselves, the data collected seems to confirm that despite the challenges that ethnic minorities may be facing in their place of work some groups perceive the support they receive as potentially motivating and positive, in fact of the ethnic groups that participated in the study Black and Mixed ethnicities report very positive feeling with 77.7% (Black) and 100% (Mixed) which in the case of the work environment could indicate that they are more motivated than other ethnicities which reporter a lower level of happiness (Table 36). This, however, is in contrast with the high level of dissatisfaction stated by the White and Other ethnicities which reported a negative level of motivation of 26.9% (White) and 42.9% (Other) which could be harnessing other underlying issues.



			Work Environment and Ethnicity					
			Ethnicity					
			White	Black	Mixed	Asian	Other	Total
Work Environment	Very poor	Count	1	0	0	0	1	2
		% within Ethnicity	3.8%	0.0%	0.0%	0.0%	14.3%	4.1%
	Poor	Count	6	2	0	0	2	10
		% within Ethnicity	23.1%	22.2%	0.0%	0.0%	28.6%	20.4%
	Neutral	Count	6	0	0	1	2	9
		% within Ethnicity	23.1%	0.0%	0.0%	20.0%	28.6%	18.4%
	Strong	Count	3	2	0	2	0	7
		% within Ethnicity	11.5%	22.2%	0.0%	40.0%	0.0%	14.3%
Very strong	Count	10	5	2	2	2	21	
	% within Ethnicity	38.5%	55.6%	100.0%	40.0%	28.6%	42.9%	
Total	Count		26	9	2	5	7	49
	% within Ethnicity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 37 – Work Environment and Ethnicity

Source: Author's data – SPSS, 2024

Work Environment and Ethnicity Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.400 <sup>a</sup>	16	0.643
Likelihood Ratio	16.751	16	0.402
Linear-by-Linear Association	0.083	1	0.773
N of Valid Cases	49		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .08.

Table 38 - Work Environment and Ethnicity Chi-Square

Source: Author's data – SPSS, 2024

#### 4.5.11.3 Relationship with the Employer and Gender, Age and Ethnicity

Table 38 provides and overview of the cases analysed between Relationship with the Employer and Gender, Age and Ethnicity, of the 166 total possible cases 29 were deemed valid cases representing 17.5% of the total. The remaining cases did not select Relationship with the Employer as a principal motivational factor.

**Gender:** Although the relationship with the employer was rated the second highest motivational factor a deeper analysis suggests that the female employees have a very poor relationship with their employer compared to none of the male counterparts, the trend continues with the next level with 25% of females unhappy compared to 11.8% of the males. Interestingly 58.8% of males report a positive or very positive relationship with their employers compared to only 33.3% of females (Table 38). These significant disparities how the female workers perceive their relationship with the employers suggests that there is a need for more supportive and inclusive structure for female employees in the Hospitality Industry an improved level of leadership engagement to level out the significant imbalance would support a more motivated workforce that is more inclined to participate in change activities and indeed enhance the level of individual and operational performance.

Relationship Employer * gender			
		gender	Total
		Male	
		Female	

Relation Employer	Very poor	Count	0	2	2
		% within gender	0.0%	16.7%	6.9%
	Poor	Count	2	3	5
		% within gender	11.8%	25.0%	17.2%
	Neutral	Count	5	3	8
		% within gender	29.4%	25.0%	27.6%
	Strong	Count	5	3	8
		% within gender	29.4%	25.0%	27.6%
	Very strong	Count	5	1	6
		% within gender	29.4%	8.3%	20.7%
Total		Count	17	12	29
		% within gender	100.0%	100.0%	100.0%

Table 39 – Relationship with the employer by gender

Source: Author's data – SPSS, 2024

#### Relation Employer \* gender - Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.158 <sup>a</sup>	4	0.271
Likelihood Ratio	6.029	4	0.197
Linear-by-Linear Association	4.185	1	0.041
N of Valid Cases	29		

a. 10 cells (100.0%) have expected count less than 5. The minimum expected count is .83.

Table 40 - Relationship with Employer by Gender - Chi-square

Source: Author's data – SPSS, 2024

**Age:** The age factor seem to be impacting somewhat negatively on the relationship with the employer, with the younger the age group reporting the worse level of relationship with a combined 40% of very poor and poor (18-29 age group), interestingly the older generation did not report any poor relationship with the organisation but have to the contrary of the younger age groups reported very high level of strong or very strong relationship 100% (50-59 age group), the other element that stands out quite clearly is the level of neutrality of the 40-49 age group which reported a 75% neutrality (Table 40) which may be indicative of a strong disengagement of the mid-career professionals who may not be motivated by organisational change, structure or culture affecting somewhat their response to changes and indeed performance. The concerning factors of the age element with relationship with the employer are considerable, in fact the younger generation reporting poor relationships may have a direct impact on the motivation and commitment alongside the neutrality of the mid-career professionals may be an indicator that more could be done to engage with these groups of employees to ensure that employee performance and change initiatives are achieved.

			Age				Total
			18-29	30-39	40-49	50-59	
Relation Employer	Very poor	Count	1	1	0	0	2
		% within Age	10.0%	12.5%	0.0%	0.0%	6.9%
	Poor	Count	3	1	1	0	5
		% within Age	30.0%	12.5%	12.5%	0.0%	17.2%
	Neutral	Count	1	1	6	0	8
		% within Age	10.0%	12.5%	75.0%	0.0%	27.6%

	Strong	Count	3	3	1	1	8
		% within Age	30.0%	37.5%	12.5%	33.3%	27.6%
	Very strong	Count	2	2	0	2	6
		% within Age	20.0%	25.0%	0.0%	66.7%	20.7%
Total		Count	10	8	8	3	29
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%

Table 41 – Relationship with the employer and Age

Source: Author's data – SPSS, 2024

Relation Employer \* Age - Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.857 <sup>a</sup>	12	0.120
Likelihood Ratio	18.801	12	0.093
Linear-by-Linear Association	0.979	1	0.323
N of Valid Cases	29		

a. 20 cells (100.0%) have expected count less than 5. The minimum expected count is .21.

Table 42 - Relation Employer \* Age - Chi-Square

Source: Author's data – SPSS, 2024

**Ethnicity:** an interesting element was observed where a high level of dissatisfaction was reported by the White ethnic group (31.6%) and the Asian ethnicity (100%) while the Mixed ethnicity reported the highest level of positive impact with 80% and the Black ethnicity reported the highest-level neutral responses with 66.7% (Table 42) which would indicate that the white population can indeed experience negative relationships with their employers and that despite being the largest demographic representation there are unresolved issues, the indicator that the black community has a neutral stance it is indicative that there may be a significant level of disengagement and or indifference to the Employer-Employee relationship. More efforts should be dedicated to the White and Black ethnic groups as these are disengaged and prone to not accept change and could hinder the level of performance overall.

Relationship Employer \* Ethnicity

			Ethnicity					Total
			White	Black	Mixed	Asian	Other	
Relation Employer	Very poor	Count	2	0	0	0	0	2
		% within Ethnicity	10.5%	0.0%	0.0%	0.0%	0.0%	6.9%
	Poor	Count	4	0	0	1	0	5
		% within Ethnicity	21.1%	0.0%	0.0%	100.0%	0.0%	17.2%
	Neutral	Count	4	2	1	0	1	8
		% within Ethnicity	21.1%	66.7%	20.0%	0.0%	100.0%	27.6%
	Strong	Count	5	0	3	0	0	8
		% within Ethnicity	26.3%	0.0%	60.0%	0.0%	0.0%	27.6%
	Very strong	Count	4	1	1	0	0	6
		% within Ethnicity	21.1%	33.3%	20.0%	0.0%	0.0%	20.7%
	Total	Count	19	3	5	1	1	29
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 43 – Relationship with the Employer and Ethnicity Source: Author's data – SPSS, 2024

Relationship Employer * Ethnicity - Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.915 <sup>a</sup>	16	0.531
Likelihood Ratio	15.321	16	0.501
Linear-by-Linear Association	0.040	1	0.841
N of Valid Cases	29		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .07.

Table 44 - Relationship Employer Ethnicity Chi-Square Source: Author's data – SPSS, 2024

#### 4.5.11.4 Pay/Salary and Gender, Age and Ethnicity

The analysis below provides an overview of the cases analysed between Pay/Salary and Gender, Age and Ethnicity, of the 166 total possible cases 75 were deemed valid cases representing 45.2% of the total. The remaining cases did not select Pay/Salary as a principal motivational factor.

**Gender:** the main observation to be made on pay as a motivational factor is the difference in perception between genders, whilst the spread of participants is equivalent between male and female participants, it is notable how 10.5% of males regard their pay as very poor against only 2.7% of females, whilst on the opposite end of the scales 13.2% of males regard their pay as very strong against their females colleagues who rate pay at 21.6% as very strong (Table 48). While the more central values are largely aligned, these significant disparities may suggest that there are unequal levels of compensation between genders and this could lead to employees being resistant to change initiatives and can lower the element of performance.

Salary Pay * gender					
			gender		Total
			Male	Female	
Salary Pay	Very poor	Count	4	1	5
		% within gender	10.5%	2.7%	6.7%
	Poor	Count	9	9	18
		% within gender	23.7%	24.3%	24.0%
	Neutral	Count	10	10	20
		% within gender	26.3%	27.0%	26.7%
	Strong	Count	10	9	19
		% within gender	26.3%	24.3%	25.3%
	Very strong	Count	5	8	13
		% within gender	13.2%	21.6%	17.3%
Total	Count	38	37	75	
	% within gender	100.0%	100.0%	100.0%	

Table 45 - Pay Vs Gender

Source: Author's data – SPSS, 2024

Salary Pay * gender Chi-Square Tests		
	Value	df
		Asymptotic Significance (2-sided)

Pearson Chi-Square	2.532 <sup>a</sup>	4	0.639
Likelihood Ratio	2.665	4	0.615
Linear-by-Linear Association	1.183	1	0.277
N of Valid Cases	75		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.47.

Table 46 - Salary Pay \* gender Chi-Square

Source: Author's data – SPSS, 2024

**Age:** Figure 42 below outlines the nuances of the perception of pay and age, this is an important factor as addressing the pay element on offer can support the organisation in attracting potential workers who will feel aligned to the company but also support the retention element of the process. The evidence below details that the younger generation (18-29) are more likely to be satisfied or neutral to pay as motivator, this could be due to the opportunity of career progression and skill acquisition. However, the later generations (40-49 and 60+) indicate a high level of dissatisfaction which for the mid-career professionals it may indicate a feeling of undervalue which could trigger resistance to change and reduced performance.

			Salary Pay * Age					Total
			18-29	30-39	Age 40-49	50-59	60+	
Salary Pay	Very poor	Count	2	1	1	0	1	5
		% within Age	6.7%	4.2%	6.3%	0.0%	100.0%	6.7%
	Poor	Count	6	5	6	1	0	18
		% within Age	20.0%	20.8%	37.5%	25.0%	0.0%	24.0%
	Neutral	Count	10	4	4	2	0	20
		% within Age	33.3%	16.7%	25.0%	50.0%	0.0%	26.7%
	Strong	Count	7	8	3	1	0	19
		% within Age	23.3%	33.3%	18.8%	25.0%	0.0%	25.3%
	Very strong	Count	5	6	2	0	0	13
		% within Age	16.7%	25.0%	12.5%	0.0%	0.0%	17.3%
Total		Count	30	24	16	4	1	75
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 47 - Salary Pay \* Age

Source: Author's data – SPSS, 2024

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.904 <sup>a</sup>	16	0.182
Likelihood Ratio	12.985	16	0.674
Linear-by-Linear Association	1.762	1	0.184
N of Valid Cases	75		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .07.

Table 48 - Salary Pay \* Age Chi-Square

Source: Author's data – SPSS, 2024

**Ethnicity:** Ethnic discrepancies in pay are evidenced below (Table 48) where the Black ethnicity respondents reported 38.5% of poor or very poor pay related perception while Asian colleagues reported a 33.3% of satisfaction. These significant disparities in pay can significantly impact the level of motivation in employees which by consequence can spill

into realms of lack of inclusion and affecting trust in leadership, reducing the engagement element of ethnic minority representations.

Salary Pay * Ethnicity			Ethnicity					Total
			White	Black	Mixed	Asian	Other	
Salary Pay	Very poor	Count	3	1	0	0	1	5
		% within Ethnicity	6.7%	7.7%	0.0%	0.0%	12.5%	6.7%
	Poor	Count	11	4	1	0	2	18
		% within Ethnicity	24.4%	30.8%	16.7%	0.0%	25.0%	24.0%
	Neutral	Count	13	3	2	2	0	20
		% within Ethnicity	28.9%	23.1%	33.3%	66.7%	0.0%	26.7%
	Strong	Count	10	3	2	0	4	19
		% within Ethnicity	22.2%	23.1%	33.3%	0.0%	50.0%	25.3%
	Very strong	Count	8	2	1	1	1	13
		% within Ethnicity	17.8%	15.4%	16.7%	33.3%	12.5%	17.3%
Total	Count	45	13	6	3	8	75	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 49 - Salary Pay \* Ethnicity Source: Author's data – SPSS, 2024

Salary Pay * Ethnicity Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.935 <sup>a</sup>	16	0.870
Likelihood Ratio	13.000	16	0.673
Linear-by-Linear Association	0.192	1	0.661
N of Valid Cases	75		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .20.

Table 50 - Salary Pay \* Ethnicity Chi-Square Source: Author's data – SPSS, 2024

#### 4.5.11.5 Interesting Job and Gender, Age and Ethnicity

The analysis below provides an overview of the cases analysed between Interesting Job and Gender, Age and Ethnicity, of the 166 total possible cases 63 were deemed valid cases representing 38.0% of the total. The remaining cases did not select Interesting Job as a principal motivational factor.

**Gender:** The first analysis of this motivational factor below (Table 50) reveals that there is an interesting balance between the genders, meaning that both genders seem to be seeking similar objectives but with a different value attribution. While both genders tend to be neutral on this topic with 33.3% of males and 37.0% of females, this tends to change at the highest level where male perception is in favour of very strong by 25.0% against the female colleagues 18.5%, indicating that motivational factors differ in genders where males motivation could be driven by job type or role or indeed different expectations from the job. In contrast the poor and very poor element is very evenly balanced with 14.3% of the participants falling into these two categories indicating a possible shared discontent not driven by gender but by factors such as conditions of work or opportunities of professional advancement.

Interesting Job * gender			gender		Total
			Male	Female	
Interesting Job	Very poor	Count	5	4	9
		% within gender	13.9%	14.8%	14.3%
	Poor	Count	6	3	9
		% within gender	16.7%	11.1%	14.3%
	Neutral	Count	12	10	22
		% within gender	33.3%	37.0%	34.9%
	Strong	Count	4	5	9
		% within gender	11.1%	18.5%	14.3%
Total	Very strong	Count	9	5	14
		% within gender	25.0%	18.5%	22.2%
		Count	36	27	63
			100.0%	100.0%	100.0%

Table 51 - Interesting Job \* gender Source: Author's data – SPSS, 2024

Interesting Job * gender Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.287 <sup>a</sup>	4	0.863
Likelihood Ratio	1.293	4	0.863
Linear-by-Linear Association	0.003	1	0.956
N of Valid Cases	63		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 3.86.

Table 52 - Interesting Job \* gender – Chi-Square Source: Author's data – SPSS, 2024

**Age:** Figure 46 main observation of the shared sense of neutrality amongst all age groups, it would appear also, that the younger generation (19-29) seem to have a high level of poor level of this motivational factor, this could be driven by the lack of experience and jobs allocated which may be deemed as unchallenging or not interesting, similarly the mid career group of 40-49 seem to consider their current positions as uninteresting indicating perhaps the lack of career advancement opportunities. Early career group (30-39) individuals have rated their role as very strong (30%) or strong (15%), this spread indicate that although employees tend to find their roles interesting in as the become more mature workers it also is indicative that the older generations (40-49 and 50-59) who consider their job less interesting giving way to the complex relationship between age, job role and motivation. This disparity in age ranges aligned to interesting job roles should be considered to ensure a more engaged workforce who will be enthusiastic of new initiatives of change creating the performance level the organisation needs to progress.

Interesting Job * Age			Age				Total
			18-29	30-39	40-49	50-59	
Interesting Job	Very poor	Count	4	1	4	0	9
		% within Age	19.0%	5.0%	23.5%	0.0%	14.3%
	Poor	Count	2	4	3	0	9
		% within Age	9.5%	20.0%	17.6%	0.0%	14.3%
	Neutral	Count	7	6	6	3	22

	Strong	% within Age	33.3%	30.0%	35.3%	60.0%	34.9%
		Count	5	3	0	1	9
	Very strong	% within Age	23.8%	15.0%	0.0%	20.0%	14.3%
		Count	3	6	4	1	14
	Total	% within Age	14.3%	30.0%	23.5%	20.0%	22.2%
		Count	21	20	17	5	63
% within Age		100.0%	100.0%	100.0%	100.0%	100.0%	

Table 53 - Interesting Job \* Age Source: Author's data – SPSS, 2024

#### Interesting Job \* Age Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.013 <sup>a</sup>	12	0.528
Likelihood Ratio	14.704	12	0.258
Linear-by-Linear Association	0.011	1	0.917
N of Valid Cases	63		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .71.

Table 54 - Interesting Job \* Age – Chi-Square Source: Author's data – SPSS, 2024

**Ethnicity:** Table 56 below highlights the fact that Asian and Black respondents consider their role uninspiring with 50% and 36.4% respectively expressing a negative feel compared to other ethnicities suggesting that there may be an ambivalence of job roles in the hospitality industry, these could be driven by factors such as workplace culture and or limited career growth opportunities. On the opposite end of the spectrum are the workers of mixed background who find their role interest as very strong (50%), while the back working community trailing with only 9%. This factor outlines the relevance of creating an inclusive working environment reducing disparities and improving the EDI element to engage with all ethnicities in equal manner to and contribute positively to the change initiatives and improve the personal and organisational performance as a consequence.

#### Interesting Job \* Ethnicity

			Ethnicity					Total
			White	Black	Mixed	Asian	Other	
Interesting Job	Very poor	Count	5	3	0	0	1	9
		% within Ethnicity	14.3%	27.3%	0.0%	0.0%	11.1%	14.3%
	Poor	Count	5	1	0	1	2	9
		% within Ethnicity	14.3%	9.1%	0.0%	50.0%	22.2%	14.3%
	Neutral	Count	13	4	2	0	3	22
		% within Ethnicity	37.1%	36.4%	33.3%	0.0%	33.3%	34.9%
	Strong	Count	4	2	1	1	1	9
		% within Ethnicity	11.4%	18.2%	16.7%	50.0%	11.1%	14.3%
	Very strong	Count	8	1	3	0	2	14
		% within Ethnicity	22.9%	9.1%	50.0%	0.0%	22.2%	22.2%
Total		Count	35	11	6	2	9	63
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 55 - Interesting Job \* Ethnicity

Source: Author's data – SPSS, 2024

#### Interesting Job \* Ethnicity Chi-Square Tests

Value	df	Asymptotic Significance (2-sided)
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Pearson Chi-Square	12.095 <sup>a</sup>	16	0.737
Likelihood Ratio	13.228	16	0.656
Linear-by-Linear Association	0.097	1	0.756
N of Valid Cases	63		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .29.

Table 56 - Interesting Job \* Ethnicity – Chi-Square Source: Author's data – SPSS, 2024

#### 4.5.11.6 Relationship with the Manager and Gender, Age and Ethnicity

The analysis below provides an overview of the cases analysed between Relationship with the line manager and Gender, Age and Ethnicity, of the 166 total possible cases 46 were deemed valid cases representing 27.7% of the total. The remaining cases did not select Interesting Job as a principal motivational factor.

**Gender:** the analysis of the data has revealed that overall Males are more polarised in their selection than the female colleagues which tend to assess the relationship with the manager as a neutral element toward motivation (33.3%), while male workers seem to feel that their relationship with the line manager is either very strong (29.4%) or very poor (20.6%), this could potentially be considered as indicator of varying experiences and expectations based on gender in the hospitality sector. However, Female employees being more evenly distributed with a high value in neutrality may be considered as a potential disengagement or indeed unresolved expectations from the management.

Relationship With Manager \* gender

			gender		Total
			Male	Female	
Relationship With Manager	Very poor	Count	7	1	8
		% within gender	20.6%	8.3%	17.4%
	Poor	Count	7	3	10
		% within gender	20.6%	25.0%	21.7%
	Neutral	Count	6	4	10
		% within gender	17.6%	33.3%	21.7%
	Strong	Count	4	2	6
		% within gender	11.8%	16.7%	13.0%
	Very strong	Count	10	2	12
		% within gender	29.4%	16.7%	26.1%
Total		Count	34	12	46
		% within gender	100.0%	100.0%	100.0%

Table 57 - Relationship with manager \* Gender Source: Author's data – SPSS, 2024

Relationship With Manager \* gender Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.565 <sup>a</sup>	4	0.633
Likelihood Ratio	2.647	4	0.618
Linear-by-Linear Association	0.000	1	0.992
N of Valid Cases	46		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is 1.57.

Table 58 - Relationship with manager \* Gender – Chi-Square Source: Author's data – SPSS, 2024

**Age:** generational differences are evident on the perception of the relationship with management, whereas the younger generation seem to have either a neutral stance or a negative perception of their relationship with their line managers, this perception changes with the older generation of workers where the affiliation and relationship with the manager has been established and consolidated. It can be argued therefore that the older employees feel more secure in their roles and responsibilities whilst the younger and perhaps less experienced generation may feel less supported fueling the lack of trust in management, becoming less engaged and less likely to support change.

			Relationship With Manager * Age					Total
			18-29	30-39	Age 40-49	50-59	60+	
Relationship With Manager	Very poor	Count	4	3	1	0	0	8
		% within Age	22.2%	20.0%	16.7%	0.0%	0.0%	17.4%
	Poor	Count	3	4	2	1	0	10
		% within Age	16.7%	26.7%	33.3%	16.7%	0.0%	21.7%
	Neutral	Count	5	2	1	1	1	10
		% within Age	27.8%	13.3%	16.7%	16.7%	100.0%	21.7%
	Strong	Count	2	0	0	4	0	6
		% within Age	11.1%	0.0%	0.0%	66.7%	0.0%	13.0%
Very strong	Count	4	6	2	0	0	12	
	% within Age	22.2%	40.0%	33.3%	0.0%	0.0%	26.1%	
Total		Count	18	15	6	6	1	46
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 59 - Relationship with manager \* Age Source: Author's data – SPSS, 2024

Relationship With Manager * Age Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25.619 <sup>a</sup>	16	0.060
Likelihood Ratio	23.655	16	0.097
Linear-by-Linear Association	0.376	1	0.540
N of Valid Cases	46		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .13.

Table 60 - Relationship with manager \* Age – Chi-Square Source: Author's data – SPSS, 2024

**Ethnicity:** While 8.3% of White employees report a very negative experience in their relationship with managers this increases to 50% within the Black ethnicity, while Mixed employees record 60% of poor relationships against only 20.8% of the white colleagues (Table 60). This overview indicates that there are significant challenges for Black and Mixed employees to establish a good relationship with their line managers suggesting that interventions should be implemented to address the cultural and inclusion challenges, this may need to be through management training to enhance the motivational factor.

		Relationship With Manager * Ethnicity						
			Ethnicity					Total
			White	Black	Mixed	Asian	Other	
Relationship With Manager	Very poor	Count	2	2	1	2	1	8
		% within Ethnicity	8.3%	50.0%	20.0%	20.0%	33.3%	17.4%
	Poor	Count	5	1	3	1	0	10

	Neutral	% within Ethnicity	20.8%	25.0%	60.0%	10.0%	0.0%	21.7%
		Count	6	0	1	3	0	10
	Strong	% within Ethnicity	25.0%	0.0%	20.0%	30.0%	0.0%	21.7%
		Count	6	0	0	0	0	6
	Very strong	% within Ethnicity	25.0%	0.0%	0.0%	0.0%	0.0%	13.0%
		Count	5	1	0	4	2	12
		% within Ethnicity	20.8%	25.0%	0.0%	40.0%	66.7%	26.1%
	Total	Count	24	4	5	10	3	46
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 61 – Relationship with manager \* Ethnicity

Source: Author's data – SPSS, 2024

#### Relationship With Manager \* Ethnicity Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.413 <sup>a</sup>	16	0.202
Likelihood Ratio	23.902	16	0.092
Linear-by-Linear Association	0.004	1	0.951
N of Valid Cases	46		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .39.

Table 62 – Relationship with manager \* Ethnicity – Chi-Square

Source: Author's data – SPSS, 2024

#### 4.5.12 Change management analysis

Change management is now analysed, as a sub theme, taking into account additional variables that may affect the perception of change by the staff, to best view the impact on the staff and its acceptance to then support the elements of performance in addition to the lenses of Gender, Age and Ethnicity the additional variables of Job Role, Country of Employment and Business type have been considered too (Table 62). This additional layers of scrutiny will allow a greater understanding of the acceptance or rejection of the concept of Change Management by the staff of all ethnicities, so that the Leadership Team can maneuver in implementing ways to motivate the workforce as a whole to a higher level of acceptance and collaboration.

#### Change Management Affecting Performance Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Change Management affecting Performance * gender	166	100.0%	0	0.0%	166	100.0%
Change Management affecting Performance * Age	166	100.0%	0	0.0%	166	100.0%
Change Management affecting Performance * Ethnicity	166	100.0%	0	0.0%	166	100.0%

Table 63 – Change Management Case Processing Summary Source: Author's data – SPSS, 2024

**Gender:** analysing Table 65 it emerges that there is no notable difference between gender in relation to Change Management, in fact employees are equally receptive to change regardless of gender, however both agree that change may impact performance, it can be therefore assumed that gender does not play a significant role in the implementation of change, to support this the Chi-Square Test confirms that there the relationship between gender and change management is not significant

Change Management affecting Performance and Gender					
			gender		
			Male	Female	Total
Change Management affecting Performance	Strongly Disagree	Count	12	6	18
		% within gender	11.9%	9.2%	10.8%
	Disagree	Count	18	12	30
		% within gender	17.8%	18.5%	18.1%
	Neutral	Count	25	12	37
		% within gender	24.8%	18.5%	22.3%
	Agree	Count	24	19	43
		% within gender	23.8%	29.2%	25.9%
Strongly Agree	Count	22	16	38	
	% within gender	21.8%	24.6%	22.9%	
Total		Count	101	65	166
		% within gender	100.0%	100.0%	100.0%

Table 64 – Change Management affecting Performance and Gender Source: Author's data – SPSS, 2024

Change Management affecting Performance and Gender - Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.563 <sup>a</sup>	4	.815
Likelihood Ratio	1.578	4	.813
Linear-by-Linear Association	.581	1	.446
N of Valid Cases	166		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.05.

Table 65 - Change Management affecting Performance and Gender - Chi-Square Source: Author's data – SPSS, 2024

**Age:** the perception of change management in relation to age groups seem to be that, overall, all agree that change management has an effect on performance and this seems to be shared across all age groups. The outcome clearly supports the concept that age is not an influencing factor to change management and that change, if delivered appropriately and constructively, acceptance will be high overall. That said however, in Figure 56, some of the older employees seem to find change an obstacle to performance

37.5% (50-59) and 50% (60+), probably due to some respondents being set in certain ways of work and disruption can be unsettling for the older generation.

Change Management affecting Performance by Age groups

			Age					Total
			18-29	30-39	40-49	50-59	60+	
Change Management affecting Performance	Strongly Disagree	Count	5	9	2	2	0	18
		% within Age	7.7%	17.6%	6.3%	12.5%	0.0%	10.8%
	Disagree	Count	14	7	4	4	1	30
		% within Age	21.5%	13.7%	12.5%	25.0%	50.0%	18.1%
	Neutral	Count	16	9	11	1	0	37
		% within Age	24.6%	17.6%	34.4%	6.3%	0.0%	22.3%
	Agree	Count	15	16	8	4	0	43
		% within Age	23.1%	31.4%	25.0%	25.0%	0.0%	25.9%
	Strongly Agree	Count	15	10	7	5	1	38
		% within Age	23.1%	19.6%	21.9%	31.3%	50.0%	22.9%
Total	Count	65	51	32	16	2	166	
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 66 – Change Management affecting Performance by Age Groups

Source: Author's data – SPSS, 2024

Change Management affecting Performance and Age Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.469 <sup>a</sup>	16	.564
Likelihood Ratio	15.397	16	.496
Linear-by-Linear Association	.135	1	.713
N of Valid Cases	166		

a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is .22.

Table 67 - Change Management affecting Performance and Age Chi-Square

Source: Author's data – SPSS, 2024

**Ethnicity:** Of the 166 participants 101 were of White ethnicity, of these respondents, 26.7% agree and 24.8% strongly agree that change management will have an impact on the performance, the feeling of a direct impact on performance is also shared by the Black,

Asian and Other ethnicities. There is a feeling by Mixed ethnicity of neutrality or consider that change will not impact directly performance. Albeit the Person Chi-Square Test does not represent statistical significance, it is evident from the variation in responses that different ethnic group perceives change in different ways and management should take this into account when announcing changes to their teams and by making some alignments to each group cultural value, the leadership team could tailor the communication in consideration to the cultural background which may enable to maximise the opportunities to improve the organisation's performance whilst the staff remains focused and motivated.

Change Management affecting Performance and Ethnicity								
			Ethnicity					
			White	Black	Mixed	Asian	Other	Total
Change Management affecting Performance	Strongly Disagree	Count	8	7	1	1	1	18
		% within Ethnicity	7.9%	28.0%	10.0%	6.7%	6.7%	10.8%
	Disagree	Count	19	4	3	3	1	30
		% within Ethnicity	18.8%	16.0%	30.0%	20.0%	6.7%	18.1%
	Neutral	Count	22	4	4	3	4	37
		% within Ethnicity	21.8%	16.0%	40.0%	20.0%	26.7%	22.3%
	Agree	Count	27	2	1	7	6	43
		% within Ethnicity	26.7%	8.0%	10.0%	46.7%	40.0%	25.9%
	Strongly Agree	Count	25	8	1	1	3	38
		% within Ethnicity	24.8%	32.0%	10.0%	6.7%	20.0%	22.9%
Total		Count	101	25	10	15	15	166
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 68 – Change Management and Ethnicity

Source: Author's data – SPSS, 2024

#### Change Management affecting Performance and Ethnicity Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.394 <sup>a</sup>	16	.104
Likelihood Ratio	23.037	16	.113
Linear-by-Linear Association	.029	1	.864
N of Valid Cases	166		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is 1.08.

Table 69 - Change Management affecting Performance and Ethnicity Chi-Square Source: Author's data – SPSS, 2024

**Job Role:** The participants have been grouped in the main 4 Job Roles in hospitality and the analysis here below (Figure 58) outline the attitude to change based on these four groups. Whilst Back of House and Reception workers tend to be in favour of change with a strong positive presence asserting that change can affect performance, the Waiting staff tend to remain neutral or marginally agree, the group which is less likely to but with a higher neutrality are the SMT Admin which are the ones that should be promoting change, the reason for this could be the inability to deliver clear communication and the consequence of which is a negative stance of the receiving staff. Thi is also supported by the Pearson Chi-Square Value of 20.375 with a p-value of .060, is indicative that the statistical significance ( $p=0.05$ ) whilst not majourly significant, tends to suggest that the Job Role might have some level of influence on how the workforce perceive change and how this impact performance.

Change Management affecting Performance and Job Role

			Job Role				
			Back of House	SMT ADMIN	Waiting Staff	Reception	Total
Change Management affecting Performance	Strongly Disagree	Count	4	6	4	4	18
		% within JobRole	9.8%	14.6%	7.4%	13.3%	10.8%
	Disagree	Count	6	8	9	7	30
		% within JobRole	14.6%	19.5%	16.7%	23.3%	18.1%
	Neutral	Count	6	14	16	1	37
		% within JobRole	14.6%	34.1%	29.6%	3.3%	22.3%
	Agree	Count	17	5	12	9	43
		% within JobRole	41.5%	12.2%	22.2%	30.0%	25.9%
	Strongly Agree	Count	8	8	13	9	38
		% within JobRole	19.5%	19.5%	24.1%	30.0%	22.9%
Total	Count		41	41	54	30	166
	% within JobRole		100.0%	100.0%	100.0%	100.0%	100.0%

Table 70 – Change Management and Job Role

Source: Author's data – SPSS, 2024

Change Management affecting Performance and Job Role Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.375 <sup>a</sup>	12	.060
Likelihood Ratio	22.866	12	.029
Linear-by-Linear Association	.023	1	.879
N of Valid Cases	166		

a. 3 cells (15.0%) have expected count less than 5. The minimum expected count is 3.25.

Table 71 - Change Management affecting Performance and Job Role Chi-Square Source: Author's data – SPSS, 2024

**Country of employment:** for this test the respondents have been grouped in 6 regions West Europe, East Europe, South Europe, North Europe, UK and Rest of the world, sadly no participants working in Eastern Europe participated in the research. Test highlights the fact that some countries may enthuse the workforce to be more aligned to change than others and some where this can be seen as disruptive due to the impact on the perceived workload and thus affecting performance negatively. The participants from the UK and the Rest of the world consider that change will not affect performance whilst West and South Europe respondents consider change could be disruptive to performance and north European countries seem to take a neutral stance to change. Although Person Chi-Square Test resulted in a lack of statistical significance it is therefore appropriate to assert that the country of employment has no significant impact on the perception of weather change can have a positive or negative impact on performance. That said however change should fall within the realms of culture and should be tailored to fit the regional cultural acceptance and thus leverage on the perceptions that already are in existence.

			Country   Work In					Total
			West Europe	South Europe	North Europe	UK	Rest of World	
Change Management affecting Performance	Strongly Disagree	Count	8	3	0	6	1	18
		% within Country   Work In	11.1%	7.7%	0.0%	13.6%	33.3%	10.8%
	Disagree	Count	13	5	1	10	1	30
		% within Country   Work In	18.1%	12.8%	12.5%	22.7%	33.3%	18.1%
	Neutral	Count	16	6	3	12	0	37
		% within Country   Work In	22.2%	15.4%	37.5%	27.3%	0.0%	22.3%
	Agree	Count	20	13	1	9	0	43
		% within Country   Work In	27.8%	33.3%	12.5%	20.5%	0.0%	25.9%
	Strongly Agree	Count	15	12	3	7	1	38
		% within Country   Work In	20.8%	30.8%	37.5%	15.9%	33.3%	22.9%



Total	Count	72	39	8	44	3	166
	% within Country I Work In	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 72 – Change Management and Country of Employ Source: Author's data – SPSS, 2024

#### Change Management affecting Performance and Country I Work In Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.197 <sup>a</sup>	16	.658
Likelihood Ratio	14.892	16	.533
Linear-by-Linear Association	.725	1	.395
N of Valid Cases	166		

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .33.

Table 73 - Change Management affecting Performance and Country I Work In Chi-Square Source: Author's data – SPSS, 2024

**Business Type:** For this analysis the respondents selected the type of establishment they worked in from the options of Hotel, Restaurant or Contract Caterer. Table 73 outlines the spread of the respondents and interestingly the majority worked in Hotels (96), followed by the Restaurants (41) and finally the Contract Caterer (29). Hotel employees tend to agree or strongly agree that change does affect performance with the contract caterer workforce being more polarised between strongly agreeing and remaining neutral, while restaurant workers tend to either agree or remain neutral. The outcome of this analysis however delivers a general consensus across the three sectors that change management has a significant impact on performance.

#### Change Management affecting Performance and Business Type

			Business Type			Total
			Hotel	Restaurant	Contract Caterer	
Change Management affecting Performance	Strongly Disagree	Count	9	8	1	18
		% within Business Type	9.4%	19.5%	3.4%	10.8%
	Disagree	Count	25	3	2	30
		% within Business Type	26.0%	7.3%	6.9%	18.1%
	Neutral	Count	18	11	8	37
		% within Business Type	18.8%	26.8%	27.6%	22.3%
	Agree	Count	24	12	7	43
		% within Business Type	25.0%	29.3%	24.1%	25.9%
	Strongly Agree	Count	20	7	11	38
		% within Business Type	20.8%	17.1%	37.9%	22.9%

Total	Count	96	41	29	166
	% within Business Type	100.0%	100.0%	100.0%	100.0%

Table 74 – Change Management and Business Type

Source: Author's data – SPSS, 2024

#### Change Management affecting Performance and Business Type Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.675 <sup>a</sup>	8	.024
Likelihood Ratio	18.216	8	.020
Linear-by-Linear Association	3.877	1	.049
N of Valid Cases	166		

a. 2 cells (13.3%) have expected count less than 5. The minimum expected count is 3.14.

Table 75 - Change Management affecting Performance and Business Type  
Chi-Square

Source: Author's data – SPSS, 2024

#### 4.5.13 Performance analysis

In order to best understand the impact on performance and its relationship with motivation and the acceptance of change by the staff, performance elements are now aligned motivation, culture and its influence is analysed with the variables that may affect staff directly or indirectly, through the lenses of gender, age and ethnicity, job role, country of employment and business type (Table 75). By adding more analytical layers, it will be possible to better understand whether employees of different ethnic backgrounds accept or reject the influence of culture on performance which will support the leadership team to devise strategies for inspiring the workforce to collaborate and accept change on a larger scale.

**Motivation and Culture affecting Performance Case Processing Summary**

	Cases Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Motivation and Culture affecting Performance * gender	166	100.0%	0	0.0%	166	100.0%
Motivation and Culture affecting Performance * Age	166	100.0%	0	0.0%	166	100.0%
Motivation and Culture affecting Performance * Ethnicity	166	100.0%	0	0.0%	166	100.0%
Motivation and Culture affecting Performance * Job Role	166	100.0%	0	0.0%	166	100.0%
Motivation and Culture affecting Performance * Country I Work In	166	100.0%	0	0.0%	166	100.0%
Motivation and Culture affecting Performance * Business Type	166	100.0%	0	0.0%	166	100.0%

Table 76 – Performance Case Processing

Source: Author's data – SPSS, 2024

**Gender:** Analysing the respondents' data it is evident that a larger number of females strongly agree (76.7%) that motivation directly influences performance whilst the male counterparts do not feel as strongly where only 44% of them strongly agree, the data tends to suggest that the connections to motivation and performance are different in genders, whereas if female workers are more motivated by the management then their performance will improve significantly, this could be with a better balance of work and life which would contribute to the perception of intrinsic motivation. To the contrary, men may need a different type of motivation to improve their performance which could be aligned to a more incisive level of personal recognition to trigger the feeling of motivation and therefore become more performing. The nearly significant p-value of .067 suggests that male and females require different types of motivation to improve performance.

**Motivation and Culture affecting Performance and Gender**

			gender		Total
			Male	Female	
Motivation and Culture affecting Performance	Strongly Disagree	Count	15	5	20
		% within gender	14.9%	7.7%	12.0%
	Disagree	Count	12	4	16
		% within gender	11.9%	6.2%	9.6%
	Neutral	Count	14	5	19
		% within gender	13.9%	7.7%	11.4%
	Agree	Count	15	7	22
		% within gender	14.9%	10.8%	13.3%
	Strongly Agree	Count	45	44	89
		% within gender	44.6%	67.7%	53.6%
Total		Count	101	65	166
		% within gender	100.0%	100.0%	100.0%

Table 77 – Motivation, Performance and Gender

Source: Author's data – SPSS, 2024

**Motivation and Culture affecting Performance and Gender Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.790 <sup>a</sup>	4	.067
Likelihood Ratio	8.976	4	.062
Linear-by-Linear Association	7.241	1	.007
N of Valid Cases	166		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.27.

Table 78 - Motivation/Performance/Gender - Chi-Square Test Source: Author's data – SPSS, 2024

**Age:** All age group tested seem to agree that the motivation in the workplace triggers performance, however the younger age group responses are less polarised and more spread across the indicators. The older generation seem to confirm that performance is directly influenced by people being motivated by the organisation and management, the younger generation seem to be less certain, interestingly the highest strong disagreement in whether motivation directly affects motivation comes from the 30-39 age group (Table 78). This differences in ages and perceptions suggests that older employees tend to have a greater level of confidence in the organisation's performance than the younger colleagues, this, albeit the p-value suggests there is no significant relationship between age and performance, it is an area that the management can address more effectively to support the wider population to ensure that the employee performance at organisational level is maintained.

**Motivation and Culture affecting Performance and Age**

			Age					Total
			18-29	30-39	40-49	50-59	60+	
Motivation and Culture affecting Performance	Strongly Disagree	Count	9	8	2	1	0	20
		% within Age	13.8%	15.7%	6.3%	6.3%	0.0%	12.0%
	Disagree	Count	7	5	4	0	0	16
		% within Age	10.8%	9.8%	12.5%	0.0%	0.0%	9.6%
	Neutral	Count	10	5	3	1	0	19
		% within Age	15.4%	9.8%	9.4%	6.3%	0.0%	11.4%
	Agree	Count	6	8	5	3	0	22
		% within Age	9.2%	15.7%	15.6%	18.8%	0.0%	13.3%
	Strongly Agree	Count	33	25	18	11	2	89
		% within Age	50.8%	49.0%	56.3%	68.8%	100.0%	53.6%
Total		Count	65	51	32	16	2	166
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 79 – Motivation, Performance and Age

Source: Author's data – SPSS, 2024

Motivation and Culture affecting Performance and Age Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	9.751 <sup>a</sup>	16	.879
Likelihood Ratio	12.247	16	.727
Linear-by-Linear Association	4.157	1	.041
N of Valid Cases	166		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .19.

Table 80 – Motivation/Performance/Age Chi-Square Test Source: Author's data – SPSS, 2024

**Ethnicity:** Analysing the impact of Motivation and culture over performance through the lens of ethnicity it is interesting to see how although the perception may differ across the different ethnic groups, some tend to strongly agree but none seem to support a polarised negative stance. Although there is no indication of significant difference of the impact of motivation and culture on performance (Table 80) as all ethnicities are by and large agreeing or strongly agreeing it is important to consider how to ensure that the organisation motivate individual team members taking into account the cultural difference to guarantee that performance at personal and organisational level is maximised, managers and leaders need to consider the impact of cultural values and address these accordingly.

Motivation and Culture affecting Performance and Ethnicity

			Ethnicity					Total
			White	Black	Mixed	Asian	Other	
Motivation and Culture affecting Performance	Strongly Disagree	Count	12	4	1	2	1	20
		% within Ethnicity	11.9%	16.0%	10.0%	13.3%	6.7%	12.0%
	Disagree	Count	9	3	2	1	1	16
		% within Ethnicity	8.9%	12.0%	20.0%	6.7%	6.7%	9.6%
	Neutral	Count	11	3	0	4	1	19
		% within Ethnicity	10.9%	12.0%	0.0%	26.7%	6.7%	11.4%
	Agree	Count	12	6	2	2	0	22
		% within Ethnicity	11.9%	24.0%	20.0%	13.3%	0.0%	13.3%
	Strongly Agree	Count	57	9	5	6	12	89
		% within Ethnicity	56.4%	36.0%	50.0%	40.0%	80.0%	53.6%
Total	Count		101	25	10	15	15	166
	% within Ethnicity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 81 – Motivation, Performance and Ethnicity

Source: Author's data – SPSS, 2024

### Motivation and Culture affecting Performance and Ethnicity Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	15.586 <sup>a</sup>	16	.482
Likelihood Ratio	17.249	16	.370
Linear-by-Linear Association	.152	1	.697
N of Valid Cases	166		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .96.

Table 82 - Motivation/Performance/Ethnicity Chi-Square Test Source: Author's data – SPSS, 2024

**Job Role:** Whilst the Reception staff consider that Motivation has a significant effect of performance the Admin Team responses seem more balanced with a low neutral position (Table 82) and even though there is no significant statistical relationship between job roles the data also outlines the possible different perception of how motivation has a direct influence on performance. The reception team display the highest level of impact possibly due to the fact that they are the first and last team a guest or customer will meet in the hospitality journey.

### Motivation and Culture affecting Performance and Job Role

			Job Role				
			Back of House	SMT ADMIN	Waiting Staff	Reception	Total
Motivation and Culture affecting Performance	Strongly Disagree	Count	6	7	3	4	20
		% within Job Role	14.6%	17.1%	5.6%	13.3%	12.0%
	Disagree	Count	1	5	8	2	16
		% within Job Role	2.4%	12.2%	14.8%	6.7%	9.6%
	Neutral	Count	3	3	9	4	19
		% within Job Role	7.3%	7.3%	16.7%	13.3%	11.4%
	Agree	Count	6	8	7	1	22
		% within Job Role	14.6%	19.5%	13.0%	3.3%	13.3%
	Strongly Agree	Count	25	18	27	19	89
		% within Job Role	61.0%	43.9%	50.0%	63.3%	53.6%
Total		Count	41	41	54	30	166
		% within Job Role	100.0%	100.0%	100.0%	100.0%	100.0%

Table 83 – Motivation, Performance and Job Roles

Source: Author's data – SPSS, 2024

### Motivation and Culture affecting Performance and Job Role - Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.174 <sup>a</sup>	12	.232
Likelihood Ratio	17.112	12	.145
Linear-by-Linear Association	.005	1	.946
N of Valid Cases	166		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is 2.89.

Table 84 - Motivation/Performance/Job Role Chi-Square Test Source: Author's data – SPSS, 2024

**Country of Employment:** the perception of impact that motivation has on the workforce in different countries is interesting as northern Europe seem to suggest that employees consider motivation a significant disruptor to performance whilst some other employees in other countries namely the UK and the rest of the world is less so, however notable in UK is also a more evenly spread response (Table 84). It is however important to consider that, although statistically not significant (Table 85), the trend suggests that the differences in perception based on different geographical regions could be due to the influence of work cultures or local economic conditions which could impact the motivation/performance of the team.

### Motivation and Culture affecting Performance and Country of Employment

			Country I Work In					Total
			West Europe	South Europe	North Europe	UK	Rest of World	
Motivation and Culture affecting Performance	Strongly Disagree	Count	5	6	1	7	1	20
		% within Country Work In	16.9%	15.4%	12.5%	15.9%	33.3%	12.0%
	Disagree	Count	6	5	0	5	0	16
		% within Country Work In	18.3%	12.8%	0.0%	11.4%	0.0%	9.6%
	Neutral	Count	8	4	0	7	0	19
		% within Country Work In	11.1%	10.3%	0.0%	15.9%	0.0%	11.4%
	Agree	Count	11	2	1	7	1	22
		% within Country Work In	15.3%	5.1%	12.5%	15.9%	33.3%	13.3%
	Strongly Agree	Count	42	22	6	18	1	89
		% within Country Work In	58.3%	56.4%	75.0%	40.9%	33.3%	53.6%
	Total	Count	72	39	8	44	3	166
		% within Country Work In	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 85 - Motivation, Performance and Country of Employment Source: Author's data – SPSS, 2024

### Motivation and Culture affecting Performance and Country of Employment Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.313 <sup>a</sup>	16	.650
Likelihood Ratio	15.713	16	.473
Linear-by-Linear Association	3.729	1	.053
N of Valid Cases	166		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .29.

Table 86 - Motivation/Performance/Country Employment Chi-Square Test Source: Author's data – SPSS, 2024

**Business Type:** The type of business respondents worked in may be conducive to the perception of how motivation and the intrinsic work culture affects performance, whilst restaurant operators responded with the highest level of disagreement and the lowest level of agreement remained the more distributed responses (19.5% and 39.0% respectively), the other two sectors however tended to mostly agree (Table 86). The data shows that the Hotel and Contract Catering employees strongly agree that motivation and culture significantly impact performance, suggesting that this specific sectors are highly dependent on how employees feel motivated by the organisation and management and how aligned the feel to the organisation's culture, however some smaller subgroups within these businesses may perceive to be less motivated leading to a lesser level of engagement and performance. Restaurant workers however, may not perceive that motivation and performance are necessarily linked suggesting that there may be some level of managerial disconnect between motivational elements and culture leading to a lesser engaged team and a potentially reductive level of performance.

Motivation and Culture affecting Performance and Business Type						
			Business Type			
			Hotel	Restaurant	Contract Caterer	Total
Motivation and Culture affecting Performance	Strongly Disagree	Count	10	8	2	20
		% within Business Type	10.4%	19.5%	6.9%	12.0%
	Disagree	Count	10	5	1	16
		% within Business Type	10.4%	12.2%	3.4%	9.6%
	Neutral	Count	7	7	5	19
		% within Business Type	7.3%	17.1%	17.2%	11.4%
	Agree	Count	15	5	2	22
		% within Business Type	15.6%	12.2%	6.9%	13.3%
Strongly Agree	Count	54	16	19	89	
	% within Business Type	56.3%	39.0%	65.5%	53.6%	
Total		Count	96	41	29	166
		% within Business Type	100.0%	100.0%	100.0%	100.0%

Table 87 - Motivation, Performance and Business Type Source: Author's data – SPSS, 2024

Motivation and Culture affecting Performance and Business Type Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.516 <sup>a</sup>	8	.174
Likelihood Ratio	11.937	8	.154
Linear-by-Linear Association	.000	1	.993
N of Valid Cases	166		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is 2.80.

Table 88 - Motivation/Performance/Business Type - Chi-Square Test Source: Author's data – SPSS, 2024



#### 4.5.14 Human Resource Functions and Motivation

In order to comprehensively explore those connections between Motivation, Change Management and Performance, staff perception is analysed through the function of HRM with the variables that may affect the workforce directly or indirectly, through the lenses of gender, age and ethnicity, job role, country of employment and business type (Figure 72). These analytical layers will allow a more whole round understanding of how employees of different ethnic backgrounds, geographical region and or type of business they work in perceive the HRM as a driver for motivation.

##### Case Processing Summary

	Cases Valid N	Percent	Missing N	Percent	Total N	Percent
HR Motivation * gender	166	100.0%	0	0.0%	166	100.0%
HR Motivation * Age	166	100.0%	0	0.0%	166	100.0%
HR Motivation * Ethnicity	166	100.0%	0	0.0%	166	100.0%
HR Motivation * JobRole	166	100.0%	0	0.0%	166	100.0%
HR Motivation * Country I Work In	166	100.0%	0	0.0%	166	100.0%
HR Motivation * BusinessType	166	100.0%	0	0.0%	166	100.0%

Table 89 - Case Processing Summary HRM

Source: Author's data – SPSS, 2024

**Gender:** Male employees consider that the Human Resource function contribute to their motivation more than the female colleagues, this could be associated to how male and female employees perceive organisational policies, that said however the not significant gap between genders indicates that both consider the HRM team to be supportive in motivating the teams.

##### HR Motivation \* gender

			gender		
			Male	Female	Total
HR Motivation	HR Motivates me	Count	63	38	101
		% within gender	62.4%	58.5%	60.8%
	HR does NOT motivate me	Count	38	27	65
		% within gender	37.6%	41.5%	39.2%
Total		Count	101	65	166
		% within gender	100.0%	100.0%	100.0%

Table 90 – HRM and Gender

Source: Author's data – SPSS, 2024

### HR Motivation \* gender Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.254 <sup>a</sup>	1	.614		
Continuity Correction <sup>b</sup>	.117	1	.733		
Likelihood Ratio	.254	1	.614		
Fisher's Exact Test				.629	.366
Linear-by-Linear Association	.253	1	.615		
N of Valid Cases	166				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 25.45.

b. Computed only for a 2x2 table

Table 91 - HRM/Gender Chi-Square Test

Source: Author's data – SPSS, 2024

**Age:** the age distribution of also seem to suggest that HRM is pivotal to the staff motivation and the interesting factor is the growth in perception up to the age group 40-49 after which point there seems to be a steady decline (Table 91). Although the crosstabulation shows some interesting patterns emerging from the age groups the Chi-Square test (Table 92) does not give a firm statistical significance. It could be argued that the younger generation is motivated through career advancement opportunities and learning whilst the older generation through enhanced home life balance, retirement planning or job stability

### HR Motivation \* Age

			Age					
			18-29	30-39	40-49	50-59	60+	Total
HR Motivation	HR Motivates me	Count	41	28	21	10	1	101
		% within Age	63.1%	54.9%	65.6%	62.5%	50.0%	60.8%
	HR does NOT motivate me	Count	24	23	11	6	1	65
		% within Age	36.9%	45.1%	34.4%	37.5%	50.0%	39.2%
Total		Count	65	51	32	16	2	166
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 92 - HRM and Age

Source: Author's data – SPSS, 2024

### HR Motivation \* Age Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1.316 <sup>a</sup>	4	.859
Likelihood Ratio	1.308	4	.860
Linear-by-Linear Association	.000	1	.995
N of Valid Cases	166		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is .78.

Table 93 - HRM/Age - Chi-Square Test

Source: Author's data – SPSS, 2024

**Ethnicity:** The data in (Table 96) outlines that ethnicity may play a role in the perception of how and if HRM motivates the workforce, overall it would appear that across all ethnicities there is a tendency to support this, however whilst the White and Asian ethnicity groups report the highest level of perception, Black employees feel that they may not be as motivated with only 52.0% indicating that HRM motivates them. The differences presented could indicate that although ethnic groups may perceive motivation in different ways due to a variety of factors like culture, the fact that some of the minorities like the Black employees may associate this to perceived discrimination or a lack of representation within the organisation. Although the Chi-Square Test (Table 94) does not offer statistical significance the cross tabulation leads to consider that motivation may somewhat be perceived by ethnic groups in different ways and that ethnicity plays a significant role in how employees experience the role of HRM.

		HR Motivation * Ethnicity						
		Ethnicity						
			White	Black	Mixed	Asian	Other	Total
HR Motivation	HR Motivates me	Count	64	13	6	10	8	101
		% within Ethnicity	63.4%	52.0%	60.0%	66.7%	53.3%	60.8%
	HR does NOT motivate me	Count	37	12	4	5	7	65
		% within Ethnicity	36.6%	48.0%	40.0%	33.3%	46.7%	39.2%
Total		Count	101	25	10	15	15	166
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 94 - HRM and Ethnicity

Source: Author's data – SPSS, 2024

HR Motivation * Ethnicity Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.662 <sup>a</sup>	4	.798
Likelihood Ratio	1.645	4	.801
Linear-by-Linear Association	.249	1	.618
N of Valid Cases	166		

a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 3.92.

Table 95 - HRM/Ethnicity Chi-Square Test

Source: Author's data – SPSS, 2024

**Job Role:** Although the function of HRM stimulating motivation is positively perceived by all departments, there is a distinctive high level of positiveness in the Reception teams whilst the waiting team seems to be lagging behind with a marginal 53.7% positiveness (Figure 79). This suggests that the teams which are either client facing or in administrative roles are

more supported by HRM perhaps due to their position in the organisation which attracts more visibility and or responsibility. Back of House and Waiting teams who may not be subjected to direct interactions with management or HR may feel less connected and motivated. Considering the Chi-Square Test although not quite beyond the conventional threshold of 0.05, it is closer with a value of .104 , this suggests that the Job Role may play a significant aspect of shaping employee perception of HRM and Motivation how this impacts on the overall performance element, therefore pay a greater attention to those employees with a lesser visible role may trigger a greater level of engagement and thus a more homogenous levels of involvement.

HR Motivation * Job Role							
			Job Role				
			Back of House	SMT ADMIN	Waiting Staff	Reception	Total
HR Motivation	HR Motivates me	Count	23	25	29	24	101
		% within Job Role	56.1%	61.0%	53.7%	80.0%	60.8%
	HR does NOT motivate me	Count	18	16	25	6	65
		% within Job Role	43.9%	39.0%	46.3%	20.0%	39.2%
Total		Count	41	41	54	30	166
		% within Job Role	100.0%	100.0%	100.0%	100.0%	100.0%

Table 96 - HRM and Job Role

Source: Author's data – SPSS, 2024

HR Motivation * Job Role Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.164 <sup>a</sup>	3	.104
Likelihood Ratio	6.595	3	.086
Linear-by-Linear Association	2.095	1	.148
N of Valid Cases	166		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.75.

Table 97 - HRM/Job Role Chi-Square Test Source: Author's data – SPSS, 2024

**Country of Employment:** Employees in north European countries seem to perceive that HRM is contributing to their motivation, while the UK and South Europe lag behind with the 59.1% and 59.0% respectively (Table 97), indicating that there is a stronger perception of motivation from the north European countries then the rest of Europe or the UK, this could be a consequence of the low level of contribution (northern Europe – 8 participants, this

could also be due to cultural differences and these can affect the perception in different way.

			HR Motivation * Country of Employment					Total
			Country I Work In					
			West Europe	South Europe	North Europe	UK	Rest of World	
HR Motivation	HR Motivates me	Count	44	23	6	26	2	101
		% within Country I Work In	61.1%	59.0%	75.0%	59.1%	66.7%	60.8%
	HR does NOT motivate me	Count	28	16	2	18	1	65
		% within Country I Work In	38.9%	41.0%	25.0%	40.9%	33.3%	39.2%
Total		Count	72	39	8	44	3	166
		% within Country I Work In	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 98 - HRM and Country of Employment

Source: Author's data – SPSS, 2024

HR Motivation * Country of Employment Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.832 <sup>a</sup>	4	.934
Likelihood Ratio	.875	4	.928
Linear-by-Linear Association	.001	1	.980
N of Valid Cases	166		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.17.

Table 99- HRM/Country Employment Chi-Square Test

Source: Author's data – SPSS, 2024

**Business Type:** Restaurant team members seem to suggest that they are motivated by the HRM team 68.3%, this could suggest that activities initiated by the HRM team in Restaurants may be perceived more effectively by the staff and seem to be addressing the need of motivation. Hotel workers reported a lower level of positiveness then Restaurant workers,

this could be aligned to the more restrictive hierarchy and bureaucracy that is usually typical of this type of business, the least engaged teams seem to be the ones working in Contract Catering, this could be linked to the organisation's business model were the employees work in client premises and therefore all central operational functions may not be easily accessible (Table 99). The Chi-Square Test suggests that there is no significant statistical relationship between HRM motivating teams in Restaurants, Hotels or Contract Catering operational teams. HRM functions motivating team across hospitality businesses could therefore be linked to business culture and thus organisations need to consider this variable allowing for teams to be more encompassing of the nuances of the teams.

HR Motivation * Business Type						
			Business Type			
			Hotel	Restaurant	Contract Caterer	Total
HR Motivation	HR Motivates me	Count	57	28	16	101
		% within Business Type	59.4%	68.3%	55.2%	60.8%
	HR does NOT motivate me	Count	39	13	13	65
		% within Business Type	40.6%	31.7%	44.8%	39.2%
Total		Count	96	41	29	166
		% within Business Type	100.0%	100.0%	100.0%	100.0%

Table 100 - HRM and Business Type

Source: Author's data – SPSS, 2024

HR Motivation * Business Type Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.433 <sup>a</sup>	2	.488
Likelihood Ratio	1.454	2	.483
Linear-by-Linear Association	.002	1	.961
N of Valid Cases	166		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.36.

Table 101 - HRM/Business Type Chi-Square Test

Source: Author's data – SPSS, 2024

## 4.6 Chapter's summary

The empirical analysis outlined in this chapter is a critical examination of the multifaceted relationship between Motivation, Change Management Strategies, Employee and Operational Performance attitudes, aligned to the influence of Equality, Diversity and

Inclusion (EDI) of employees within the European Hospitality Industry. The results have been substantiated and elaborated on the theoretical understanding drawn from the literature, interpreting the nuanced impact of EDI Management practices on individual and collective performance. Through a robust and thorough interrogation of the data collated, this chapter has highlighted the indispensable and key role of inclusive frameworks and motivational facilitators in supporting an adaptable, high-performing workforce, particularly within the dynamically evolving context of hospitality.

Above all, this study has shown EDI as a key factor in influencing motivational attitudes and, in turn, performance results. According to the analysis, employees who believe their companies are truly inclusive are more likely to have high levels of engagement, dedication and job satisfaction. These results are consistent with other studies, indicating that, as argued by Tracey et al. (2023) in the research titled *"The influence of diversity management initiatives on firm level diversity: evidence from the restaurant and foodservice industry"*, EDI programs that go beyond symbolic efforts to provide real support and representation cultivate a strong feeling of community. Employees can exhibit a stronger alignment with organisational goals and a greater capacity for adaptation in such an environment, which improves operational performance.

Additionally, this research has identified critical barriers to employee motivation, notably those that affect groups who feel marginalised or perceive limitations to their professional growth due to inadequacies in EDI implementation (Shum, Gatling and Garlington, 2019). The data reveal that motivational impediments manifest in lower morale, heightened resistance to change and a tendency to disengage from organisational objectives perceived as misaligned with employee welfare. This highlights an area of considerable concern for practitioners within the hospitality sector, where high turnover rates and employee retention challenges are prevalent. Addressing these motivational barriers through strategic, targeted interventions is essential for organisations aiming to adopt a cohesive and productive workforce in this competitive and customer-centric industry.

The analysis of the data has also outlined some key facilitators of motivation that significantly enhance employee performance. These include equitable recognition, transparent reward structures and accessible developmental opportunities, furthermore the data demonstrated that, when these elements are embedded within the organisational culture, there is a marked improvement in both individual and collective performance metrics. This correlation is particularly pronounced in EDI employees during periods of organisational change, where employees afforded these motivators exhibit increased resilience and a proactive orientation towards adapting to new operational frameworks.

In synthesising these findings, this chapter provides a compelling argument that the strategic integration of EDI and motivational support mechanisms is not merely advantageous but essential for achieving optimal performance within the hospitality sector. The evidence presented affirms that a conscientious approach to EDI, combined with a nuanced understanding of motivational dynamics, creates a fertile environment for

employee empowerment and sustainable performance gains. The insights gained from this analysis serve as a foundation for the forthcoming recommendations, which will propose a comprehensive theoretical framework for practitioners seeking to leverage EDI and motivation to enhance workforce performance and operational effectiveness.



## *5 Discussion*

### *5.1 Introduction: Conceptual Project and Industry Engagement*

The study's findings and results are presented in this chapter, which also looks at how employee motivation, individual performance, equality, diversity and inclusion (EDI) interact in the European hospitality sector. To lay the groundwork for the study, the first step was a critical evaluation of the body of research on employee performance, motivation and EDI. Structured interviews provided additional information that influenced the creation of an extensive collection of measurement items. To improve these items and evaluate their structural dimensions, a quantitative analysis was then carried out in order to assess the linkages within the conceptual framework and guarantee the validity and reliability of the findings.

The obstacles seen in the hospitality sector that reduce employee motivation and prevent the development of performance are discussed. The researcher also places some focus on change management, operational and structural challenges as well as cultural quirks that might have a special influence on motivating dynamics in this industry and align to the research objectives 1, 2 and 4. The analysis then considers the motivational factors that have been recognised as being unique to the hospitality industry (Zopiatis, Theocharous and Constanti, 2016), looking at how EDI initiatives might help create an atmosphere that encourages individual achievement and support the advancement of EDI employees into senior management posts and inform objective 3. In order to highlight the operational tactics that were most successful in raising employee commitment and productivity, the chapter also explores the practical mechanisms via which motivation is created and will examine how EDI affects employee performance directly and indirectly, exposing complex relationships between inclusive practices and performance results on both an individual and organisational level and fulfil objective 5 of the research.

This chapter also discusses some of the research's limitations, considering methodological and contextual elements that could impact the study's applicability in various hospitality contexts. In light of these obstacles, the chapter suggests a framework based on theoretical ideas and actual observations that is intended to provide practical advice for business professionals, in order to create a work environment that not only values inclusivity but also uses it as a strategic tool for long-term employee engagement, advancement and improved performance, this framework is intended to support hospitality professionals integrate EDI more thoroughly into their operational models. All things considered, this discussion chapter offers a thorough examination of the results within the theoretical framework of employee motivation and EDI, advancing both scholarly understanding and real-world implementations. A more inclusive, motivationally enhanced and performance-oriented organisational culture within the European hospitality sector is made possible by this research, which outlines a path for industry stakeholders trying to navigate the difficulties of EDI implementation. For instance, hospitality executives can implement focused programs like managers' unconscious bias training to assist remove obstacles to equitable

promotions. To identify the gaps and guide remedial measures, Human Resource specialists could also implement equity-focused metrics, such as monitoring representation in leadership roles. By doing this, businesses can use EDI as a motivator and performance enhancer over the long run by aligning their operational models with inclusion goals.

The focus of this empirical research is on the connections between employee motivation, individual performance and Equality, Diversity and Inclusion (EDI) within the European hospitality industry, is critically examined in this chapter. The study delves within a complex industry landscape that is defined by the operational demands of hospitality services as well as its fluctuating labour demographics. Following the analysis of the previous section, this chapter aims to clarify the degree to which EDI management (Kirton and Greene, 2021) acts as channels for increased motivational status and, consequently, impacting worker performance in a quantifiable way. The discourse is organised aligning the chapter to the main goals of this study in order to serve as an anchor in turn to provide a conceptual framework for interpreting the results.

The framework will serve as an instrument for the industry professionals to self evaluate their positioning and address the strategies and policies implemented in the organisation, whereas the introduction or strengthening of available training programs, diversity dashboards, mentorship initiatives etcetera will create a more inclusive environment.

This section critically contextualises the study's contributions by interacting with existing literature, pointing out similarities and differences within the larger body of research, confirming the existing research and challenging some as there seem to have been very little in way of research in Europe and finally challenge some of the senior management perceptions with live data.

The researcher has kept the objectives of the research in view steering the direction and ensuring that the study remained within the realms of the initial query. The author's principle objective for this research was to contextualise how organisations respond to the societal need of inclusion, how these would encourage performance through motivation and the correct management of EDI. For this, five main objectives were created which gave the research the depth and shaped the way the study was conducted:

1. Evaluate and provide a critical synthesis of conceptual understanding of EDI, Motivation and Employee Performance.
2. Provide an insight into the barriers to motivation in the Hospitality Industry that inhibit Employee Performance.
3. Develop considerations on the facilitators of motivation in the Hospitality Industry enhancing Employee Performance.
4. Impact of EDI upon employee performance in the Hospitality Industry
5. Provide recommendation and framework to professionals in the hospitality Industry to facilitate employee performance

## 5.2 *Research Context - Key Findings and Results*

As the research started to take shape, the author was invited to present the initial conceptual project at the 50<sup>th</sup> anniversary conference of the European Hotel Managers Association (EHMA) in Venice in April 2024 (EHMA, 2024), with the view to understand the interest from the specialists in the sector. The conference was a great success and the study received considerable attention with a significant number of leaders in the industry expressing their interest in participating in the study. That said, however, it was interesting and surprising to witness how the initial enthusiasm subsequently declined rapidly with many executive managers opting out and deciding not to participate in the study for one reason or another. That said however 31 participants offered their support to the research, regrettably, only 2 of the final participants to the qualitative study were based in the UK whilst all of the other participants were employed by organisations on mainland Europe (Table 6, Page 54).

At the same time the EHMA (Appendix 5) and IoH (Appendix 6) circulated amongst their members the link to the on-line questionnaire and 183 people took part in the electronic survey (paragraph 4.2.2, page 54). While the study's sample size was sufficient to provide insights into key themes, the limited response rate from certain regions, particularly the UK, raises questions about whether the findings are fully representative of the broader European hospitality sector. The limitation tends to suggest that there is a need for future studies with a larger, more diverse sample that includes representations from varied roles, geographic locations and employment statuses. For example, by incorporating the feedback from seasonal workers or cleaning and kitchen staff, might outline insights into unique motivational challenges that were underexplored in this research.

### 5.2.1 *Quantitative and Qualitative Data Collection*

The researcher employed NVIVO14, IBM SPSS Statistics V29 and MS Excel to support in addressing the analysis of the participants in the qualitative and quantitative stage of the study, which focused on Motivation, EDI and Employee Performance aligning the findings to recent studies (Al-kharabsheh *et al.*, 2022), demonstrating that these mechanisms are closely related to one another as employee engagement and motivation acts as mediating element between equal opportunities and performance as outlined by Ateeq (2023) in their work stating that,

*"... employees place a greater emphasis on equal opportunities, the prevalence of which is boosted by the engagement variable... this study demonstrate that engagement influences various attitudes and behaviors, including equal opportunities and employee performance", Ateeq (2023).*

### 5.2.2 *Themes from Data Analysis*

Furthermore, the researcher identified a subtheme in change management especially when it comes to the input and experiences of employees who belong to ethnic minorities whom seem to embrace change more seamlessly. The key factors that drive performance have been linked to motivation and EDI, with individuals from ethnic minorities being at the center of these dynamics.

The study discovered that the answers participants supplied frequently included phrases associated to motivation and motivational factors, such as change and management or communication and clarity. That said, however, motivation is not a stand-alone concept; in fact, it is significantly influenced by organisational practices and structures that can create opportunities for all workers. For example, the disparities in gender and ethnic representation within leadership positions can create systemic barriers that impede motivation and engagement. This is particularly evident in the hospitality industry, where a notable gender split (60% male respondents vs. 40% female) reflects broader challenges in promoting equality within senior roles (Figure 8, Page 24).

### *5.2.3 Key Observations*

Furthermore 71% of the male respondents are employed as General Managers vs only 29% of the female respondents, confirming that the industry could do more to promote gender equality as discussed by Baum (2013) cited in Marfil Cotilla and Campos-Soria (2021). Likewise, from the respondents only one is employed as a CEO and male (Table 6, Page 54), since the completion of the data collection in September 2024 an additional 2 senior managers have benefited from a promotion to CEO and both are male, clearly exacerbating the gender inequality of senior managers in Hospitality. Studies from Russen, Dawson and Madera (2020) confirm that promoting women to leadership roles can lead to perceptions of greater organisational fairness and potentially improved financial performance.

#### *5.2.3.1 Gender Stereotypes in Housekeeping*

Interestingly during the course of the data collection phase, the researcher interviewed 2 executive housekeepers working in different establishments in different parts of Europe and both asserted that their staff were entirely made up by women and more specifically one of them said that all of the employed staff were from a single African country, it was especially noteworthy since the whole housekeeping staff consisted of women from a North African nation, all of whom were related by friendship or family and spoke languages other than any European language. The company hired a multilingual manager to increase workforce inclusivity, which greatly increased engagement and communication and made the crew feel more a part of the organisational structure. The interview with the Human Resource Manager revealed, however, that although the senior management team had made the inclusion process a priority, not much thought had been given to the fact that the group as a whole consisted of people of the same gender, from the same country and most were related. It was notably interesting to discover that the pattern of single gender was observed in other establishments too, suggesting that the assumption that the housekeeping and cleaning department is predominantly aligned to females may be a broader entrenched stereotype. What was observed raised an important question on gender job allocation within the hospitality industry and highlights the need for a more diverse and equal distribution of roles, distancing the housekeeping function through single gender. Drawing from the research by Campos-Soria, Marchante-Mera and Roperio-García (2010), it is evident that gender differences still exist even though humanity has entered a new millennia, more so this stereotypical difference is noticed in workers with lower

educational levels, poorly paid jobs and irregular seasonal workers (Alonso-Villar and del Rio, 2008). It could be argued therefore that the process of equality and inclusion seem to be somewhat slow and hindered by stereotypes even though the industry employs more female than men as discussed in the study by Carvalho et al. (2019). The same study also indicated that the gender inequality is similarly linked to educational issues, where employers make assumptions that potential employees from other ethnicities may be less educated and thus reinforcing harmful stereotypes further marginalising individuals. Furthermore, the study by Campos-Soria, Marchante-Mera and Ropero-García (2010) further reinforces the argument that women in hospitality tend to work in customer service, jobs with lower level responsibilities or cleaning, more recent research highlights the complex challenges and opportunities for women in the hospitality industry, some change is being observed in China where women are redefining gender norms and strategically using femininity to challenge traditional roles (Liu, Li and Liu, 2022). Despite progress, the current research confirms studies carried out by Calinaud, Kokkranikal and Gebbels (2021) where the hospitality sector still lacks women in senior positions. Whilst mentoring programs have shown promise in supporting women's career development and addressing gender inequality (Dashper, 2020), the perceived challenge of work-life balance remains a significant factor affecting women's organisational commitment in the industry, with sociodemographic characteristics playing a key role (Liu et al., 2021). These studies collectively emphasise and confirm the research objective on employee motivation and performance suggesting that the ongoing need for proactive measures to support women's career progression in hospitality, including challenging gendered discourses, implementing supportive policies, providing mentorship opportunities to overcome persistent barriers and improving representation in leadership positions is a critical requirement for a modern and progressive industry.

### *5.2.3.2 Change and Resistance to Change Management*

Whilst interviewing senior and executive team members, a sub theme seemed to emerge, where change acceptance and resistance can shift the style of management and leadership applied to the business. It was evident from P21 that the influence of the owners of the business hindered its progress and affirmation as a progressive business, in fact their argument was specific when affirming that:

*"I believe the main barriers to successful change management stem from the family itself. Some family members may not be ready to accept change and this can hinder management" (P21)*

Arguably therefore, P21 suggests that challenges surrounding change management and the resistance to its implementation is borne by the organisation's ownership and affects the leadership of the establishment as a whole. This resistance could be a result of the organisations' perception of conventional structure, which makes these businesses resistant to inclusive initiatives as well as technological improvements. These type of organisations dominate the sector globally, particularly in rural areas and the research findings are supportive of studies carried out by Engeset (2020) and Kallmuenzer and López-Chávez

(2024), who consider that family-run businesses in the hospitality and tourism industry face unique challenges and opportunities linked to how the new generation see the business moving forward and the obstacles of wanting to maintain the status quo, limiting the opportunity to progress with the family exercising their long established dominance as way of retaining decisional power. Key challenges include long-term survival, generational conflicts and succession planning (Kallmuenzer *et al.*, 2021). Despite family ownership ability to contribute to resilience through family capital, including human and social capital components (Engeset, 2020), successful succession requires a well-defined plan, active involvement of successors allowing them ability to manage the business without the family's influence and clear communication to manage potential rivalry (Kallmuenzer *et al.*, 2021). Despite the challenges, family businesses in tourism and hospitality have growth prospects and potential for long-term sustainability through innovative approaches (Camilleri and Valeri, 2022).

### *5.2.3.3 Family-Owned Businesses and Inclusivity*

As the hospitality industry is largely made up of family run businesses it also plays a significant role in the industry itself (Scholl-Grissemann, Kallmuenzer and Peters, 2021). The researcher interviewed participant P27 who, working in a family run business, outlined the intention to create an inclusive and progressive team, forming equal opportunity team feel, the participant also observed reticence in engaging with ethnic minorities stemming from the ownership. In fact, although family-run businesses play a crucial role in the tourism and hospitality industry, they also face unique challenges in maintaining inclusivity and long-term sustainability (Engeset, 2020) exacerbating the issues of diversity management and inclusion in such situations.

Reinforcing the concept advanced by P27 when they mentioned that:

*"... we don't have a large number of non-EU employees or many ethnic minorities, we consider meritocracy the most important factor. Anyone can progress in their career within the group ..."* (P27)

### *5.2.3.4 Ethnic Minorities and Career Progression*

Costen, Cliath and Woods (2002) assert that ethnic minorities are not excluded access promotion opportunities but more to the point they are offered more peripheral roles. This concept was confirmed by the respondents who had access to promotions in the previous 24 months, in fact table 27 page 89 outline the fact that 64.7% of white respondents had an opportunity to progress against 35.3% of all other ethnicities grouped together. This disparity in ethnic equity is evidenced by study from Shum, Gatling and Garlington (2019) who outlined that,

*"... discrimination is prevalent, with people of colour experiencing higher levels of discrimination and lower career satisfaction compared to white employees."* Shum, Gatling and Garlington (2019)

Consideration should be placed on migrants as they possess valuable cultural capital but are often underemployed and struggle in obtaining higher positions, predominantly due to ethnic biases. Overall, the hospitality sector must confront and overcome persistent racial and gender biases to ensure equal promotion opportunities for all employees. To address these inequalities, mentoring programs have shown promise in supporting minorities career development and challenging gendered discourses of success in the industry. (Hack-Polay *et al.*, 2022)

#### *5.2.4 Insights: Relationships and Motivation*

Similarly the element of relationship with the management can be influenced by the mix of the team employed in the establishment, while this concept is also confirmed on Table 60 (page 108) where the relationship tends to vary according to ethnicity, while 50% of the Black respondents displayed a *very poor* relationship with their managers, 60% of mixed ethnicities have a *poor* relationship with the management, this could be associated with an underrepresentation in this study, however previous research also confirm that ethnic minorities face significant challenges in the hospitality industry. Racial discrimination is prevalent, with people of colour experiencing higher levels of discrimination than white employees, leading to lower career satisfaction (Shum, Gatling and Garlington, 2019). Ethnic minorities often work longer hours, have less access to family-friendly policies and are underemployed in positions misaligned with their credentials (Vyas, 2021). To address these issues, increased supervisor sensitivity training and gradual normalisation of family-friendly policies are advanced by Vyas' (2021) study which would create a much more inclusive work environment.

Another important takeaway from the interviews is that leaders that interact with their teams in a transparent, inclusive manner are more likely to encourage a higher degree of change acceptance, especially among ethnic minorities. This was underlined by P28, who stated that employees, particularly those from ethnic minority backgrounds, are more likely to feel valued and motivated when changes are effectively conveyed and framed in terms of their benefits. This emphasises how crucial customised communication tactics are to creating a welcoming and encouraging work atmosphere as in the case of P30 who stated:

*"... creating a culture of inclusion where all employees feel safe to express their authentic selves is essential. This includes providing training on unconscious bias, encouraging open dialogues about race and ethnicity and ensuring that our policies and practices are equitable. When employees feel that they can bring their whole selves to work without fear of discrimination or exclusion, they are more likely to be motivated and engaged ..." (P30)*

On the other hand, as P17 pointed out, some leaders seemed disengaged from the transformation process and gave department heads more authority, which showed a discrepancy between the goals of the leadership and the actual execution, a confirmation of empowering leadership was addressed by Parmar Ajaib Singh *et al.* (2020) who stated that there is a, "*need for superiors and employees to understand the importance of engagement*". That said however the researcher's analysis of the quantitative data collected

on motivational factors would suggest that 'Relationship with the employer' and 'relationship with the manager' were the second and fifth most important motivators (Table 29 page 91).

It can be argued therefore, that positive relationships with managers and employers are valued by employees because they encourage loyalty, motivation and lower turnover. A somewhat larger preference for employer connection is indicated by the higher mean score (3.38) for the relationship with the employer than the relationship with the manager (3.09). With standard deviations of 1.208 and 1.458, respectively, both associations show variability, though, which may indicate that some workers feel abandoned or detached. Research on employee-manager and employee-employer relationships in the hospitality industry highlights their significant impact on job satisfaction and employee dedication. While the somewhat positive skewness (0.023) for management relationships reflects a balance between strong and weak perceptions, the negative skewness (-0.284) for employer relationships suggests generally positive perceptions. In either case, trust between employees and managers and employee and employer is crucial, with higher trust levels correlating to increased job satisfaction and dedication (Gill, 2008). High-performance work practices, such as flexible rewards and empowerment, can improve job satisfaction and productivity (Cheng-Hua, Shyh-Jer and Shih-Chien, 2009).

### *5.2.5 Industry Challenges and Opportunities*

That said, the sector is also associated with occupational stress due to heavy workloads, interpersonal relationships and organisational factors (Lo and Lamm, 2005). Despite these challenges, both employers and workers often report satisfaction with their pragmatic, symbiotic relationship (Evans *et al.*, 2022). The industry is characterised by low union presence and high casualisation, with a unitarist management style prevalent so workers and managers are working towards the same objective (Lo and Lamm, 2005). This enhances the factor of employer staff relationship is an key influence in stimulating motivation in the workforce, this is reflected in the findings whereas this element is the second most important motivational factor of the current research (Table 29, page 91). It is therefore fair to assert that effective managerial leadership is essential in creating supportive relationships and encouraging employee participation, which can improve the overall service environment, Barreto and Mayya (2024) state that the factors influencing job satisfaction include autonomy, management support, communication, conflict resolution and recognition which aligns the findings of the research to the prime motivational factor of creating a good working environment (Table 29, page 91).

In essence, the hospitality industry benefits from positive employer-employee relationships, as this can boost service quality and reduce turnover and as previously mentioned, the most effective practices include coaching, mentorship, mutual trust and high-performance work systems (Mburu, Koome and Gichuhi, 2020). While the industry often faces challenges like high turnover and negative perceptions due to the previously mentioned factors, employees can find satisfaction and motivation through professional recognition, variety and growth opportunities (Mooney, 2019).



It is however evident that there is also a concrete disconnect where some organisations and their management as somewhat removed from the dialogue with their workforce and rely on rigid structures and policies as P31 expressed:

*"HRM contributes to motivation by ensuring that all employees are aware of and aligned with the hotel's standards and expectations ... While some may argue that focusing on EDI can drive positive change, I am of the opinion that the best way to achieve sustainable performance is by ensuring that all employees, regardless of their background, are committed to the same standards of excellence...", (P31).*

### **5.2.6 Bridging the Gaps in Motivation and EDI**

Regarding motivation, the results indicated that certain leaders, for example, P29 stating that, *"We do not differentiate our approach based on ethnicity or background"*, supports a consistent, meritocratic strategy that does not give ethnic minorities any special attention, while other leaders, P28 for example, highlight the necessity of Equity, Diversity and Inclusion (EDI) programs to mitigate and operationalise the inclusiveness of the teams when they stated,

*"...Many employees from ethnic minorities are highly motivated by the prospect of upward mobility. However, they often face barriers such as unconscious bias or a lack of mentorship. To address this, we've implemented targeted development programs that include mentoring, coaching and leadership training specifically designed to support the career progression of minority employees..." (P28).*

These executives acknowledge the difficulties faced by employees who identify as ethnic minorities and stress the value of specialised assistance, such as mentoring and leadership training, to overcome these obstacles and improve the motivational element of all employees. This is however somewhat in contrast to some of the data where the relationship with the employer resulted in high level of neutrality (66.7%) from the back employees and a poor level (100%) from the Asian workers, this could be due to the fact that there is a significant under-representation of these ethnicities (3 and 1 respectively) who responded to the question (Table 42, page 101)

Overall, the research shows that improving performance requires an excellent level of EDI Management which is accompanied by an excellent change management approach and inclusive communication, especially when it involves personnel from different ethnic backgrounds. Arguably it is easier to create an environment where workers, from all cultural experiences, are motivated, engaged and are able to contribute to the success of the company when leaders actively connect with their teams, encourage diversity and make sure that communication is clear. The report does, however, also highlight a continuing disconnect between inclusive leadership rhetoric and the real application of inclusive practices, indicating that greater work is required to close this gap and establish truly inclusive, high-performing businesses. The research outlined the fact that the majority of the qualitative respondents tend to consider their operation as inclusive and their leadership style as engaging and motivating to the staff, supporting the element of gender equality

and involving the teams in the decisions regarding change, this is also confirmed by previous studies where Shulga (2021) argues that change cannot happen without the full support of the team, that said Shulga also affirms that the clear and full communication allows the perception of authenticity by the staff towards the leadership increasing the level of satisfaction and motivation.

The researcher's findings also aligned to previous studies on equality, whereas the interviewed management team's perception was that there is no difference between all employees and meritocracy was the driving force behind progression, interestingly however from the respondents 71% (Figure 9) where male executives against only 29% of females, inequality remains a significant issue in the hospitality industry. Studies have identified barriers to women's career advancement, including unconscious biases in hiring, promotions and salary decisions (Peprah and Peprah, 2024). It is reasonable to affirm that the perception of the management is somewhat skewed and more should be done to improve the inclusive perception and reality. This concept is also confirmed by the quantitative findings where 47.5% of males were able to secure a promotion in the previous 24 months against 30.8% of females and of the 166 responders 52.5% males did not obtain any progression against 69.2% of their female colleagues (Table 26, page 87). Additionally the data collated demonstrated that when ethnicity is considered 64.7% of the respondents who received a promotion where white compared with 35.3% of all of the other ethnicities grouped together (Figure 26, Page 89).

#### *5.2.7 Does pay motivate workers?*

According to observation and the years spent in the industry as a senior manager the author considered pay as a key factor in motivating the workforce and this is confirmed by some of the participants who considered compensation as key factor in motivating the staff (P18, P7 and P5), furthermore P21 considers that inadequate pay can lead to dissatisfaction and frustration with low staff morale. Interestingly there seem to be different train of thoughts where P2 and P27 consider non-monetary benefits equally important. In contrast the participants to the on-line survey placed Pay as the 3<sup>rd</sup> most important motivator (Table 29 Page 91), so, albeit within the top 5 is not in first position. This could be due to a variety of influential elements including the current economic climate of the respondents, the post Covid19 slow recovery in Europe (Cuerpo, 2022), personal circumstances, etcetera. The respondents seemed satisfied with the level of pay and this is supported by the skewness of 0.060 (Table 30, Page 93) however, arguably pay remains a significant and sensitive factor as it can easily become more important due to its fragile links to local economy and personal circumstances. More so it would seem that the respondents are somewhat divided where the younger generation seem to be happier than the mid-career professionals, this is a symptom of the style of recruitment strategies that leaders tend to adopt in the Hospitality Industry in Europe, where the new entrants into the industry seem to be made up of mostly students (Cesário *et al.*, 2022) whilst the older generation of mid-career employees display a high level of dissatisfaction (Table 46, Page 102), which underscores a need for a more comprehensive approach to motivation in the hospitality industry. Pay

however seem to be the critical divider in ethnic provenance, in fact the outcome of the survey clearly identified that 38.5% of Black participants are unhappy with the pay levels they receive with the highest level of unhappiness of all ethnic groups (Table 48, Page 103), interestingly however only 13 respondents considered pay an important factor against the total number of participants of 25 (Table 14, Page 78). Overall it is important for organisations to ensure that the level pay is not only competitive in the marketplace but also aligns with the organisation's vision and ambition as the element of pay is an extrinsic motivator and has a direct strong correlation to organisational and individual performance (Camilleri, Troise and Morrison, 2024), therefore it is critical to ensure that pay is equated, aligned and relevant to the job role as competitive pay can indeed attract talent but inadequate pay creates a barrier to motivation and performance and if combined with EDI challenges it can exacerbate the feeling of exclusion and disengagement.

### 5.2.8 Performance

The concept of performance is a multidimensional construct influenced by a range of individual, organisational and external factors. In the European hospitality industry, understanding the interplay between employee motivation, EDI principles and individual performance is essential to adopting sustainable workforce engagement and organisational success. Motivation significantly impacts performance, with recent studies emphasising the role of both intrinsic and extrinsic factors, considering Ryan and Deci (2017) publication Self-Determination Theory where they assert that intrinsic motivators such as autonomy, competence and relatedness are essential for sustained performance. In the hospitality industry, employees often value recognition, career development opportunities and meaningful work, which enhance their intrinsic motivation, to that effect P3 asserted that:

*"... performance is defined by a combination of financial success, employee satisfaction and social responsibility. Metrics include turnover rates, employee engagement scores, diversity representation at all levels and customer satisfaction ratings ... to achieve sustainable organisational performance, I recommend investing in continuous leadership development focused on EDI, establishing clear and measurable diversity goals and creating a culture of accountability." (P3).*

As P3 affirmed Equality, diversity and inclusion (EDI) is increasingly recognised as key enabler of performance in hospitality, to the contrary P21 and P27 affirmed that the measure of performance is monitored through KPI and assessment of individual performance. However, according to (Roberson, 2019), an inclusive workplace offers psychological safety, which encourages employees to fully engage in their roles. This study finds that employees who feel included and valued are more likely to exhibit higher levels of creativity and problem-solving, aligning with the quantitative findings where the workforce tends to perform more efficiently if motivated to do so. The findings also outline that female team members tend to be more in agreement that motivation can contribute to a better performance, that said however, respondents across age groups and ethnicities, all tend to agree that motivated individuals tend to perform better.

### 5.3 Theoretical framework proposed

Starting from García-Rodríguez, Dorta-Afonso and González-de-la-Rosa (2020) research which proposed a model to align EDI, Organisational Commitment and job satisfaction (Figure 29), published in 2020 in the International Journal of Hospitality Management with the title “Hospitality diversity management and job satisfaction: The mediating role of organisational commitment across individual differences”

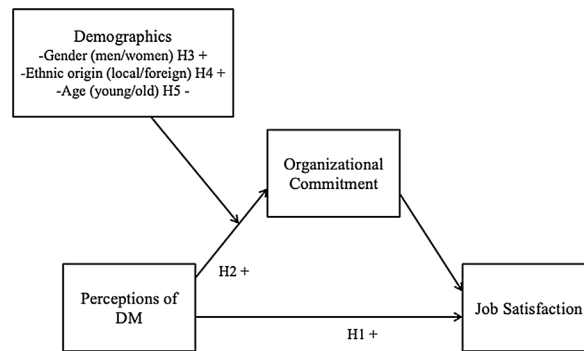
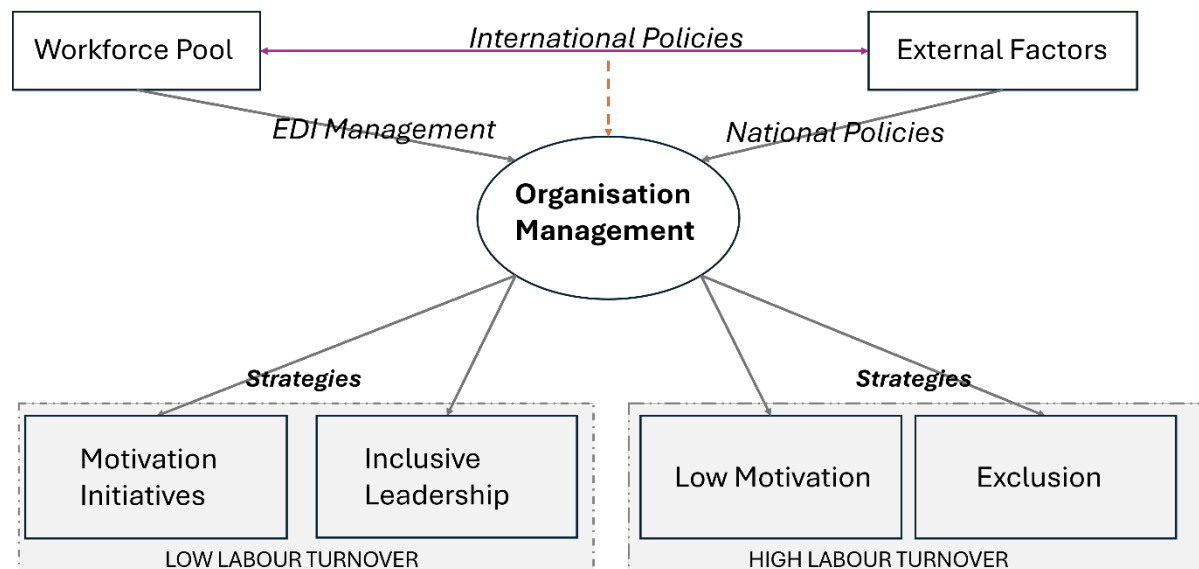


Figure 29 - García-Rodríguez, Dorta-Afonso and González-de-la-Rosa research model

Source: (García-Rodríguez, Dorta-Afonso and González-de-la-Rosa, 2020)

That said, however, the researcher recognised through the study that the initial framework from García-Rodríguez, Dorta-Afonso and González-de-la-Rosa (2020) research, could benefit from a broader and more dynamic perspective. It became apparent that, while the original model focused on internal organisational considerations, the inclusion of external elements was equally fundamental to create a more comprehensive and adaptable model. The proposed framework aims to place the organisation itself at the centre of strategic decision-making processes, ensuring alignment with its strategic ambition and vision. By doing so, the organisation can actively position itself based on its aspirations and long-term goals (Figure 1). The extended model incorporates external factors critical to the organisation and that influence outcomes, considering the interconnection of internal forces coupled with the broader socio-political and economic environment. More specifically, the proposed development integrates external influences such as international and national employment policies, organisational employment strategies, Equality, Diversity and Inclusion (EDI) policies and management practices. These elements are positioned as centric and pivotal external drivers that interact with internal organisational strategies to enhance employee motivation and performance while adopting EDI within the workplace. Additionally, the inclusion of these external elements outlines the importance of the regulatory and cultural contexts in influencing organisational practices. For example, international employment policies can create both opportunities or constraints for workforce planning, while national policies often set standards for fair treatment of the workforce overall. Organisational EDI policies, as facilitators of an inclusive workplace culture, play a key role in stimulating employee engagement and motivation, ultimately promoting individual and organisational performance. As companies address these external dimensions, the proposed framework will provides a universal approach that not only supports the organisation in achieving its strategic objectives but also positions it to navigate complex external challenges more effectively. This multidimensional approach

enables organisations to maintain agility, adopt and promote innovation and finally, sustain competitive advantage in an increasingly dynamic and diverse global environment (Figure 30).



Author's elaboration partially adapted from:  
García-Rodríguez et al. 2020

Figure 30 - Conceptual Framework 1 - Generic Model

Source: Author (2024)

To further expand on the multidimensionality of the proposed framework, it is essential to explore how organisations may strategically align themselves with one of two primary pathways: those reflecting Assumption 1 and Assumption 2, as outlined in 2.7 Assumptions and Hypotheses. This flexibility highlights the adaptability of the framework, allowing organisations to navigate internal and external influences in pursuit of their strategic objectives. By incorporating both internal organisational dynamics and external factors such as employment policies, Equality, Diversity and Inclusion and workforce availability, the framework provides a robust tool for understanding and predicting organisational performance outcomes.

### 5.3.1 Strategic Pathways within the Framework

#### 5.3.1.1 Strategies focused on localised workforce and profitability: -

In alignment with Figure 31 - Conceptual Framework - Assumption 1, organisations can position themselves toward strategies that deprioritise inclusivity and motivational initiatives within the organisational construct. That said, such strategies are characterised by a narrower focus on profitability and operational simplicity, which can result in reduced dependence on national and international employment policies and a diminished need for diverse workforce overall. However, this approach introduces several complications and implications such as a restricted workforce pool since by confining recruitment efforts to local employees, organisations effectively limit their own access to a diverse talent pool,

which may further impede their ability to address skills shortages and drive innovation and the evolution of the organisation. This constraint can also lead to increased stress on existing teams as workloads tend to increase, thereby reducing overall employee well-being. Motivation, as highlighted in the research, is a key driver of individual performance therefore strategies that fail to incorporate motivational initiatives or inclusive leadership, risk creating disengaged and unproductive teams and while such organisations may experience short-term financial stability, their long-term sustainability could be undermined by a lack of employee commitment and innovation (García-Rodríguez, Dorta-Afonso and González-de-la-Rosa, 2020). Finally, organisations employing this model are typically those with limited aspirations for expansion beyond local markets. This aligns with the current research findings suggesting that such strategies may yield stable performance metrics in the short term but are less conducive to navigating complex, globalised market environments.

### *5.3.1.2 Strategies centred on inclusivity and motivation: -*

In contrast, organisations aligning with Figure 32 - Conceptual Framework - Assumption 2, could adopt strategies that incorporate EDI as a central component of their operational strategy. These organisations would prioritise inclusivity and motivation, reflecting the findings in the literature that emphasise the positive correlation between inclusive practices and employee performance (Section 2.5.3). These strategic approaches offer distinct advantages and are critical to the overall success of the organisation which would also benefit from a broader access to talent pool, whereby embracing inclusivity and aligning with national and international employment policies, organisations can access a more diverse and skilled workforce. A better prepared workforce not only strengthens organisational resilience but also enhances innovation, adaptability and change in an increasingly competitive global economy. Additionally, by focusing on improved performance, as discussed by the author (Section 5.2.8), inclusive leadership and motivational initiatives can contribute to higher levels of employee engagement, lower turnover rates and enhanced productivity (Section 4.5.13). It is therefore feasible that organisations that invest in such strategies are better positioned to retain their competitive advantage while maintaining compliance with regulatory guidelines, policies and wider legislation. Additionally, by integrating national and international employment policies into their strategies, these organisations can navigate the complexities of EDI management more effectively. This alignment ensures compliance while promoting equity and fairness within the workplace, thus reinforcing the organisation's reputation and appeal to both employees and stakeholders.

### *5.3.1.3 Implications for Organisational Strategy and Performance*

The proposed framework will not only capture the dichotomy between strategic pathways but also emphasises the implications for organisational performance. Whereas, organisations opting for strategies aligned with Assumption 1, may experience short-term profitability gains but it will be at the expense of long-term workforce stability and innovation. Contrary to this, organisations adopting Assumption 2 strategies are more likely

to benefit from enhanced employee engagement and performance, albeit with possible higher operational costs and complexities associated with diverse workforce management. In addition, the framework highlights the interplay between external factors, such as national and international employment policies and internal organisational dynamics. The inclusion of EDI management as a critical element reflects its significance in influencing employee motivation and performance. For example, organisations that effectively implement EDI initiatives are better equipped to create a culture of belonging and fairness, which in turn raises higher levels of motivation and productivity as outlined by P1. It is therefore fair to assert that by providing a multidimensional perspective, the proposed framework enables organisations to position themselves strategically within the broader employment and economic outlook. It will allow for the evaluation of trade-offs between inclusivity, motivation and profitability ensuring that strategies are shaped to align with organisational aspirations, whether localised or global. This flexible adaptability reinforces the framework's utility as a comprehensive model for understanding and enhancing organisational performance in the context of evolving employment dynamics.

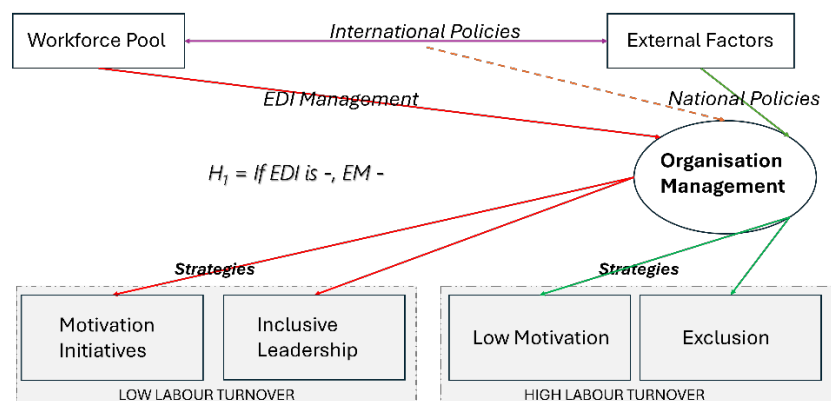


Figure 31 - Conceptual Framework - Assumption 1

Source: Author (2024)

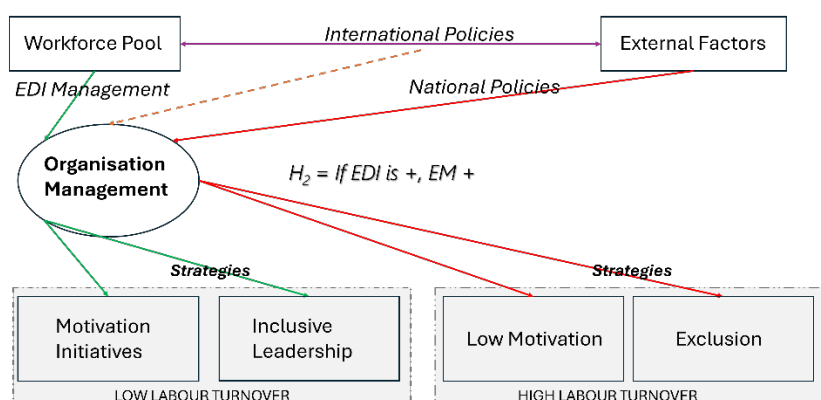


Figure 32 - Conceptual Framework - Assumption 2

Source: Author (2024)

## 5.4 Framework Implementation Plan

The implementation plan aims at establishing a thorough EDI-focused management framework with the goals of improving employee engagement, promoting an inclusive

workplace culture, establishing clear career progression pathways whilst guaranteeing compliance with national and international regulations in the hospitality sector. To enhance organisational excellence and sustainability in a competitive global market, the proposed framework addresses systemic issues, advance fair opportunities for under-represented groups and develop best practices. The table below outlines the key actions, responsibilities and deadlines for implementing the framework effectively:

Category	Actions	Critical	Responsible	Recommended timeline
People	Conduct EDI training sessions for leadership and employees	Yes	HR Manager	12 – 18 months
	Recruit EDI specialists to support policy development	Yes	HR Director	12 – 18 months
	Establish mentoring programs to support career progression for underrepresented groups	Yes	Training Lead	12 – 18 months
Processes	Develop clear and transparent career progression policies	Yes	Policy Development Team	12 – 18 months
	Standardise processes for inclusive recruitment and promotions	Yes	Recruitment Manager	Month 1
	Implement systems to regularly assess employee motivation and engagement	No	HR Analytics Team	24 – 36 months
Technology	Adopt a software platform for tracking EDI initiatives and progress	Yes	IT Manager / HR Director	18 – 24 months
	Integrate digital tools for anonymous employee feedback on EDI policies	No	IT Support Team / HR Manager	24 – 36 months
Partners	Collaborate with national EDI organisations to align with best practices	Yes	Partnerships Manager	12 – 18 months
	Engage international policy bodies to ensure compliance with global EDI standards	Yes	External Affairs Team	24 – 36 months
Knowledge or Materials	Develop EDI handbooks and materials for staff	No	Content Development Team	24 – 36 months



	Provide access to online training modules for continuous EDI education	No	Training Coordinator	24 – 36 months
Marketing or Sales	Promote EDI initiatives through internal newsletters and external campaigns	No	Marketing Team	18 – 36 months
	Share success stories of EDI implementation across platforms	No	Communications Team	18 – 36 months
	Highlight organisation's commitment to motivation and progression in PR campaigns	No	PR Manager	24 – 36 months

Table 102 - Implementation Plan

Source: Author (2024)

### 5.5 Framework limitations and best practices

The principal limitations of the suggested framework are related to the practical implementation, methodological limitations and its generalisability. Firstly, although the study offers insightful information about the European hospitality sector, given the contextual and cultural differences that affect employee performance, motivation and Equality, Diversity and Inclusion (EDI), its conclusions might not be generally applicable to other industries or geographical areas; for example, the framework may not be applicable to areas where the concept of EDI is not deemed as integral societal requirement. Due to possible ingrained organisational habits, cultural inertia or lack of resources, the proposed framework may face substantial resistance to practical application, especially in smaller or less well-funded hospitality businesses. Furthermore, despite being crucial, the focus on EDI might not adequately take into consideration the intersectionality of identity or more general systemic and structural elements like leadership styles, financial strains and technological developments that also have a significant impact on worker motivation and output.

Best practice, of implementation of the framework however, can be achieved by establishing strong organisational commitment through senior leadership support, actively involving stakeholders through collaborative design and open communication, adopting data-driven methodologies for informed decision-making, offering customised training and professional development programs, nurturing an inclusive organisational culture through updated policies and practices, piloting and scaling flexible strategies, aligning the framework with larger organisational goals and regularly comparing progress to industry standards to ensure iterative improvement and long-term effectiveness are all necessary for the framework's implementation.

### 5.6 Summary of the answers to the research questions

The section is addressing each research question and providing a brief analysis of the researcher's findings to review that they are in line with the overall goal of investigating the

complex relationship between employee motivation, performance and Equality, Diversity and Inclusion (EDI) within the European hospitality industry.

- *How do current conceptual models of Equality, Diversity and Inclusion (EDI) intersect with theories of employee motivation and individual performance in the hospitality industry?*

By addressing elements like justice, belonging and respect in the workplace, current EDI conceptual models are in close alignment with both intrinsic and extrinsic motivational theories. Results also indicate that by encouraging psychological safety and employee involvement, inclusive corporate environments that actively apply EDI principles improve intrinsic motivation. Furthermore, performance results are amplified by extrinsic motivators like acknowledgement and fair opportunities. However, there are gaps in the alignment of EDI plans with sector-specific performance indicators because the hospitality sector frequently faces challenges related to various cultural dynamics and temporary workforces.

- *What are the key barriers to employee motivation in the European hospitality industry and how do these barriers affect individual performance outcomes?*

The key barriers identified in this study could be workplace discrimination where bias based on gender, ethnicity or other demographic factors tend to undermine employee confidence and morale. One more key barrier is closely connected to low wages and unpredictable scheduling, these tend to demotivate employees and can lead to higher turnover. Further, the lack of career progression opportunities leading to decreasing employee commitment and effort coupled with leadership deficiencies, exacerbate the feeling of undervaluation and disengagement, this will then collectively result in reduced productivity, increased absenteeism and high attrition rates that negatively impact overall individual and organisational performance.

- *What are the most effective facilitators of employee motivation in the hospitality industry and how can they enhance both motivation and performance at an individual level?*

The research found that effective facilitators embrace inclusive leadership, where management and leaders promote diversity and actively support employee well-being to induce loyalty and enhance motivation. Furthermore, training and development opportunities, which provide employees a clear pathway for skill enhancement and career advancement, encourages employees to perform better. Recognition and rewards, through monetary and non-monetary incentives tend to boost morale as do flexible work policies, which give employees greater control over their schedules, advocating work-life balance and job satisfaction. The researcher considers that integrating these facilitators into organisational policies increases individual motivation, leads to improved performance of service quality and efficiency.

- *How does the implementation of EDI initiatives influence individual employee performance in the European hospitality industry and what frameworks can be developed to optimise this relationship?*

EDI initiatives positively influence employee performance by encouraging equitable and inclusive working environments enhancing employee commitment and performance. Targeted multilevel EDI training improves cultural competency among teams, at the same time, leadership, that visibly support EDI, encourages greater alignment with organisational goals. The study's recommended framework includes regularly assessing employee perceptions of EDI practices through surveys and focus groups to identify areas for improvement; implementing continual role-specific EDI training ensuring practical application is embedded in daily operations; developing transparent promotions policies, clear pay structures and dispute resolutions; integrating EDI outcomes into performance evaluations to recognise inclusive behaviours and practices. This framework ensures that EDI initiatives are effectively implemented and directly linked to measurable performance improvements.

### ***5.7 Actionable Outcomes for Industry***

This study offers several new contributions that are directly actionable for hospitality leaders and policymakers:

**A practical framework:** The proposed framework links EDI to motivation and performance through leadership, inclusion, recognition and career progression mechanisms. It serves as a roadmap for managers to enhance staff engagement and drive operational outcomes.

**Evaluation criteria:** The framework offers a set of guiding principles and evaluative criteria through which hospitality organisations can self-assess their inclusivity practices and identify areas for improvement.

**Strategic recommendations:** These include inclusive promotion pathways (e.g. internal mentorship schemes for minority staff), cultural sensitivity and unconscious bias training and leadership accountability mechanisms (such as EDI key performance indicators). These tools equip leaders with concrete strategies to drive cultural and organisational transformation.

#### ***5.7.1 Substantiating Interpretations with Evidence***

Claims made throughout the discussion, such as resistance to organisational change among senior managers, gender stereotyping in housekeeping roles, or the limited promotion of minority employees, are supported by first-hand participant testimonies obtained through structured interviews. For instance, managers discussed their reluctance to implement structured succession plans and patterns in quantitative survey responses revealed disparities in leadership representation. Supporting literature has been cited where applicable to triangulate findings. Nonetheless, where generalisations are drawn, these have

been explicitly caveated as exploratory, based on the study's methodological limitations and scope. This ensures academic integrity and guards against overstatement of claims.

### 5.8 Chapter's summary

Recent studies and industry reports provide substantial evidence supporting the significant interplay between Equality, Diversity and Inclusion (EDI) initiatives, employee motivation and individual performance within the European hospitality sector. It has become evident that implementing EDI initiatives, strategically aligned with organisational goals, creates inclusive environments that drive motivation and enhance performance, research indicates that companies with diverse workforces experience improved creativity, innovation and customer satisfaction. A study by the Boston Consulting Group lead by Tsusaka *et al.* (2020) found that companies with above-average diversity levels had higher revenue than their less diverse competitors. That said however, systemic barriers, such as resistance to change in family-owned businesses and entrenched gender role stereotypes, hinder effective motivational strategies (McKinsey & Co., 2024). Addressing these challenges requires intentional leadership and policies that challenge existing norms. The UKHospitality Equity, Diversity and Inclusion group (2024) emphasises creating diverse leadership through clear development opportunities and promoting awareness and education on EDI to overcome such barriers. Some organisations seem to be making strides in implementing a more transparent and inclusive communication system which is critical for employee engagement, particularly among ethnic minorities. Research has established that leaders who effectively convey organisational changes and instigate trust enhance motivation and reduce resistance. The Routledge Handbook of Diversity, Equity and Inclusion Management in the Hospitality Industry (Manoharan, Madera and Singal, 2023) highlights the importance of leadership commitment to diversity and inclusive communication in creating an inclusive atmosphere that benefits both employees and customers. The industry has however suffered from persistent disparities in representation, promotion and pay among women and ethnic minorities necessitating targeted interventions. These include mentoring programs, equity-focused metrics and leadership training aimed at closing these gaps. The International Journal of Contemporary Hospitality Management researched the need to amplify the voices and empower disadvantaged groups within the industry, such as women, ethnic minorities, people with disabilities and LGBTQ+ groups addressing these disparities (Yang *et al.*, 2023). Furthermore, while compensation remains an important motivator, non-monetary benefits and intrinsic factors like autonomy and recognition also play crucial roles creating a the right conditions to support motivation, satisfaction and ultimately individual and organisational performance (Díaz-Carrión, Navajas-Romero and Casas-Rosal, 2020). The author proposes a theoretical framework demonstrating its utility in diagnosing organisational dynamics and guiding strategies. By integrating external influences such as national employment policies with internal workforce management, the model equips hospitality organisations to navigate both immediate challenges and long-term opportunities by adopting an inclusive and motivational strategy position to support organisational success driven by sustainable inclusivity.

## *6 Conclusions*

### *6.1 Statement of originality*

This research, titled 'Equality Diversity Inclusion (EDI), Employee Motivation and its Influence on Individual Performance: A field Study of the European Hospitality Industry,' represents an original contribution to the field of study, all findings, analyses and conclusions presented in this thesis are the result of independent and original work undertaken by the researcher. This work has not been previously submitted, in whole or in part, for any academic degree or professional qualification at this or any other institution. The primary data was collected from a total of 214 participants using two distinct methods: 31 participants were engaged in structured interviews, while 183 participants completed online questionnaires. The interviewed participants were anonymised and assigned numerical identifiers whilst all of the online participants were anonymous to ensure confidentiality and comply with ethical research standards. The interviews followed a consistent structure to ensure reliability, while the online questionnaires were carefully designed to systematically capture a broader range of perspectives, complementing the qualitative data collected through interviews.

The insights presented in this thesis were derived from a rigorous and critical engagement with the collected data, as well as a comprehensive review of relevant academic literature. Where the ideas or work of others have been utilised, they have been duly acknowledged through proper citation and referencing, adhering to institutional academic standards. This research, including its methodology, analysis and interpretation, was conducted with integrity and is free from external influence or bias. The combination of in-depth interviews and comprehensive online questionnaire responses enhances the validity and depth of the findings, providing a robust understanding of the impact of Equality, Diversity and Inclusion on employee motivation and individual performance within the European hospitality industry. This Statement of Originality reaffirms the commitment to academic integrity and the authenticity of this work, providing a foundation for the contributions made to the understanding of EDI, employee motivation and performance within the European hospitality industry.

### *6.2 Considerations on the research aims*

At the onset of the study, the researcher identified five objectives (Section 1.3) and four questions (Section 1.4) that the investigation has delved into, following are some reflections on the attainment of these and considerations are made to ascertain if the author has indeed achieved the scope originally set out.

The research objectives set out at the onset of the study are:

1. Evaluate and provide a critical synthesis of conceptual understanding of EDI, Motivation and Employee Performance.
2. Provide an insight into the barriers to motivation in the Hospitality Industry that inhibit Employee Performance.

3. Develop considerations on the facilitators of motivation in the Hospitality Industry enhancing Employee Performance.
4. Impact of EDI upon employee performance in the Hospitality Industry
5. Provide recommendation and framework to professionals in the hospitality Industry to facilitate employee performance

The research questions set out at the onset of the study are:

- How do current conceptual models of Equality, Diversity and Inclusion (EDI) intersect with theories of employee motivation and individual performance in the hospitality industry?
- What are the key barriers to employee motivation in the European hospitality industry and how do these barriers affect individual performance outcomes?
- What are the most effective facilitators of employee motivation in the hospitality industry and how can they enhance both motivation and performance at an individual level?
- How does the implementation of EDI initiatives influence individual employee performance in the European hospitality industry and what frameworks can be developed to optimise this relationship?

The study found that there are nuanced intersections between EDI and employee motivation and, the conceptual models reviewed, tend to indicate that EDI principles serve as the foundation to motivational factors, creating a sense of belonging and fairness. That said however, the practical application in the hospitality industry frequently is instantiated from the theoretical underpinnings. Furthermore, the interviewed managers highlighted that despite their efforts and conceptual creation of an inclusive environment there are gaps between organisational EDI rhetoric and the actual practices. This, in turn, affects trust and motivation therefore, in synthesis, it is fair to assert that while EDI can enhance performance, its effectiveness depends on consistent and visible implementation.

Job segregation, low pay, lack of recognition and restricted career advancement are some of the major obstacles that the study also discovered and validated. Systemic problems like women's and ethnic minorities' unequal access to opportunity exacerbate these factors. Participants emphasised how these obstacles lead to increasing disengagement and decreased motivation. These problems are further compounded by managerial and culture practices that dehumanise performance support and undervalue diversity. The results of the study show that obstacles to motivation are frequently ingrained in the operational and cultural framework of the sector and are imposed by inexperienced management that frequently does not adhere to EDI, which has a direct effect on employee motivation and performance outcomes.

The study also outlined that effective facilitators incorporate inclusive leadership, professional development opportunities and recognition systems tailored to individual contributions. EDI practices that celebrate diversity and promote equity, such as transparent career progression pathways, emerged as critical enablers of motivation. Participants emphasised the value of psychological safety, where employees feel respected and heard. Organisational commitment to ongoing EDI training and active involvement of diverse groups in decision-making were also highlighted as practical solutions, whilst some managers considered these element part and parcel of their executive operation others considered meritocracy as the preferred vehicle, the issue being that the concept of meritocracy was not outlined by the interviewees. The research further demonstrates that EDI initiatives positively influence employee performance when executed effectively. In fact employees who perceive fairness and inclusion tend to report higher job satisfaction, stronger organisational commitment and enhanced performance. However, inconsistent application of EDI policies undermines their potential impact. The research findings collectively highlight that EDI, motivation and employee performance are deeply interconnected with significant implications for the European hospitality industry. While there are clear barriers and challenges, the study also provides actionable solutions and recommendations for the industry to support a better alignment to EDI concepts and provide a good platform for ethnic minorities to be the next generation of managers. The alignment between the findings, objectives and questions confirms the study's contribution to both academic literature and practical application, providing a solid foundation for advancing EDI practices in the hospitality sector.

### ***6.3 Research impact on the Industry***

The overall objective of the research is to provide professionals in hospitality with guidance and support to deliver a better prepared industry to the ever-evolving landscape of the Hospitality Industry. The research's conclusions point to important directions for improving the hospitality sector in Europe, especially when it comes to tackling the intricate relationship between employee motivation, performance and equality, diversity and inclusion (EDI). This investigation emphasises the need for structural adjustments that bring organisational procedures into line with the changing sociocultural dynamics of the sector. The ramifications of these findings provide a road map for experts in the field who want to make their companies more inclusive and productive. According to the research, motivation is a key component of employee performance and has a complex function in determining organisational outcomes and worker engagement. Hospitality companies can create focused interventions to improve employee retention and work satisfaction by knowing the internal and external elements that influence motivation. This is especially important in a field where job turnover is frequent and ethnic minority personnel confront numerous obstacles. A workforce that is more resilient and cohesive can result from incorporating motivational techniques that recognise the particular obstacles faced by these groups.

The study's focus on EDI emphasises how establishing fair workplaces, might resolute in organisations being more productive and progressive. According to the findings, businesses should integrate inclusion into their core values and move beyond superficial diversity

programs. This entails removing structural obstacles that prevent female employees and ethnic minority workers from advancing in their careers, putting equity-focused measures into place and supporting leadership development initiatives that encourage representation at all management levels. By utilising the many viewpoints and skills of a multicultural workforce, such programs not only meet social imperatives but also boost organisational competitiveness.

With the study demonstrating the necessity of culturally sensitive methods to organisational transitions, change management appears as a crucial sub-theme. The language and cultural diversity present in the hospitality sector must be taken into account via effective change management techniques. This calls for specialised training and communication initiatives that guarantee all staff members, irrespective of their backgrounds or gender, may participate actively in organisational reforms. Hospitality companies can strengthen employee trust and collaboration by implementing inclusive change management techniques, which will enable more seamless transitions and long-lasting performance gains. Additionally, the study's practical difficulties, such how gender and race are represented in leadership positions, emphasise how critical it is to overcome long-standing biases and stereotypes. For example, the disproportionate number of white men in higher positions and the preponderance of women and ethnic minorities in lower-level posts draw attention to structural inequities that require attention. Organisations may close these gaps by setting explicit diversity goals, providing financing for mentorship programs and normalising flexible career pathways that consider a variety of life circumstances and goals. The strategic integration of EDI as a performance and motivation motivator is one of the research's practical ramifications. These perceptions can be applied by developing tools that allow companies to monitor their progress and recognise areas that require improvement, such as diversity dashboards, unconscious bias training and inclusive leadership workshops. In addition, inclusion is shifted from being a side challenge to a strategic benefit by aligning EDI initiatives with wider business goals. The impacts produced by inclusive practices on the sustainability and success of the hospitality industry are also emphasised in this study. In fact, by adopting a proactive stance on EDI and motivation, organisations can attract and retain top talent, enhance employee affiliation and loyalty and improve customer satisfaction which would lead the organisation to fulfil the desire of primary market positioning. These outcomes would contribute to a positive organisational image, positioning the industry as a leader in adopting equitable and fulfilling workplace environments.

### ***6.3.1 Contributions to Practice***

This thesis introduces a practical, evidence-based framework for EDI-informed motivation and performance enhancement in hospitality. It is among the first to do so from a European perspective, grounded in a mixed-method field study that involved both senior managers and operational staff across the continent. The framework is built upon first-hand insights into the challenges and drivers experienced by ethnically diverse employees, contextualised by leadership perspectives on change management and cultural inclusion. The originality



of the contribution lies not only in its geographic and sector-specific focus, but also in its dual-layered structure: the framework integrates strategic-level interventions with operational-level motivators. Tangible tools and practices include:

- Mentorship structures designed to support minority staff through professional development and visibility.
- Equity audits that can help organisations evaluate the fairness of pay, promotion and development policies.
- Bias-awareness programmes and inclusive leadership training to address unconscious bias and embed equitable practices at the managerial level.

These contributions are directly aligned with the study's objectives and aim to influence not only academic discourse, but also practical transformation in European hospitality workplaces. The framework encourages a systemic shift from rhetorical commitments to actionable and measurable EDI implementation..

### *6.3.2 Recommendations for Industry Professionals*

The following five recommendations are derived directly from the study's findings and are aimed at supporting hospitality organisations in embedding Equality, Diversity and Inclusion (EDI) into their strategic and operational core. They provide a practical pathway for decision-makers seeking to align leadership practices with inclusive values, promote talent equity and institutionalise data-driven accountability.

- Promote inclusive leadership through formal EDI training for managers. This should be embedded as a core organisational ethos, not merely a compliance requirement. By positioning inclusive leadership at the heart of company values and leadership development programmes, hospitality businesses can foster a culture that values equity, respects diversity and empowers all employees. This strategic commitment must be visible from the top and reinforced through regular training, leadership appraisals and promotion pathways.
- Establish transparent career progression and succession planning. Clear, merit-based promotional pathways should be made visible and accessible to all employees. This includes publishing internal promotion criteria, establishing mentorship and sponsorship opportunities and encouraging upward mobility particularly for underrepresented groups. Transparent pathways help reduce perceptions of favouritism and reinforce employee trust in the organisation's commitment to EDI.
- Recognise international qualifications and experience. Hospitality is a global industry, yet qualifications obtained outside a host country are often undervalued. Organisations should introduce recognition frameworks that validate diverse educational and professional backgrounds. This includes internal alignment with

international equivalency standards and proactive training to familiarise managers with the global talent landscape. Acknowledging international experience also increases retention and motivation among migrant workers.

- Introduce anonymous feedback loops and EDI dashboards. Feedback mechanisms such as anonymous staff surveys, digital suggestion boxes and regular EDI pulse checks should be embedded into HR practices. In tandem, organisations should adopt EDI dashboards that visually track representation, inclusion scores and progress on diversity goals. These tools ensure transparency, accountability and data-driven decision-making on inclusivity policies and initiatives.
- Integrate diversity metrics into performance appraisals and strategic goals. Leaders and departments should be held accountable for EDI outcomes by embedding relevant KPIs into performance reviews. These may include progress in team diversity, retention of minority employees, or participation in inclusion-related initiatives. Strategic planning documents and annual reports should likewise include diversity objectives, ensuring that EDI remains central to the organisational agenda.

#### *6.4 Limitations of the current research and future research opportunities*

In this study some limitations have been identified, especially regarding sample variety and geographic representation, this emphasises the necessity of further research to improve the study's results and broaden their relevance. Future studies ought to cover a wider range of occupations including related industries, developed and developing economies and employment statuses to accurately reflect the diversity of experiences found in the hospitality industry. They should also include under-represented populations such as seasonal workers. The research offers a thorough framework for utilising motivation and EDI as drivers of improved performance in the European hospitality sector. Industry leaders may cultivate a culture of participation, creativity and excellence by tackling systemic injustices, implementing inclusive policies and adjusting organisational strategies to meet the demands of a diverse workforce which, in addition to helping workers, establish the hospitality industry as a leader in sustainability and inclusivity in the global economy.

Although this study has shed light on the connection between individual performance, employee motivation and Equality, Diversity and Inclusion (EDI) in the European hospitality sector, it is important to recognise a number of limitations. These restrictions might affect how broadly applicable, in-depth and useful the results are.

##### **1. Timeframe Constraints**

The study's breadth and depth were limited by the time constraints upon which it was done. This restriction made it more challenging to spot long-term patterns and organisational shifts that could be brought about by changing EDI policies, staff motivating policy or outside variables like modifications to employment laws. For example, although the study offers an outline of views and practices at the moment, it ignores how these elements can change over time or in reaction to social shifts,

legislative changes or economic fluctuations. This gap might be filled by future longitudinal research, which would provide deeper understanding of the dynamic character of EDI and how it affects organisational performance.

## 2. Funding Constraints

A number of areas of the study's design and implementation were impacted by the research's restricted funding and research time allowed. For example:

- *Diversity and Sample Size*: Considering the wide geographic and cultural reach of the European hospitality sector, the 31 interviewees and 183 on line participants may not accurately reflect the range of viewpoints within this sector as the Hospitality Industry is one of the major global employers and one of the most varied. The findings might be more robust if there was a larger sample size and more Industry's sub-sectors contributing.
- *Techniques for Gathering Data*: Financial limitations might have prevented the use of other techniques, including longitudinal surveys or observational studies, which could have enhanced the data and offered more nuanced insights, even if structured interviews were used to guarantee consistency.
- *Access to Resources*: Limited funding may have also restricted access to certain organisational data or proprietary reports, which could have strengthened the analytical depth of the study.

## 3. Fragmented Nature of the Hospitality Industry

The researcher found challenges due to the particular difficulties that the hospitality sector itself poses, these challenges are dictated by the organisations that differ greatly in size, structure and resources, it is extremely fragmented and even in the same outlet, being this a hotel, restaurant or else, there are micro-fragmentations due to the departmental nuances making it difficult to extrapolate results across the sector because of these variations.

- *Diverse Organisational Profiles*: The sector comprises family-owned businesses, small independent companies and major international chains, all of which have unique strategies for performance management, employee motivation and managing EDI. The suggested framework's applicability to organisations with varying restrictions or strategic aims may be limited by this diversity.
- *Instability in the workforce and high turnover rates*: Implementing consistent EDI and motivational policies is made more challenging by the transient nature of the hospitality industry, which is marked by high turnover rates and a reliance on seasonal or part-time labour. The study's conclusions may have been impacted by these structural features, which also limit their applicability to other, more stable businesses.

- *External Influences:* Because of its fragmented structure, the industry is especially vulnerable to outside shocks like downturns in the economy, modifications to regulations, introduction to central or regional government policies or changes in customer behaviour. These aspects are essential to comprehending the findings' wider applicability, although they could not be thoroughly investigated within the parameters of this study.

#### **4. Generalisation of Findings**

The focus on the European hospitality industry inherently limits the generalisability of the findings to other continents or regions. Cultural, regulatory and economic differences across countries within Europe further compound this limitation. For example, EDI practices and employee motivation strategies may differ significantly between Northern and Southern Europe due to variations in labour laws, cultural attitudes toward diversity and economic conditions. As such, while the framework proposed in this research provides valuable insights, its application outside the European context requires careful consideration and adaptation. Furthermore, the reliance on self-reported data, through interviews and questionnaires, introduces potential biases, such as socially desirable responses, which may obscure the authenticity of participants' experiences, particularly concerning sensitive topics like EDI.

#### **5. Access to Organisational Data and Policies**

As previously mentioned, access to detailed organisational data, such as internal EDI policies, employee performance metrics and financial records remains limited, partly due to the organisations unwilling to share the data but also due to the fragmented nature of the industry. This restriction affected the ability to perform a more in-depth analysis of the relationships between EDI, motivation and performance at an organisational level. Furthermore, interviewing the participants may have introduced the possibility of response bias, even though the researcher guaranteed their anonymity participants may have provided socially desirable answers rather than fully candid insights.

##### ***6.4.1 Implications and Recommendations for Future Research***

Further to the afore-mentioned limitations, the current research has proposed a working framework that provides significant insights into the complex relationship between Equality, Diversity and Inclusion (EDI), employee motivation and performance in the European Hospitality Industry. The framework serves as a valuable starting point for further research into the complex relationship between these variables, more so within an sector that is characterised by high employee turnover, a highly fragmented industry and diverse cultural contexts. The study considers how EDI has an important and central role in shaping motivational strategies and influencing employee performance. It also underscores the importance of aligning organisational objectives with internal workforce dynamics and external forces such as employment policies to achieve sustainable performance outcomes.

Whilst the framework can offer a comprehensive lens for examining these undercurrents, it is evident that further research is needed to address the limitations identified and to expand upon the current findings. It is therefore suggested that future research could build on this foundation considering:

***Conducting Longitudinal Studies*** – the findings of the long-term effects of EDI policies and motivational strategies on performance. A longitudinal design would provide deeper insights into how these factors evolve over time, particularly in response to shifting economic conditions, regulatory changes and social movements. Such an approach would enable researchers to capture the temporal dynamics and causal relationships that may not be evident in cross-sectional analyses.

***Investigating Regional and Sectoral Variations*** -As the European Hospitality Industry is highly diversified it also displays significant regional and sectoral differences in organisational practices, cultural attitudes and economic conditions. Future research could focus on exploring these variations, examining how EDI and motivational strategies are implemented and perceived across different geographical regions and/or types of hospitality businesses, such as luxury hotels, budget accommodations or independent establishments.

***Expanding the Scope to Include the Gender and Ethnic Pay Gap*** - A critical and interesting avenue for future research is the inclusion of the gender and ethnic pay gap as a variable in influencing employee motivation and performance. Investigating pay disparities could shed light on systemic inequities that undermine organisational inclusivity and employee satisfaction. This line of inquiry would also provide practical recommendations for addressing wage inequalities, gender job segregation (Borrowman and Klasen, 2020) and enhancing the fairness of EDI initiatives within the industry.

***Increasing Sample*** - Future studies should consider utilising larger and more varied samples, taking into account viewpoints from a greater variety of workers, jobs roles, organisational settings and geographical locations, in order to increase the findings' generalisability. A more thorough analysis, including subgroup comparisons and the examination of intersectionality within EDI and employee motivation frameworks, would be possible with a larger sample size.

***Exploring External Influences on EDI and Motivation*** - Since the hospitality industry is extremely diverse and fragmented and, as this study discusses, it is extremely vulnerable to outside influences, it would be pertinent for future research to study how the external forces affect the use and efficacy of EDI and motivational strategies in organisations as well as how employees respond to them. This would provide insights into how organisations can adjust to outside pressures while preserving inclusivity and employee engagement.

This comparative approach could provide valuable insights into the universality of the framework's principles and its adaptability across different organisational contexts. Furthermore, by widening the research into these avenues, there is the potential to refine and expand the foundational framework developed in this study, contributing to a deeper

understanding of EDI, employee motivation and performance in the European hospitality industry and beyond.

### *6.5 Conclusions and reflections*

In light of the study's goals, the researcher conducted a thorough investigation of the interrelated dynamics of employee motivation, performance and Equality, Diversity and Inclusion (EDI) in the European hospitality industry. Through the provision of a strong theoretical underpinning and the developed proposed framework, this study can help industry stakeholders navigate the potential of creating a diverse and inclusive business. Through a thorough analysis of the body of current research and the incorporation of sourced data the objectives have been achieved. The study emphasised how important inclusion is in influencing motivational dynamics and improving performance indicators. The study offers a paradigm for comprehending how organisational practices might promote a cohesive and engaged workforce by emphasising the interrelation of these components. The researcher found that systemic problems like unequal career advancement, ingrained preconceptions and a lack of support for employees from ethnic minorities are among the obstacles to motivation that impede employee performance. These results emphasise how important it is for businesses to evaluate their internal policies and structures closely to make sure they support diversity and justice.

Actionable insights into successful strategies have been provided by the study's investigation in way of facilitators that aim to improve performance and motivation. These include putting in place mentorship programs, fair promotion procedures and change management activities that take into account language and cultural diversity. By addressing both internal and external motivators, these interventions create a work atmosphere where staff members feel appreciated, empowered and dedicated to the objectives of the company. The study shed further light on how EDI affects worker's performance both directly and indirectly outlining that when integrated into organisational culture, inclusive policies are effective engagement and productivity boosters. Organisations can establish a positive feedback loop of employee motivation and performance improvement by incorporating diversity into leadership development and operational initiatives.

Finally, the study's goal of offering useful suggestions and a strategic framework for professionals in the hotel industry was accomplished. The framework presented in this study gives business executives the means to assess results, apply best practices and match EDI projects with more general organisational goals. These suggestions act as a roadmap for developing a performance-based, inclusive culture that promotes sustained employee and organisational success. In summary, this study has contributed to the scholarly discussion on EDI and motivation while providing real advantages for business professionals. The hospitality sector can change the characteristics of its workforce and establish a benchmark for excellence and inclusivity by tackling the structural issues and utilising the facilitators found. The results position the sector as a global leader in diversity and innovation while

also addressing immediate organisational demands and encourage a fair and sustainable future.

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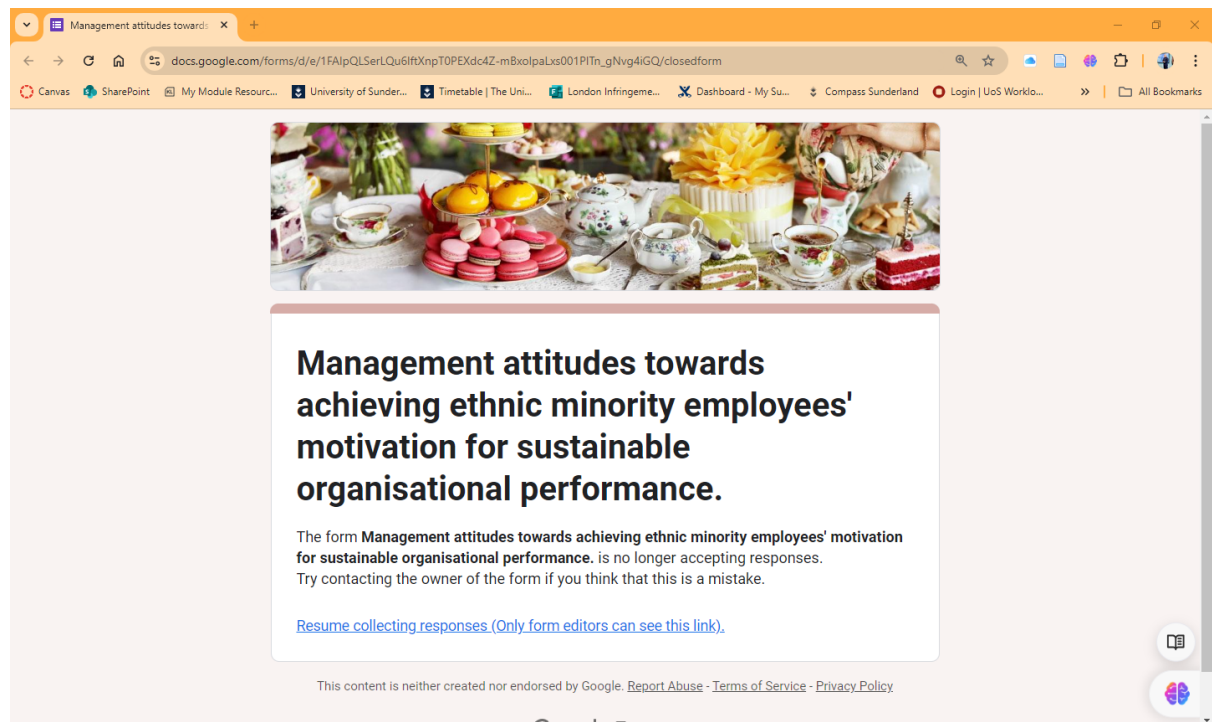
Zopiatis, A., Theocharous, A.L. and Constanti, P. (2016) 'Adult vocational decision, career satisfaction and future intention: Insights from the hospitality industry', *International Journal of Contemporary Hospitality Management*, 28(12), pp. 2696–2720. Available at: <https://doi.org/10.1108/IJCHM-03-2015-0099>.

## 8 Appendices

### 8.1 Appendix 1 – link to on-line Questionnaire

<https://forms.gle/YE6TD72YaDk6H8u5A> – English Version

<https://forms.gle/fWhbbgYBxizqCVK38> - Italian Version

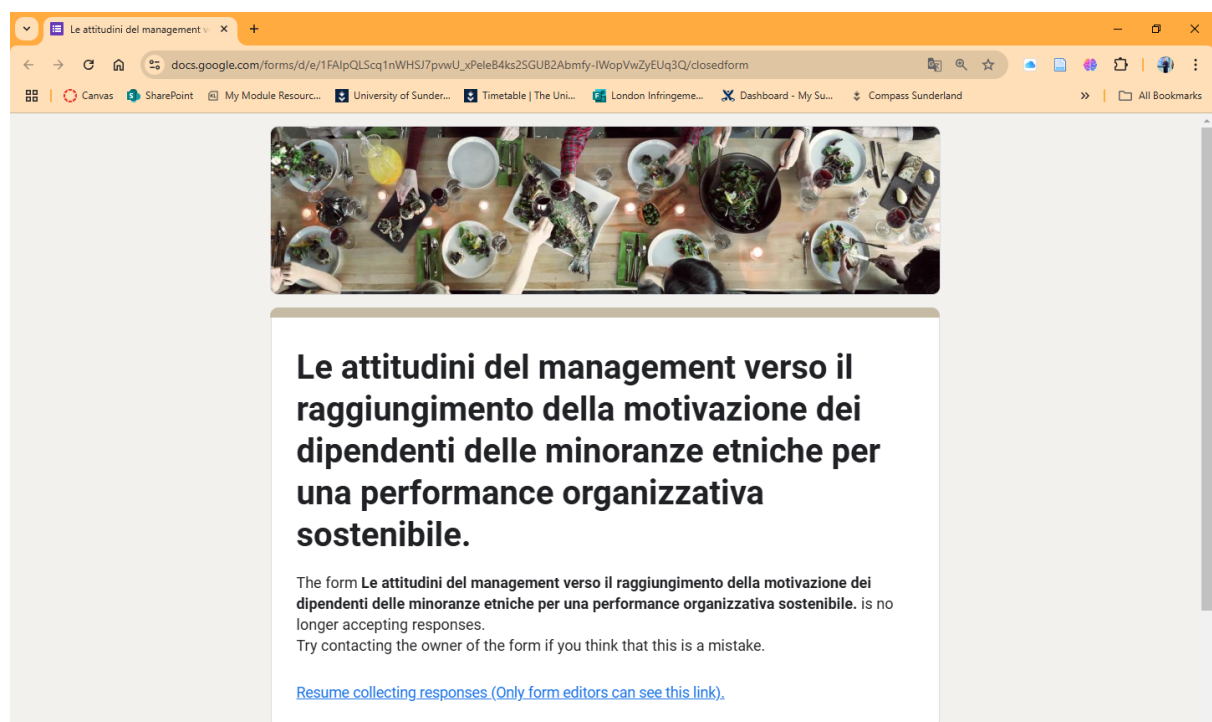


Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance.

The form **Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance.** is no longer accepting responses. Try contacting the owner of the form if you think that this is a mistake.

[Resume collecting responses \(Only form editors can see this link\).](#)

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Le attitudini del management verso il raggiungimento della motivazione dei dipendenti delle minoranze etniche per una performance organizzativa sostenibile.

The form **Le attitudini del management verso il raggiungimento della motivazione dei dipendenti delle minoranze etniche per una performance organizzativa sostenibile.** is no longer accepting responses. Try contacting the owner of the form if you think that this is a mistake.

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## 8.2 Appendix 2 – Qualitative Data Initial NVIVO14 codes

	Name	Codes	References
	P1	108	435
	P10	47	150
	P11	39	117
	P13	59	138
	P16	48	139
	P17	59	127
	P18	50	136
	P19	64	193
	P2	97	313
	P20	61	181
	P21	57	190
	P22	46	144
	P24	57	172
	P27	61	176
	P28	100	430
	P29	72	272
	P3	96	354
	P30	66	313
	P31	66	264
	P4	91	324
	P5	107	406
	P6	97	370
	P7	62	177
	P8	62	181

### 8.3 Appendix 3 – Main Codes Nvivo14

#### Motivation

Name	Files	References	Name	Files	References	Name	Files	References
communication	15	40	annual employee engagement survey	1	1	enhancing employee motivation	1	1
clear communication	7	9	broad employee engagement	1	1	ethnic minority employees	17	37
communication gaps	1	1	concerning employees	6	6	fostering employee motivation	1	2
communication strategy	2	2	dedicated employees	1	1	giving employees	1	1
consistent communication	5	5	different employees	1	1	high-potential employees	1	1
created communication barriers	1	1	driving employee motivation	1	1	impact employee motivation	1	2
direct communication	1	1	employee communication	8	8	keeping employee motivation	1	1
effective communication	2	3	employee development	2	2	low employee turnover	2	2
employee communication	8	8	employee engagement	2	2	minority employees	1	1
global communication	1	1	employee engagement scores	1	1	nonethnic minority employees	1	2
inadequate communication	1	1	employee involvement	1	2	organisational changes impact employees	1	2
internal communication system	1	1	employee morale	1	1	regular employee engagement surveys	1	1
official communications	1	1	employee motivation	12	19	sustained employee motivation	3	4
open communication	1	1	employee output	1	1	ukrainian employees	1	1
potential communication gaps	1	1	employee potential	1	1	employee motivation	16	26
preventing communication gaps	1	1	employee resource groups	1	1	driving employee motivation	1	1
structured communication	1	1	employee retention rates	3	3	employee motivation	9	15
transparent communication	2	2	employee satisfaction	5	6	enhancing employee motivation	1	1
employee	23	123	employee side	1	1			
administrative employee	2	2	employee turnover rates	1	1			
allowing employees	1	1	employee wellness programs	2	2			

Name	Files	References	Name	Files	References	Name	Files	References
fostering employee motivation	1	2	motivation levels	13	13	structured training programs	1	1
impact employee motivation	1	2	motivation outcomes	5	5	tailored support programs	1	2
keeping employee motivation	1	1	organisational motivation	1	1	targeted development programs	1	2
sustained employee motivation	3	4	personal motivation	2	2	training programs	2	3
gauging motivation levels	1	2	primary motivator	1	1	succession planning processes	3	6
motivation	22	68	significant motivator	1	1	succession plans	23	33
decreased motivation	1	1	sustained employee motivation	3	4	comprehensive succession	1	1
driving employee motivation	1	1	sustained motivation	1	1	succession planning processes	3	6
driving motivation	1	1	motivation levels	13	13	succession plans	20	26
employee motivation	12	19	motivational factors	7	9	succession plans (2)	20	26
enhancing employee motivation	1	1	performance improvement plans	1	1	support	24	55
fostering employee motivation	1	2	programs	8	28	additional support	22	27
gauging motivation levels	1	2	comprehensive training programs	2	2	additional support measures	1	2
impact employee motivation	1	2	cultural integration programs	1	1	additional support mechanisms	1	2
impact staff motivation	1	2	development programs	1	1	comprehensive support	1	1
keeping employee motivation	1	1	employee wellness programs	2	2	consistent support help	1	1
main motivations	1	1	fitness programs	1	1	consistent support lead	1	1
maintaining motivation	2	2	formal sponsorship program	1	1	continuous support	1	1
measuring motivation	2	2	leadership development programs	1	3	incredibly supportive	1	1
motivated workforce	1	2	mentoring programs	1	1	language support initiatives	1	1
motivating people	1	1	mentorship programs	4	6	language support services	1	1
			recognition programs	1	1	mental health support	1	1
			robust training programs	1	1	much support	1	1
						mutual support	1	1
						necessary support	2	2

Name	Files	References	Name	Files	References	Name	Files	References
ongoing support	1	1	adequate training	1	1	offering language training	1	1
robust support systems	1	1	bias training	1	1	providing training	1	1
specific support mechanisms	1	1	comprehensive training	3	3	regarding training	1	1
supportive environment	1	1	comprehensive training programs	2	2	regular diversity training	1	1
supportive leadership addresses concerns	1	1	consistent training	1	2	robust training	1	1
supportive measures	1	1	continuous training	1	1	robust training programs	1	1
supportive work environment	1	1	cultural sensitivity training	2	3	staff training	1	1
tailored support programs	1	2	cultural training	1	1	structured training programs	1	1
targeted support	1	1	diversity training	1	1	thorough training	1	1
visible support	1	2	extensive training calendar	1	1	training framework	1	1
training	14	42	language training	1	1	training programs	2	3
additional training	2	2	leadership training	3	3	training sessions	2	2
additional training sessions	2	2	necessary training	1	2	unconscious bias training	1	1

## Ethnic Minority

Name	Files	References	Name	Files	References	Name	Files	References
additional support	24	31	global diversity initiative	1	1	ethnic minority employees	17	37
additional support	22	27	key initiatives	1	2	linguistic factor	1	1
additional support measures	1	2	language support initiatives	1	1	linguistic level	1	1
additional support mechanisms	1	2	organisational change initiatives	12	32	minority	22	57
cultural factors	1	1	organisational change initiatives	2	3	different ethnicity	1	1
Diversity	16	42	wellness initiatives	1	1	ethnic backgrounds	2	2
diversity initiatives	1	1	ethnic minority employees	17	37	ethnic composition	1	1
extensive initiatives	1	1				ethnic minorities	2	5

Name	Files	References	Name	Files	References	Name	Files	References
ethnic minority backgrounds	1	2	minority voices	1	1	ethnic minority employees	17	37
ethnic minority employees	17	37	nonethnic minority counterparts	2	4	minority employees	1	1
ethnic minority staff	1	1	nonethnic minority employees	1	2	nonethnic minority employees	1	2
minority employees	1	1	minority employees	19	40			

## Management

Name	Files	References
approach	11	26
approach aligns	1	1
approached change management	6	8
current approach	1	1
data-driven approach	1	1
eurocentric approach	1	1
holistic approach	1	1
inclusive approach	2	2
managerial approach	2	2
methodical approach	1	1

Name	Files	References
multi-channel approach	1	1
phased approach	2	2
proactive approach	1	1
scientific approach	1	1
straightforward approach	1	1
structured approach	1	1
uniform approach	1	1
change	24	123
accepting change	1	1
aligning changes	1	1
amidst change	1	1

Name	Files	References
approached change management	6	8
change initiatives	5	6
change management	2	2
change management activities	1	1
change management efforts	1	1
change management initiatives	1	1
change management processes	2	2
change management strategy	2	2

Name	Files	References
change process	6	8
changing needs	1	1
cultural changes	1	1
embracing change	1	1
executing changes	1	1
gradual change	1	1
immediate changes	1	1
implementing changes	3	3
meticulous change management	1	2
organisational change	8	10
organisational change initiatives	12	32
organisational change initiatives	2	3
organisational changes impact employees	1	2
policy changes	1	1
positive change	5	7

Name	Files	References
regarding change management	3	4
several changes	1	1
significant changes	2	2
specific change management activities	2	5
successful change management	5	7
upcoming changes	2	2
various changes	1	1
welcome change	1	1
change initiatives	19	41
change initiatives	5	6
organisational change initiatives	12	32
organisational change initiatives	2	3
change initiatives (2)	5	6
change management	12	34

Name	Files	References
approached change management	6	8
change management	1	1
change management activities	1	1
change management efforts	1	1
change management initiatives	1	1
change management processes	2	2
change management strategy	2	2
meticulous change management	1	2
regarding change management	3	4
specific change management activities	2	5
successful change management	5	7



Name	Files	References
change management initiatives	1	1
leadership	9	25
advanced leadership skills	1	2
clear leadership	2	2
continuous leadership development	1	1
inclusive leadership	2	3
leadership development programs	1	3
leadership development workshops	1	1
leadership positions	2	2
leadership potential	1	1
leadership roles	2	2
leadership team	2	2
leadership training	3	3

Name	Files	References
strong leadership	1	1
strong leadership commitment	1	1
supportive leadership addresses concerns	1	1
management	19	77
approached change management	6	8
change management	2	2
change management activities	1	1
change management efforts	1	1
change management initiatives	1	1
change management processes	2	2
change management strategy	2	2
comprehensive	1	1

Name	Files	References
management		
consistent management practices	1	1
current management	2	2
direct management	1	1
experienced managers	1	2
general managers	1	1
hospitality management	2	2
hotel management practices	1	1
hotel management school	2	2
human resource management function	4	6
incoming manager	2	2
inventory management	1	1
junior manage	1	1

Name	Fil es	Refere nces
ment role		
manage ment principle s	1	1
manage ment studies	1	1
manage ment trainee	1	1
managi ng people	2	3
managi ng reservati ons	1	1
meticulo us change manage ment	1	2
operatio nal manage ment	1	1
overall hotel manage ment	1	1
perform ance manage ment system	1	1
professi onal manage ment	1	1
regardin g change manage ment	3	4
senior manage ment	1	1

Name	Fil es	Refere nces
position s		
several manage rs	1	1
specific change manage ment activities	2	5
studying hotel manage ment	1	1
successf ul change manage ment	5	7
successf ul manage ment	2	2
time manage ment	2	2
various manage rs	1	1
organisational change	20	42
organisa tional change	8	10
organisa tional change initiative s	12	32
organisational change initiatives	12	32
organisa tional change initiative s	12	32
plans	4	6

Name	Fil es	Refere nces
general plan	1	1
long- term planning	1	1
planning framew ork	1	1
planning process	1	1
strategic planning	1	1
thoroug h planning	1	1
policy	20	27
anti- discrimi nation policies	1	1
inclusive policies	2	2
open- door policy	1	1
policy changes	1	1
policy shifts	19	22
process	12	32
change manage ment process es	2	2
change process	6	8
decision making process es	1	1
decision -making process es	1	1

Name	Files	References
evaluation process	1	1
growth process	1	1
implementation process	1	1
making processes	1	1
operational processes	1	1

Name	Files	References
organisational processes	1	1
planning process	1	1
recruitment process	2	2
structured performance review process	1	1

Name	Files	References
structured processes	2	2
succession planning processes	3	6
tough process	1	1
transparent processes	1	1

## Performance

Name	Files	References
performance	18	32
performance	18	32
performance	23	51
annual performance	1	1
exceptional performance	1	1
financial performance indicators	2	2
performance	18	32
organisational performance	3	3

Name	Files	References
overall performance	1	1
performance evaluations	1	1
performance improvement plans	1	1
performance incentives	1	1
performance indexes	1	1
performance management system	1	1

Name	Files	References
regular performance	1	1
regular performance reviews	2	2
structured performance review process	1	1
traditional performance metrics	1	1
various performance metrics	1	1

## 8.4 Appendix 4 – Snapshot of Quantitative Data – SPSS

### Frequencies

		Statistics							
		gender	Ethnicity	Age	Nationality	BusinessType	EmploymentType	JobRole	Country I Work In
N	Valid	166	166	166	166	166	166	166	166
	Missing	0	0	0	0	0	0	0	0

### Frequency Table

gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	101	60.8	60.8	60.8
	Female	65	39.2	39.2	100.0
	Total	166	100.0	100.0	

Ethnicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	101	60.8	60.8	60.8
	Black	25	15.1	15.1	75.9
	Mixed	10	6.0	6.0	81.9
	Asian	15	9.0	9.0	91.0
	Other	15	9.0	9.0	100.0
	Total	166	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	65	39.2	39.2	39.2
	30-39	51	30.7	30.7	69.9
	40-49	32	19.3	19.3	89.2
	50-59	16	9.6	9.6	98.8
	60+	2	1.2	1.2	100.0
	Total	166	100.0	100.0	

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Northern Europe	5	3.0	3.0	3.0
	Central Europe	49	29.5	29.5	32.5
	Southern Europe	43	25.9	25.9	58.4
	Eastern Europe	21	12.7	12.7	71.1
	Rest of World	48	28.9	28.9	100.0
	Total	166	100.0	100.0	

### BusinessType

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotel	96	57.8	57.8	57.8
	Restaurant	41	24.7	24.7	82.5
	Contract Caterer	29	17.5	17.5	100.0
	Total	166	100.0	100.0	

### EmployementType

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FullTime	132	79.5	79.5	79.5
	PartTime	34	20.5	20.5	100.0
	Total	166	100.0	100.0	

### JobRole

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Back of House	41	24.7	24.7	24.7
	SMT ADMIN	41	24.7	24.7	49.4
	Waiting Staff	54	32.5	32.5	81.9
	Reception	30	18.1	18.1	100.0
	Total	166	100.0	100.0	

### Country I Work In

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	West Europe	72	43.4	43.4	43.4
	South Europe	39	23.5	23.5	66.9
	North Europe	8	4.8	4.8	71.7
	UK	44	26.5	26.5	98.2
	Rest of World	3	1.8	1.8	100.0
	Total	166	100.0	100.0	

## 8.5 Appendix 5 – EHMA email to all members

### Alessandro Ferrazza (Staff)

---

**From:** secretariat.ehma@gmail.com  
**Sent:** 18 June 2024 06:28  
**To:** EHMA Members  
**Cc:** Alessandro Ferrazza (Staff)  
**Subject:** [EXT] A Case Study of employees from ethnic minorities

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

Esteemed Members, dear Colleagues,

I hope this message finds you well. I am reaching out to request your participation in an important research study conducted by Alessandro Ferrazza who many of you enjoyed as a great panelist during our recent iconic AGM in Venice.

The research focuses on "Management Attitudes Towards Achieving Ethnic Minority Employee's motivation for Sustained Organizational Performance."

Our industry thrives on diversity and inclusion, which are key drivers of innovation and competitive advantage. Understanding the dynamics of motivating our diverse workforce is essential for fostering a positive work environment and ensuring sustainable performance across our organizations. This study aims to delve into the managerial perspectives and strategies that can effectively enhance the motivation of ethnic minority employees.

Your insights and experiences as hotel managers are invaluable to this research. By participating in the questionnaire, you will contribute to a comprehensive understanding of how management practices can be tailored to better support and engage ethnic minority employees. The findings of this study will provide actionable recommendations that can be implemented to improve organizational performance and employee satisfaction.

The questionnaire is designed to be concise and should take no more than a few minutes to complete. Your responses will be kept confidential and used solely for the purposes of this academic research.

Please find the link to the questionnaire below, which I kindly ask you to complete at your earliest convenience: <https://forms.gle/tcVdwzf4HS7k9sgj9>

Your participation is crucial for the success of this research, and we greatly appreciate your time and effort as we see our association's involvement in such a valuable study that shapes the future.

Thank you for your cooperation and support. Together, we can drive positive change and enhance the inclusivity and performance of our industry.

Warmest regards,

Panos

**Panos Almyrantis**  
**President EHMA**  
European Hotel Managers Association  
National Delegate Greece & Cyprus

## 8.6 Appendix 6 – IoH newsletter

<https://mailchi.mp/instituteofhospitality/membership-iminformed-june-24-web-950576>

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Katarina Releasaa MHI, our IoH Youth Council Chair and Joint Regional Secretary for the Institute's London Region, has been appointed Director of Operations at The Royal Air Force Club effective from Monday 12 August 2024.

Katarina joined The RAF Club last year as Front Office Manager and led the front office team from strength to strength, recently achieving Department of the Quarter for Q1, under her leadership.

[Read more here](#)

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**Apply for IoH Funded Membership**

Do you know someone who is disadvantaged and would benefit from IoH membership? Have your circumstances changed and your membership is due to end but you would like to stay connected?

The application form is straightforward and, once approved you can access all the IoH member benefits immediately. **Apply now** and we could be paying your membership fee for the next 12 months!

Have a question? Get in touch with our [membership team](#).

[Apply for IoH Funded Membership here](#)

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**Market Intelligence | Research**

- [Survival of the Staffed](#) White Paper - published by IoH business partner **Menzies**, this is a practical guide to attracting and retaining skilled workers at all levels in an inflationary, post-pandemic world
- Take Part in a PhD Research Survey - [Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance](#). Alessandro Ferrazza, Senior Lecturer / Program Manager, MSc International Business Management at the **University of Sunderland** in London is researching his PhD. This research is supported by the IoH and the European Hotel Managers Association. Follow the link above to take part.

[Access our market intelligence resources here](#)

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**Market Intelligence | Research**

- [Survival of the Staffed](#) White Paper - published by IoH business partner **Menzies**, this is a practical guide to attracting and retaining skilled workers at all levels in an inflationary, post-pandemic world
- Take Part in a PhD Research Survey - [Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance](#). Alessandro Ferrazza, Senior Lecturer / Program Manager, MSc International Business Management at the **University of Sunderland** in London is researching his PhD. This research is supported by the IoH and the European Hotel Managers Association. Follow the link above to take part.

## 8.7 Appendix 7 – Sample consent forms English and Italian



Thank you for taking time to read the Information sheet!

### CONSENT FORM

**Study Title:** Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance. "A Case Study of employees from ethnic minorities working in the Hospitality Industry".

	Please initial box
I confirm that I am over the age of 16 years.	<input checked="" type="checkbox"/>
I have read and understood the information sheet for the above study and have had the opportunity to ask questions.	<input checked="" type="checkbox"/>
I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.	<input checked="" type="checkbox"/>
I agree to take part in the above study.	<input checked="" type="checkbox"/>

	Please Initial box	
	Yes	No
I agree to the interview being audio recorded.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree to the interview being video recorded.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree to the use of anonymised quotes in publications.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree that my data gathered in this study may be shared (after it has been anonymised) with other researchers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree that my data gathered in this study may be shared (after it has been anonymised) may be used for teaching purposes.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<div style="background-color: black; width: 100px; height: 20px;"></div>	13 <sup>th</sup> June 2024	<div style="background-color: black; width: 100px; height: 20px;"></div>
Name of Participant <i>Alessandro Ferrozzi</i>	Date	Signature
_____ Name of Researcher	_____ Date	_____ Signature



Thank you for taking time to read the Information sheet!

### CONSENT FORM

**Study Title:** Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance. "A Case Study of employees from ethnic minorities working in the Hospitality Industry".

	Please initial box
I confirm that I am over the age of 16 years.	<input checked="" type="checkbox"/>
I have read and understood the information sheet for the above study and have had the opportunity to ask questions.	<input checked="" type="checkbox"/>
I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.	<input checked="" type="checkbox"/>
I agree to take part in the above study.	<input checked="" type="checkbox"/>

	Please Initial box	
	Yes	No
I agree to the interview being audio recorded.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree to the interview being video recorded.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree to the use of anonymised quotes in publications.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree that my data gathered in this study may be shared (after it has been anonymised) with other researchers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I agree that my data gathered in this study may be shared (after it has been anonymised) may be used for teaching purposes.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<div style="background-color: black; width: 150px; height: 20px;"></div>	5 <sup>th</sup> July 2024	<div style="background-color: black; width: 100px; height: 20px;"></div>
Name of Participant <i>Alessandro Ferrozzi</i>	Date	Signature
_____ Name of Researcher	_____ Date	_____ Signature



Institute  
of Hospitality

P10



RECEPTION HALL

1st FLOOR



FESTIVAL  
University of  
Sunderland

24  
TOWN CHILDS  
R1X0

### Formulario per il consenso

Titolo dello studio: Le attitudini manageriali verso il raggiungimento della motivazione dei dipendenti delle minoranze etniche per le prestazioni organizzative sostenibili. "Uno studio sui dipendenti delle minoranze etniche che lavorano nell'industria dell'ospitalità".

	Si prega di ticcare il box
Confirm di aver compiuto 16 anni.	<input checked="" type="checkbox"/>
Ho letto e capito il foglio informativo per lo studio di cui sopra ed ho avuto l'opportunità di chiedere chiarimenti.	<input checked="" type="checkbox"/>
Capisco che la mia partecipazione è del tutto gratuita e che posso interrompere se desidero in qualsiasi momento.	<input checked="" type="checkbox"/>
Sono d'accordo a prendere parte allo studio.	<input checked="" type="checkbox"/>

	Ticare il box	
	Yes	No
Sono d'accordo che l'audio venga registrato.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che il video venga registrato.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che le quotazioni siano riportate anonimizzate.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che i dati raccolti vengano distribuiti (anonimizzati) con altri ricercatori.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che i dati raccolti vengano utilizzati (anonimizzati) per scopi didattici.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Nome del partecipante  
Alessandro Ferazza

29/07/24

Data

29/7/24

Data

Nome del ricercatore

firma

firma



**Institute  
of Hospitality**



**University of  
Sunderland**

### Formulario per il consenso

Titolo dello studio: Le attitudini manageriali verso il raggiungimento della motivazione dei dipendenti delle minoranze etniche per le prestazioni organizzative sostenibili. "Uno studio sui dipendenti delle minoranze etniche che lavorano nell'industria dell'ospitalità".

	Si prega di ticcare il box
Confirm di aver compiuto 16 anni.	<input checked="" type="checkbox"/>
Ho letto e capito il foglio informativo per lo studio di cui sopra ed ho avuto l'opportunità di chiedere chiarimenti.	<input checked="" type="checkbox"/>
Capisco che la mia partecipazione è del tutto gratuita e che posso interrompere se desidero in qualsiasi momento.	<input checked="" type="checkbox"/>
Sono d'accordo a prendere parte allo studio.	<input checked="" type="checkbox"/>

	Ticcare il box	
	Yes	No
Sono d'accordo che l'audio venga registrato.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che il video venga registrato.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che le quotazioni siano riportate anonimizzate.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che i dati raccolti vengano distribuiti (anonimizzati) con altri ricercatori.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sono d'accordo che i dati raccolti vengano utilizzati (anonimizzati) per scopi didattici.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Nome del partecipante  
Alessandro Ferrozzi

Data

1/08/24

Nome del ricercatore

Data

1/8/24

firma



## 8.8 Appendix 8 - Quantitative Participants

Participant	Timestamp	CONSENT FORM Study Title: Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance. â€œA Case Study of employees from ethnic minorities working in the Hospitality Industryâ€	Nationality	Gender	Ethnicity	Age	Which country do you work in	Job role	Type of business	Type of employment	Convenience	Happiness
1	2024/07/17 6:23:41 am CET	I agree to take part in the above study.	Austrian	Male	White	40 - 49	Austria	Supervisor	Hotel	Full time		4
2	2024/07/27 7:14:29 am CET	I agree to take part in the above study.	Austrian	Male	White	40 - 49	Austria	Maintenance	Hotel	Full time		3
3	2024/08/14 7:49:52 am CET	I agree to take part in the above study.	Austrian	Male	White	40 - 49	Austria	Hotel Operations Manager	Hotel	Full time		
4	2024/07/18 9:55:27 pm CET	I agree to take part in the above study.	Czech	Male	White	18 - 29	Austria	Supervisor	Restaurant	Full time		2
5	2024/07/18 9:58:25 pm CET	I agree to take part in the above study.	Moldovan	Male	White	30 - 39	Austria	Room service	Hotel	Full time		
6	2024/08/16 9:04:25 pm CET	I agree to take part in the above study.	Romanian	Male	White	30 - 39	Austria	Chef	Restaurant	Full time		1
7	2024/08/16 9:07:18 pm CET	I agree to take part in the above study.	Romanian	Female	White	18 - 29	Austria	Waitress	Restaurant	Full time		2
8	2024/07/21 6:51:16 am CET	I agree to take part in the above study.	Congolese	Female	Black	18 - 29	Belgium	Maid	Hotel	Full time		3
9	2024/08/07 9:29:14 pm CET	I agree to take part in the above study.	Dutch	Male	White	18 - 29	Belgium	Front office	Hotel	Full time		1 2
10	2024/07/19 2:35:00 pm CET	I agree to take part in the above study.	Ghanian	Female	Black	30 - 39	Belgium	Customer service assistant	Contract Caterer	Part time		5
11	2024/07/19 11:50:38 am CET	I agree to take part in the above study.	Indian	Male	Asian	50 - 59	Belgium	Kitchen assistant	Restaurant	Part time		1 4
12	2024/07/19 9:37:35 pm CET	I agree to take part in the above study.	Romanian	Male	White	40 - 49	Belgium	Concierge	Hotel	Full time		3 1
13	2024/06/21 4:46:50 pm CET	I agree to take part in the above study.	Croat	Male	White	18 - 29	Croatia	General Manager	Contract Caterer	Full time		4 1
14	2024/08/15 11:22:04 pm CET	I agree to take part in the above study.	Italian	Female	White	18 - 29	Denmark	Chef	Restaurant	Full time		
15	2024/08/15 11:30:22 pm CET	I agree to take part in the above study.	Swedish	Female	White	18 - 29	Denmark	Sales	Hotel	Full time		5 3
16	2024/08/15 11:26:51 pm CET	I agree to take part in the above study.	Swedish	Female	White	40 - 49	Denmark	Sales	Hotel	Full time		2
17	2024/08/04 4:42:45 pm CET	I agree to take part in the above study.	Algerian	Female	Other	18 - 29	France	Waitress	Restaurant	Full time		
18	2024/06/20 2:22:30 pm CET	I agree to take part in the above study.	Austrian	Male	White	50 - 59	France	General Manager	Contract Caterer	Part time		3 1
19	2024/08/09 7:06:29 am CET	I agree to take part in the above study.	British	Female	White	18 - 29	France	Receptionist	Hotel	Full time		1
20	2024/08/05 8:50:49 am CET	I agree to take part in the above study.	Bulgarian	Male	White	40 - 49	France	Head waiter	Restaurant	Full time		4 3
21	2024/07/19 11:59:20 pm CET	I agree to take part in the above study.	Dutch	Male	Black	30 - 39	France	Chef	Contract Caterer	Full time		1 3
22	2024/08/05 4:26:19 pm CET	I agree to take part in the above study.	Egyptian	Male	Other	30 - 39	France	Waiter	Restaurant	Full time		4
23	2024/08/04 4:38:57 pm CET	I agree to take part in the above study.	Egyptian	Male	Other	50 - 59	France	Porter	Contract Caterer	Full time		1
24	2024/07/21 1:56:45 pm CET	I agree to take part in the above study.	French	Female	Mixed	18 - 29	France	Front office	Hotel	Full time		5
25	2024/08/06 11:48:21 am CET	I agree to take part in the above study.	French	Female	White	18 - 29	France	Receptionist	Hotel	Full time		1
26	2024/08/16 10:38:15 pm CET	I agree to take part in the above study.	French	Male	Mixed	18 - 29	France	Room service	Hotel	Full time		4
27	2024/08/05 4:37:54 pm CET	I agree to take part in the above study.	French	Female	Black	18 - 29	France	Sales	Hotel	Full time		5
28	2024/07/26 6:38:20 am CET	I agree to take part in the above study.	French	Female	White	18 - 29	France	Receptionist	Hotel	Full time		4
29	2024/08/09 7:02:51 am CET	I agree to take part in the above study.	French	Female	Black	30 - 39	France	Receptionist	Hotel	Full time		
30	2024/08/04 11:57:11 pm CET	I agree to take part in the above study.	French	Male	White	18 - 29	France	Concierge	Hotel	Full time		5
31	2024/07/18 8:50:57 am CET	I agree to take part in the above study.	Greek	Male	Other	30 - 39	France	Head Waiter	Restaurant	Full time		2 3
32	2024/07/19 11:49:44 pm CET	I agree to take part in the above study.	Italian	Female	White	40 - 49	France	Waitress	Restaurant	Full time		5
33	2024/08/11 10:13:12 pm CET	I agree to take part in the above study.	Jamaican	Male	Black	30 - 39	France	Waiter @ hotel	Hotel	Full time		
34	2024/07/19 12:00:00 am CET	I agree to take part in the above study.	Moroccan	Male	Black	30 - 39	France	Luggage porter	Hotel	Full time		3 4
35	2024/08/05 4:29:31 pm CET	I agree to take part in the above study.	Moroccan	Male	Other	18 - 29	France	Porter	Restaurant	Part time		
36	2024/08/15 5:03:19 am CET	I agree to take part in the above study.	Nigerian	Female	Black	18 - 29	France	Cleaner	Hotel	Full time		
37	2024/08/28 9:39:44 pm CET	I agree to take part in the above study.	Portuguese	Male	White	30 - 39	France	Head chef	Restaurant	Full time		
38	2024/08/16 7:45:43 pm CET	I agree to take part in the above study.	Romanian	Female	White	40 - 49	France	Cleaning	Hotel	Full time		
39	2024/07/19 6:57:06 am CET	I agree to take part in the above study.	Swiss	Female	White	18 - 29	France	Receptionist	Hotel	Full time		1 4
40	2024/08/21 9:08:43 pm CET	I agree to take part in the above study.	UK	Female	Black	18 - 29	France	Waiter	Restaurant	Part time		
41	2024/07/26 4:52:14 pm CET	I agree to take part in the above study.	French	Female	Mixed	30 - 39	France	Waitress	Contract Caterer	Part time		
42	2024/07/19 2:24:51 pm CET	I agree to take part in the above study.	German	Male	White	40 - 49	Germany	Hotel Manager	Hotel	Full time		
43	2024/07/18 10:06:38 pm CET	I agree to take part in the above study.	German	Male	White	50 - 59	Germany	General Manager	Hotel	Full time		1
44	2024/08/06 12:26:06 am CET	I agree to take part in the above study.	German	Male	White	18 - 29	Germany	F&B assistant	Hotel	Full time		5
45	2024/07/26 7:02:56 am CET	I agree to take part in the above study.	German	Male	White	60 +	Germany	Concierge	Hotel	Full time		
46	2024/07/26 6:51:12 am CET	I agree to take part in the above study.	German	Female	White	30 - 39	Germany	Housekeeper	Hotel	Full time		
47	2024/07/26 6:56:08 am CET	I agree to take part in the above study.	Italian	Male	White	50 - 59	Germany	Waiter	Restaurant	Full time		2
48	2024/08/05 8:02:08 am CET	I agree to take part in the above study.	Moldovan	Male	White	18 - 29	Germany	Barman	Restaurant	Full time		5
49	2024/07/19 11:53:12 pm CET	I agree to take part in the above study.	Spanish	Female	White	18 - 29	Germany	Front office	Hotel	Full time		
50	2024/07/19 2:37:59 pm CET	I agree to take part in the above study.	Turkish	Female	Other	18 - 29	Germany	Waitress	Restaurant	Full time		2
51	2024/08/05 4:31:54 pm CET	I agree to take part in the above study.	Turkish	Male	Other	18 - 29	Germany	Chef	Restaurant	Part time		
52	2024/08/15 11:38:10 pm CET	I agree to take part in the above study.	Ghanian	Male	Black	30 - 39	Ghana	Chef	Restaurant	Full time		2
53	2024/07/17 6:27:18 am CET	I agree to take part in the above study.	Finland	Female	White	18 - 29	Greece	Waitress	Restaurant	Full time		
54	2024/05/19 8:46:44 am CET	I agree to take part in the above study.	Greek	Male	Mixed	40 - 49	Greece	CEO	Hotel	Full time		
55	2024/06/18 9:23:33 am CET	I agree to take part in the above study.	Greek	Male	White	18 - 29	Greece	General Manager	Hotel	Full time		1 2
56	2024/06/18 7:29:20 am CET	I agree to take part in the above study.	Greek	Male	White	30 - 39	Greece	General Manager	Contract Caterer	Part time		

Participant	Working environment	Relationship with colleagues	Want to / Desire to succeed	Interesting Job	Salary / Pay	Relationship with employer	Improve experience	paid accurately and on time	Health and Safety environment	Feel motivated by the job	Staff are listened to	Relationship with Supervisor/Team Leader	Promotion opportunities
1		5		3	2							1	
2			1		2								4
3		1			2				3			4	5
4		5		4	3			1					
5	1				3					5			
6	2		3	5	4								
7				5	4		3				1		
8					2				4				
9	5		4		3								
10				3	2			4					
11		3	5		2								
12		5			4								
13			2						3				5
14		1	2		3		4		5				
15	2		4									1	
16			5	4	3					1			
17	5			4				1	2	3			
18	2							4					5
19			2	4	3				5				
20					5			2		1			
21		5		4	2								
22		5							2		1		
23	2			3				5					
24					3	4							2
25	3		4	2									5
26		5			2			1		2		3	
27				3	4					2			
28	5			3				1		2			
29	3		4	1	5		2						
30		4	3				2	1					
31	5	4			1			2					
32					3	4							
33		1	2	3						4		5	
34	5							1		2			
35	4	3			2			2					5
36	4			5	2			1	3				
37		1	2	3			4		5				
38				2	5			4	1	3			
39	5		2		3			2					
40	1			3								4	5
41				5	4	3			2				1
42				2				1	3	5			4
43				2			3	4		5			
44					3	4							2
45	4			2	5								1
46		5	4	3								2	5
47				5	3					3		1	4
48				4						3		2	1
49	5	4	3							2		1	
50		3			4			1					
51									5			2	
52	5			3	4					1			
53	5		2	3						4			1
54		4					5					1	3
55									4	5			
56	4		5									2	1

Participant	Company benefits	Relocation opportunities	Alongside existing benefits, what other benefits would you like to see the company offer in the future?	Where you able to be promoted in the past 24 months?	If you are able to progress/be promoted how is this done for you	Do you think HR contribute to your motivation?	Did you obtain any qualifications outside of the country where you are currently working?
1			Longer holidays	yes		Yes	No
2			Pension	yes		Yes	No
3			Private health care	yes	I passed the interview	Yes	No
4			More training	no	interview	Yes	No
5		4		yes		Yes	Yes
6			No more split shifts	yes		Yes	Yes
7			No tax on tips	no		Yes	No
8			1 Paid time off for single mothers	no		No	Yes
9			Going out with colleagues	yes		Yes	Yes
10			1 Discount card	yes		Yes	Yes
11			Tips	no	I want to be a cook	no	No
12			2 Pension	yes		Yes	Yes
13			Sponsored education scholarship	no	N/A	Yes	Yes
14			More specific benefits to help lower paid staff	no		Yes	Yes
15			Associate to professional body	yes		Yes	Yes
16			More international travel	no		Yes	Yes
17			Promoting	yes		No	No
18			stock	yes	review by superior	Yes	No
19			Longer break between shifts	no		Yes	Yes
20			More holidays	no		Yes	Yes
21			Paid overtime	no		no	Yes
22		3	More holiday	yes		Yes	Yes
23		4	More time off	no		No	No
24			1 Possible to promote more easily	no		no	No
25			Clubs	no		Yes	No
26			Discount card	no	interview	Yes	No
27		1	International conferences	no		Yes	No
28				no		Yes	No
29				no		No	No
30			Private health	no		Yes	No
31			no split shifts	no		no	Yes
32		2	1 Paid holidays	yes		Yes	Yes
33			I would like some discounts to help with life	no	Applied for the job and was successful	No	Yes
34			Paternity leave	yes		No	Yes
35		1	Work hours	yes		no	Yes
36				no		Yes	Yes
37			Opportunity for promotion	no		No	Yes
38				no		No	Yes
39			Opportunity to be promoted	no		Yes	Yes
40			University funding	no		no	No
41			Choice of shift	yes		no	No
42			Enhanced holiday for SMF	no	No more promotions possible	no	No
43			Share option	yes		Yes	No
44		1	Home working	yes	interview	Yes	No
45				no		No	No
46		1	Promotion opportunities	no		No	Yes
47			More money	yes		No	Prefer not to say
48			Discount on shopping	yes		Yes	Yes
49			Training	no		Yes	Yes
50			Any benefit	yes		No	No
51		1	Pension	no		No	Yes
52				yes		No	Yes
53			Shorter shifts	no		Yes	Yes
54			2 Long Term Incentive Plan	yes	Assessment of current Job performance	Yes	Yes
55		3		no		Yes	No
56			3 FAMILY HOLIDAYS	yes	RESULTS DRIVE EVERYTHING	Yes	No

Participant	If yes above, did your organisation recognise your qualifications obtained outside of the country where you are currently working?	Does your organisation support you in professional progression?	Does motivation contribute to your own performance at work?	Does your line manager motivate you?	If yes to the above question - please can explain how?	Are changes in your organisation affecting your motivation?	Do you think culture affect motivation?
1		I don't know	Yes	Yes	Helps me	5	4
2		I don't know	Yes	Yes	Good manager	3	5
3		Yes	Yes	Yes	The GM is always offering us opportunities to expand our knowledge and skills, 5 years ago he send me to Univ	4	5
4	Yes	Yes	Yes	Yes	Helps with on job training	3	2
5	No	No	No	No		1	5
6	Yes	I don't know	Yes	Maybe		2	4
7		Yes	Yes	Yes	The restaurant manager is training me to be the next assistant manager	5	5
8	No	No	Yes	Yes	He is kind and helps with easier shifts	2	5
9	Yes	Yes	Yes	Maybe		4	4
10	No	I don't know	Yes	Maybe		4	5
11	No	I don't know	Yes	Yes	very happy person	4	5
12	No	Yes	Yes	Yes	She a very efficient and effective	5	5
13	No	I don't know	Yes	Maybe		3	1
14	Yes	I don't know	Yes	Yes	The chef here is very meticulous as he wants to achieve a Michelin star so he is very creative	5	5
15	Yes	Yes	Yes	Yes	My sales manager helps me with learning how to maximise my capabilities	5	5
16	Yes	Yes	Yes	Yes	Our GM is always supportive and encouraging	5	5
17		Yes	Yes	Yes	Training	5	5
18	No	Yes	Yes	Maybe		1	2
19	Yes	Yes	Yes	Yes	I work for an international organisation with very well defined progression paths, however my line manager is w	4	5
20	Yes	Yes	Yes	Yes	I am in line for assistant manager	3	5
21	No	I don't know	Maybe	No	Very fast in Europe	2	5
22	No	I don't know	Yes	Yes	Help me	4	5
23	No	No	No	No		5	5
24		I don't know	Yes	Yes	She is a perfectionist like me	3	5
25	Yes	Yes	Yes	Yes	Help with development	2	5
26	Yes	Yes	Yes	Yes	The HR manager here in hotel is very active in promoting people	5	5
27	Yes	Yes	Yes	Yes	Help with training	4	5
28	Yes	Yes	Yes	Yes	Lots of training	4	5
29	Yes	Yes	Yes	Yes	He supports me with personal and professional development, helps me with improving myself in order to gain	2	4
30		No	Yes	No		4	4
31	Yes	No	Yes	Yes	supportive	4	4
32	No	I don't know	Yes	Maybe		2	5
33	No	Yes	Yes	Yes	The GM of the hotel is very good and tries to ensure equality is observed at all times	4	5
34	Yes	I don't know	Yes	No		5	4
35	No	I don't know	No	No		1	5
36	No	I don't know	Yes	Yes	She trained me and taught me all aspects of the job. Due to this support I am looking for a position of team lea	5	5
37	Yes	I don't know	Yes	Yes	The executive chef is training me and helping me to gain my first exec chef role	4	5
38	No	No	Yes	No		2	5
39	Yes	I don't know	Yes	Yes	Teaching me a lot	3	5
40	No	No	No	No		1	4
41		I don't know	Yes	Yes		3	5
42	No	Yes	Yes	No	I am the line manager	4	5
43	Yes	Yes	Yes	Yes	Member of EHMA	5	5
44	Yes	Yes	Yes	Yes	Promoting my skills	3	5
45		I don't know	Yes	Maybe		5	5
46	Yes	Yes	Yes	Yes	Helps with promotion	4	5
47		No	No	No		1	1
48	Yes	Yes	Yes	Yes	Send me to training	2	5
49	Yes	Yes	Yes	Yes	Training me to be a supervisor	3	5
50		I don't know	Yes	No		3	2
51	No	No	Yes	Maybe		3	4
52	Yes	Yes	Yes	Maybe		5	5
53	No	No	Yes	Yes	She is very supportive	3	5
54	Yes	Yes	Yes	Yes	Gives me opportunities to be upfront and assessed through KPI's	3	5
55	Yes	Yes	Yes	Yes	Clear Communication, Recognition and Appreciation, Professional Development, Incentives and Rewards, Inc	3	1
56	Yes	Yes	Yes	Yes	CEO KEEPS REMINDING ME THE FUTURE POTENTIAL GROWTH	3	1



CONSENT FORM												
Study Title: Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance. αCαA												
Case Study of employees from ethnic minorities working in the Hospitality industryαC												
Participant	Timestamp	I agree to take part in the above study.	Nationality	Gender	Ethnicity	Age	Which country do you work in	Job role	Type of business	Type of employment	Convenience	Happiness
57	2024/06/19 7:08:10 am CET	I agree to take part in the above study.	Greek	Male	White	30 - 39	Greece	General Manager	Hotel	Full time		
58	2024/05/23 6:17:41 pm CET	I agree to take part in the above study.	Greek Albanian	Male	White	50 - 59	Greece	Software Tester	Hotel	Full time		2
59	2024/04/23 1:41:50 pm CET	I agree to take part in the above study.	Indian	Male	Asian	18 - 29	India	Pricing and Market Research Analyst	Hotel	Full time		
60	2024/07/30 4:09:10 am CET	I agree to take part in the above study.	Algerian	Male	Other	30 - 39	Italy	Maintenance	Hotel	Part time		
61	2024/08/06 7:13:33 am CET	I agree to take part in the above study.	Bangladesh	Male	Asian	30 - 39	Italy	Porter	Restaurant	Part time		3
62	2024/08/06 7:57:36 am CET	I agree to take part in the above study.	Belorussian	Female	White	40 - 49	Italy	Waitress/Barmaid	Hotel	Full time	2	1
63	2024/07/28 11:16:30 am CET	I agree to take part in the above study.	Brazilian	Male	Mixed	30 - 39	Italy	Barman	Hotel	Full time		
64	2024/07/31 12:33:52 pm CET	I agree to take part in the above study.	British	Female	White	18 - 29	Italy	Event coordinator	Hotel	Full time		
65	2024/08/04 4:46:28 pm CET	I agree to take part in the above study.	Danish	Female	White	40 - 49	Italy	Reservation Team Leader	Hotel	Full time		
66	2024/08/06 7:11:39 am CET	I agree to take part in the above study.	Egyptian	Male	Other	40 - 49	Italy	Pizza chef	Restaurant	Full time		5
67	2024/08/06 7:09:23 am CET	I agree to take part in the above study.	French	Female	White	18 - 29	Italy	Waiter	Hotel	Full time		4
68	2024/08/02 11:39:58 pm CET	I agree to take part in the above study.	Hungary	Female	White	30 - 39	Italy	Room service	Hotel	Full time		
69	2024/04/26 5:36:26 pm CET	I agree to take part in the above study.	Italian	Male	White	40 - 49	Italy	General Manager	Hotel	Full time		
70	2024/06/18 10:11:48 am CET	I agree to take part in the above study.	Italian	Male	White	40 - 49	Italy	General Manager	Hotel	Part time		
71	2024/07/18 8:45:29 am CET	I agree to take part in the above study.	Italian	Male	White	50 - 59	Italy	Head Chef	Hotel	Full time		
72	2024/06/19 7:05:40 am CET	I agree to take part in the above study.	Italian	Male	White	18 - 29	Italy	General Manager	Hotel	Full time	2	1
73	2024/06/18 11:53:17 am CET	I agree to take part in the above study.	Italian	Male	White	18 - 29	Italy	Learning & Development Manager	Contract Caterer	Part time	2	3
74	2024/06/19 5:45:51 pm CET	I agree to take part in the above study.	Italian	Male	White	40 - 49	Italy	CEO	Restaurant	Full time		
75	2024/07/30 4:11:32 am CET	I agree to take part in the above study.	Italian	Female	White	18 - 29	Italy	Breakfast waitress	Hotel	Part time		
76	2024/07/30 4:13:47 am CET	I agree to take part in the above study.	Italian	Male	White	50 - 59	Italy	Night porter	Hotel	Full time		
77	2024/07/29 5:14:00 pm CET	I agree to take part in the above study.	Italian	Female	Mixed	18 - 29	Italy	Front office	Hotel	Full time		
78	2024/08/05 4:44:52 pm CET	I agree to take part in the above study.	Italian	Male	White	30 - 39	Italy	Barman	Hotel	Full time		1
79	2024/08/06 7:07:04 am CET	I agree to take part in the above study.	Italian	Female	White	30 - 39	Italy	Housekeeper	Hotel	Full time		
80	2024/08/18 12:48:34 am CET	I agree to take part in the above study.	Italian	Male	White	18 - 29	Italy	Porter	Hotel	Full time		1
81	2024/08/05 4:41:07 pm CET	I agree to take part in the above study.	Italian	Female	White	30 - 39	Italy	Reservations agent	Hotel	Full time		
82	2024/08/05 8:52:54 am CET	I agree to take part in the above study.	Italian	Female	White	18 - 29	Italy	Receptionist	Hotel	Full time		
83	2024/08/18 2:02:19 pm CET	I agree to take part in the above study.	Italian	Male	White	18 - 29	Italy	Head waiter	Restaurant	Full time	1	
84	2024/07/30 4:05:50 am CET	I agree to take part in the above study.	Moroccan	Male	Other	50 - 59	Italy	Porter	Restaurant	Part time		
85	2024/07/30 3:48:10 am CET	I agree to take part in the above study.	Moroccan	Female	Other	40 - 49	Italy	Housekeeper	Hotel	Full time		
86	2024/07/30 9:28:14 pm CET	I agree to take part in the above study.	Peruvian	Female	Other	18 - 29	Italy	Front office	Hotel	Full time	5	
87	2024/07/30 3:58:46 am CET	I agree to take part in the above study.	Philippine	Female	Asian	18 - 29	Italy	Housekeeper	Hotel	Full time		
88	2024/07/30 3:51:01 am CET	I agree to take part in the above study.	Philippine	Female	Asian	30 - 39	Italy	Housekeeper	Hotel	Full time		
89	2024/07/30 4:02:47 am CET	I agree to take part in the above study.	Philippine	Male	Asian	30 - 39	Italy	Maintenance	Hotel	Full time		
90	2024/07/30 3:56:15 am CET	I agree to take part in the above study.	Philippine	Female	Asian	40 - 49	Italy	Housekeeper	Hotel	Full time		
91	2024/07/28 11:18:54 am CET	I agree to take part in the above study.	Romanian	Female	White	30 - 39	Italy	Receptionist	Hotel	Full time		4
92	2024/08/05 8:48:01 am CET	I agree to take part in the above study.	Swiss	Male	White	18 - 29	Italy	Barman	Hotel	Full time		
93	2024/06/18 10:35:09 am CET	I agree to take part in the above study.	Dutch	Male	White	40 - 49	Netherland	General Manager	Hotel	Part time	1	
94	2024/07/19 6:53:22 am CET	I agree to take part in the above study.	Dutch	Male	White	18 - 29	Netherland	Reception manager	Hotel	Full time		
95	2024/06/18 7:58:39 pm CET	I agree to take part in the above study.	Dutch	Male	White	50 - 59	Netherland	General Manager	Restaurant	Part time		
96	2024/07/19 2:27:51 pm CET	I agree to take part in the above study.	German	Female	White	30 - 39	Netherland	Head Housekeeper	Hotel	Full time		
97	2024/07/21 6:46:40 am CET	I agree to take part in the above study.	Ghanian	Female	Black	18 - 29	Netherland	Catering service assistant	Contract Caterer	Part time		
98	2024/08/19 8:17:44 pm CET	I agree to take part in the above study.	Portuguese	Male	White	30 - 39	Netherland	Barman	Restaurant	Full time		
99	2024/06/19 11:03:26 am CET	I agree to take part in the above study.	Norwegian	Male	White	18 - 29	Norway	General Manager	Contract Caterer	Part time		
100	2024/08/05 12:00:08 pm CET	I agree to take part in the above study.	Bulgarian	Male	White	30 - 39	Poland	Receptionist	Hotel	Full time	5	4
101	2024/07/19 8:14:58 am CET	I agree to take part in the above study.	Polish	Female	White	40 - 49	Poland	General Manager	Restaurant	Full time		
102	2024/08/06 7:24:49 am CET	I agree to take part in the above study.	Ukraine	Male	White	30 - 39	Poland	Barman	Hotel	Full time	1	
103	2024/07/26 6:48:41 am CET	I agree to take part in the above study.	Polish	Male	White	40 - 49	Poland	Head waiter	Restaurant	Full time		
104	2024/06/22 10:27:11 am CET	I agree to take part in the above study.	Portuguese	Male	Mixed	30 - 39	Portugal	COO	Contract Caterer	Full time		
105	2024/06/18 9:24:56 am CET	I agree to take part in the above study.	Portuguese	Male	Mixed	30 - 39	Portugal	General Manager	Hotel	Full time		
106	2024/08/18 12:44:34 am CET	I agree to take part in the above study.	Portuguese	Male	White	18 - 29	Portugal	Chef	Restaurant	Full time		
107	2024/08/18 10:21:45 am CET	I agree to take part in the above study.	Portuguese	Male	White	18 - 29	Portugal	Waiter	Restaurant	Full time		
108	2024/08/09 1:53:22 pm CET	I agree to take part in the above study.	French	Male	White	18 - 29	Spain	Barman	Restaurant	Full time		
109	2024/07/17 6:30:54 am CET	I agree to take part in the above study.	Moroccan	Male	Other	40 - 49	Spain	Chef	Hotel	Full time		
110	2024/08/14 7:52:36 am CET	I agree to take part in the above study.	Portuguese	Female	Other	18 - 29	Spain	Waitress	Restaurant	Part time		2
111	2024/08/18 12:35:03 am CET	I agree to take part in the above study.	Spanish	Male	White	30 - 39	Spain	Head barman	Hotel	Full time		1
112	2024/08/04 11:53:35 pm CET	I agree to take part in the above study.	Spanish	Male	White	30 - 39	Spain	Restaurant supervisor	Restaurant	Full time		



Participant	Working environment	Relationship with colleagues	Want to / Desire to succeed	Interesting Job	Salary / Pay	Relationship with employer	Improve experience	paid accurately and on time	Health and Safety environment	Feel motivated by the job	Staff are listened to	Relationship with Supervisor/Team Leader	Promotion opportunities
57								1	2		4	5	
58	3		1					4		5			
59								5		4			2
60				1		5							2
61	2				1			4		5			
62	3	4		5									
63								5	1	2	4	3	
64		4										5	2
65					3	4	2					5	
66				4	3			2		1			
67	5			3		2						1	
68		3		4			5				2		1
69	1		2		3	4	5						
70		1		2	3	4	5						
71											5		3
72	3							4					
73	4							1			5		
74		3		2	1				4		5		
75		5		4	3				2		1		
76					5	4	3	2					
77	4	1		2				3	5				
78	2			3								5	4
79				2		5			1	4	3		
80	2				3		4			5			
81				5					3		1		2
82					3	4	2	1			5		
83					5	2							
84	4	2		3							5		1
85				1		5			3				4
86				4			3				1		2
87		1			3	2		5			4		
88	4	3		2									5
89		3			2	4		1					5
90	5				4	3			2		1		
91						3		2	2		1		
92				3				1	4		5		
93						2	3	4	5				
94							4					5	2
95							5					4	
96					4	3			5		4		3
97						3	5	2	1				
98	5	2		1	4	3							
99							2				1	5	3
100					2	3							1
101							4	2	5				1
102	2			3	5					4			
103							3					4	2
104							4					3	1
105					5		4					1	2
106				5			3	4		1			
107					3	5						4	
108					1	5				2		3	4
109								3	5		4	2	1
110	3				5	4				1			
111	2			3	5	4							
112							4					3	2

Participant	Company benefits	Relocation opportunities	Alongside existing benefits, what other benefits would you like to see the company offer in the future?	Where you able to be promoted in the past 24 months?	If you are able to progress/be promoted how is this done for you	Do you think HR contribute to your motivation?	Did you obtain any qualifications outside of the country where you are currently working?
57			3 Company trips for educational purposes	yes		Yes	Yes
58			Childcare support	no		No	Yes
59	1		Skill development programmes	no		Yes	Yes
60	4			yes		No	No
61			Pension	no		No	Yes
62			Time off between shift	no		No	Yes
63			Extra holiday to return to Brazil	yes		Yes	No
64	1		Health and well-being benefits	no		No	Yes
65			Progression program	no	Offered promotion	Yes	Yes
66			Private health	yes		no	Yes
67				yes		Yes	Yes
68			Flexibility in hours	no		Yes	No
69			Welfare program	no		Yes	Yes
70			Pay studies for my kids, Pay Executive Education for me	yes		Yes	Yes
71		1	Pension	no		No	No
72				no	Surprise	Yes	Yes
73			welfare	yes		Yes	No
74			MANAGEMENT PROGRAM	no		Yes	No
75			Any benefit	yes		no	No
76			Better pay	yes		Yes	No
77			I would like there to be meetings with the whole team where ideas and opinions can be exchanged	yes		No	No
78			International travel	no		Yes	No
79			Longer holiday	yes		Yes	No
80			Opportunity to get promoted	yes		Yes	No
81		4	Paid overtime	no	Internal move	Yes	Yes
82			Smart working	no		No	Yes
83			Travel discounts	no		Yes	No
84			Move back to my country with company	no		No	No
85		2	Opportunity for professional growth	yes	Asked HR	Yes	Yes
86			Possibility to have an outside type of formation in management fields through courses	no		no	No
87			Family health insurance	yes		no	Yes
88			Learn Italian	no		no	Yes
89				no		no	Prefer not to say
90			Learning different things	yes		no	Yes
91			Longer maternity leave	no		Yes	Yes
92				yes		No	Yes
93			Focus on sustainability	yes	Area GM	Yes	No
94	3	1	Training off site	no	Interview	Yes	No
95		1	Health care	yes		No	No
96		2	Private health	no		Yes	Yes
97			Paid overtime	no		no	Yes
98			Better tips treatment	yes		No	Yes
99		4	Increased pension contribution	yes		No	Yes
100				no		Yes	Yes
101			Health insurance	no		no	No
102			Better accommodation	yes		Yes	Yes
103			Longer breaks	yes		Yes	No
104				no	Company policy	No	Yes
105			Some sort of benefit towards families of staff. Training.	no	it depends on the evaluation of the board of the company	no	No
106				no		Yes	No
107				no		Yes	No
108				yes		no	Yes
109			Pension	no		No	Yes
110				no		no	Yes
111			More automated systems	no	Interview	Yes	No
112	1		More holiday	no		Yes	No

Participant	If yes above, did your organisation recognise your qualifications obtained outside of the country where you are currently working?	Does your organisation support you in professional progression?	Does motivation contribute to your own performance at work?	Does your line manager motivate you?	If yes to the above question - please can explain how?	Are changes in your organisation affecting your motivation?	Do you think culture affect motivation?
57	Yes	Yes	Yes	Yes	with beneficial conversations and understanding. Aligned way of thinking, positive attitude and space for creat	2	2
58	Yes	Yes	Yes	Yes	My manager was very supportive and gave me the chance to be more flexible with my working schedule becau	1	3
59	N/A	Yes	Yes	Yes	My immediate manager was there for me in almost everything I don't as she has been very resourceful in all the	1	1
60		Yes	Yes	Yes	Good management skills	5	5
61	No	I don't know	Yes	No		3	3
62	No	I don't know	Yes	Maybe		4	5
63		Yes	Yes	Yes	Excellent manager	4	5
64	Yes	Yes	Yes	Yes	By establishing an open, trusting relationship where we can talk freely about working conditions and opportu	4	3
65	Yes	Yes	Yes	Yes	Tranining	4	5
66	No	I don't know	Yes	Maybe		3	3
67	Yes	I don't know	Yes	Yes	Very professional	4	4
68	No	Yes	Yes	Yes	Very nice and very cooperative	4	5
69	No	I don't know	Yes	Yes	Give me support on my activities	2	4
70	No	No	Yes	Yes	When I see the line manager do what I used to do sometime ago with the same passion I see myself in them an	3	1
71	Maybe		Maybe	No		5	1
72	Yes	Yes	Yes	Maybe		5	2
73		Yes	Yes	Yes	feedback and explanation of the bigger picture	4	1
74		No	Yes	No		1	1
75		I don't know	Yes	Maybe		5	5
76		Yes	Yes	Yes		5	5
77		Yes	Yes	Yes		4	1
78		I don't know	Yes	Yes		4	5
79		I don't know	Yes	Yes	Very professional	5	5
80		Yes	Yes	Yes	Lots of training and possible transfer	2	5
81		Yes	Yes	Maybe		2	1
82	Yes	Yes	Yes	Yes	She train me on new things	4	5
83		Yes	Yes	Maybe		2	5
84		I don't know	Yes	No		5	5
85	Yes		Yes	Yes	Recognise potential	5	5
86		I don't know	Yes	Maybe		4	2
87	No	Yes	Yes	Yes	Listening	5	5
88	No	Yes	Yes	Yes	Change is good	5	5
89		I don't know	Yes	Yes	Spiritual leader	5	5
90		I don't know	Yes	Yes	Listening	5	5
91	No	I don't know	Yes	Yes	Listens to our issues and helps	4	5
92	Yes	Yes	Yes	Yes	Help all the time	4	5
93		Yes	Yes	No		1	1
94		Yes	Yes	Yes	Always supporting with coaching	5	2
95			Yes	Yes	By good discussions	3	5
96	Yes	Yes	Yes	Maybe		4	5
97	No	No	Yes	Maybe		1	5
98	Yes	I don't know	Yes	No		2	3
99	No	Yes	Yes	No		3	1
100	Yes	Yes	Yes	Yes	Good report	4	5
101		Yes	Yes	No		3	4
102	Yes	Yes	Yes	Yes	Help with language	3	5
103		I don't know	Yes	Yes	Good relationship	2	5
104	Yes	Yes	Yes	Yes	Company policies and strategy	3	4
105			Yes	Yes	I am my own line manager...	2	1
106		I don't know	Yes	Maybe		3	2
107		Yes	Yes	Maybe		2	4
108	Yes	I don't know	Yes	No		4	3
109	Yes	No	Yes	No		3	5
110			Yes	No		4	5
111		I don't know	Yes	Yes	The director of F&B is always giving us the opportunity to demonstrate our skills and get promoted	4	5
112		Yes	Yes	Yes	General help	2	5

CONSENT FORM												
Study Title: Management attitudes towards achieving ethnic minority employees' motivation for sustainable organisational performance. aCoA												
Case Study of employees from ethnic minorities working in the Hospitality industrya2												
Participant	Timestamp	I agree to take part in the above study.	Nationality	Gender	Ethnicity	Age	Which country do you work in	Job role	Type of business	Type of employment	Convenience	Happiness
113	2024/07/18 9:29:07 pm CET	I agree to take part in the above study.	Spanish	Female	Mixed	30 - 39	Spain	Waitress	Hotel	Full time		
114	2024/08/11 2:50:59 pm CET	I agree to take part in the above study.	French	Female	White	40 - 49	Switzerland	Reception manager	Hotel	Full time		
115	2024/07/20 6:16:39 pm CET	I agree to take part in the above study.	Italian	Female	White	30 - 39	Switzerland	Waitress	Restaurant	Part time		
116	2024/08/07 9:26:52 pm CET	I agree to take part in the above study.	Italian	Female	White	60 +	Switzerland	Reservations Manager	Hotel	Full time		
117	2024/08/28 9:46:11 pm CET	I agree to take part in the above study.	Lithuanian	Female	White	18 - 29	Switzerland	Guest relations manager	Hotel	Full time	1	2
118	2024/06/21 12:46:23 pm CET	I agree to take part in the above study.	Swiss	Male	White	18 - 29	Switzerland	General Manager	Hotel	Full time		
119	2024/07/26 7:04:06 am CET	I agree to take part in the above study.	Swiss	Female	White	50 - 59	Switzerland	Accountant	Hotel	Full time		
120	2024/08/05 9:00:05 am CET	I agree to take part in the above study.	Swiss	Male	White	30 - 39	Switzerland	Chef	Hotel	Full time		
121	2024/08/05 8:56:05 am CET	I agree to take part in the above study.	Swiss	Female	White	30 - 39	Switzerland	Head reception	Hotel	Full time		
122	2024/06/18 11:45:37 am CET	I agree to take part in the above study.	Australian	Male	White	30 - 39	United Kingdom	General Manager	Restaurant	Full time		
123	2024/07/20 12:02:59 am CET	I agree to take part in the above study.	Barbados	Male	Black	50 - 59	United Kingdom	Chef	Restaurant	Full time	1	4
124	2024/07/18 9:31:59 pm CET	I agree to take part in the above study.	Brazilian	Female	Mixed	18 - 29	United Kingdom	Chef	Contract Caterer	Part time		
125	2024/04/24 5:38:23 pm CET	I agree to take part in the above study.	British	Male	White	30 - 39	United Kingdom	Lead Event Volunteer	Restaurant	Part time		
126	2024/05/23 11:15:11 am CET	I agree to take part in the above study.	British	Male	White	30 - 39	United Kingdom	Senior Lecturer	Hotel	Full time	3	4
127	2024/06/19 10:18:24 am CET	I agree to take part in the above study.	British	Male	White	18 - 29	United Kingdom	General Manager	Contract Caterer	Full time		4
128	2024/08/15 11:34:22 pm CET	I agree to take part in the above study.	British	Male	Black	30 - 39	United Kingdom	BDM	Contract Caterer	Full time		
129	2024/08/05 4:46:41 pm CET	I agree to take part in the above study.	British	Female	White	18 - 29	United Kingdom	Reservations agent	Hotel	Full time		4
130	2024/08/05 4:51:32 pm CET	I agree to take part in the above study.	British	Female	White	18 - 29	United Kingdom	Payroll Clerk	Contract Caterer	Full time	4	3
131	2024/04/24 8:43:44 pm CET	I agree to take part in the above study.	British	Male	Black	18 - 29	United Kingdom	Catering manager	Contract Caterer	Part time		
132	2024/06/08 12:38:29 am CET	I agree to take part in the above study.	British	Male	Black	40 - 49	United Kingdom	Coordinator	Hotel	Full time	3	2
133	2024/04/24 3:17:12 pm CET	I agree to take part in the above study.	British	Male	Black	50 - 59	United Kingdom	Middle management	Hotel	Full time		
134	2024/07/26 6:42:16 am CET	I agree to take part in the above study.	British	Male	Black	30 - 39	United Kingdom	Chef	Contract Caterer	Full time		
135	2024/06/15 9:46:11 pm CET	I agree to take part in the above study.	Bulgian	Male	White	50 - 59	United Kingdom	SPO/PWT	Hotel	Full time		
136	2024/05/23 6:39:32 pm CET	I agree to take part in the above study.	Bulgarian	Male	White	18 - 29	United Kingdom	Operational coordinator	Restaurant	Full time		
137	2024/07/19 11:53:29 am CET	I agree to take part in the above study.	Chinese	Female	Asian	18 - 29	United Kingdom	Room service	Hotel	Part time		
138	2024/07/18 9:35:00 pm CET	I agree to take part in the above study.	French	Male	White	40 - 49	United Kingdom	Hotel manager	Hotel	Full time		
139	2024/08/05 4:34:52 pm CET	I agree to take part in the above study.	French	Female	White	18 - 29	United Kingdom	Guest relations manager	Hotel	Full time		
140	2024/07/19 11:56:36 pm CET	I agree to take part in the above study.	French	Female	White	30 - 39	United Kingdom	Housekeeper	Hotel	Full time	1	4
141	2024/06/18 4:52:40 pm CET	I agree to take part in the above study.	German	Male	White	30 - 39	United Kingdom	General Manager	Hotel	Full time		
142	2024/04/24 4:31:41 pm CET	I agree to take part in the above study.	Italian	Male	White	30 - 39	United Kingdom	General Manager	Contract Caterer	Full time		5
143	2024/08/14 7:56:08 am CET	I agree to take part in the above study.	Italian	Female	Black	30 - 39	United Kingdom	Waitress	Contract Caterer	Part time		
144	2024/05/23 2:42:22 pm CET	I agree to take part in the above study.	Moldovan	Male	White	18 - 29	United Kingdom	Guest relations manager	Hotel	Full time	2	
145	2024/05/23 11:18:08 am CET	I agree to take part in the above study.	Nepali	Male	Asian	18 - 29	United Kingdom	Barman	Hotel	Full time		
146	2024/05/23 12:01:32 pm CET	I agree to take part in the above study.	Nepali	Male	Asian	30 - 39	United Kingdom	Chef	Restaurant	Full time		
147	2024/05/23 11:29:54 am CET	I agree to take part in the above study.	Nepali	Male	Asian	18 - 29	United Kingdom	Customer service assistant	Restaurant	Part time		
148	2024/05/23 11:20:32 am CET	I agree to take part in the above study.	Nepali	Male	Asian	50 - 59	United Kingdom	Kitchen assistant	Contract Caterer	Full time		4
149	2024/05/23 11:19:29 am CET	I agree to take part in the above study.	Nepali	Male	Asian	30 - 39	United Kingdom	Kitchen porter	Contract Caterer	Part time		
150	2024/05/23 4:20:02 pm CET	I agree to take part in the above study.	Nepali	Male	Asian	40 - 49	United Kingdom	Student	Contract Caterer	Part time	3	
151	2024/05/25 9:22:44 am CET	I agree to take part in the above study.	Nepali	Male	Asian	40 - 49	United Kingdom	Customer service assistant	Hotel	Full time		
152	2024/07/19 8:22:33 am CET	I agree to take part in the above study.	Nigerian	Female	Black	18 - 29	United Kingdom	Customer service assistant	Contract Caterer	Part time		
153	2024/07/20 6:20:58 pm CET	I agree to take part in the above study.	Nigerian	Female	Black	30 - 39	United Kingdom	Customer service assistant	Contract Caterer	Part time		
154	2024/08/16 9:17:38 pm CET	I agree to take part in the above study.	Nigerian	Female	Black	30 - 39	United Kingdom	Cleaner	Contract Caterer	Part time	2	
155	2024/07/26 6:59:31 am CET	I agree to take part in the above study.	Nigerian	Male	Black	40 - 49	United Kingdom	Barman	Hotel	Full time		
156	2024/04/23 12:21:14 pm CET	I agree to take part in the above study.	Nigerian	Male	Black	40 - 49	United Kingdom	Kitchen assistant	Contract Caterer	Part time		5
157	2024/05/23 1:13:15 pm CET	I agree to take part in the above study.	Polish	Male	White	18 - 29	United Kingdom	Inside Sales Coordinator	Hotel	Full time		
158	2024/05/31 5:02:49 am CET	I agree to take part in the above study.	Romanian	Male	White	18 - 29	United Kingdom	Sale assistant	Hotel	Full time	3	
159	2024/07/27 7:17:30 am CET	I agree to take part in the above study.	Spanish	Female	White	18 - 29	United Kingdom	Room service	Hotel	Full time		
160	2024/08/05 4:49:06 pm CET	I agree to take part in the above study.	Turkish	Male	Other	40 - 49	United Kingdom	Restaurant supervisor	Contract Caterer	Full time		
161	2024/04/24 5:58:11 am CET	I agree to take part in the above study.	UK	Male	White	40 - 49	United Kingdom	Room service	Hotel	Full time		4
162	2024/07/18 9:39:44 pm CET	I agree to take part in the above study.	UK	Female	Black	30 - 39	United Kingdom	HR manager	Contract Caterer	Full time		
163	2024/08/07 9:23:41 pm CET	I agree to take part in the above study.	UK	Male	Black	40 - 49	United Kingdom	Concierge	Hotel	Full time		4
164	2024/07/26 6:53:53 am CET	I agree to take part in the above study.	UK	Female	White	18 - 29	United Kingdom	Waitress	Contract Caterer	Part time		
165	2024/08/06 12:28:37 am CET	I agree to take part in the above study.	US	Female	White	18 - 29	United Kingdom	Reservations agent	Hotel	Full time		4
166	2024/07/19 8:20:07 am CET	I agree to take part in the above study.	Italian	Female	White	50 - 59	USA	Server	Restaurant	Part time		
167											121	143



Participant	Working environment	Relationship with colleagues	Want to / Desire to succeed	Interesting Job	Salary / Pay	Relationship with employer	Improve experience	paid accurately and on time	Health and Safety environment	Feel motivated by the job	Staff are listened to	Relationship with Supervisor/Team Leader	Promotion opportunities
113					1	5	3						
114			2		1	5		4	3				
115											5	4	3
116						2		3		4			1
117		3			5	4							
118												1	
119			5			3	2					1	3
120		5				1			2	4			4
121						5	1	3		4		2	
122		4			1		3						
123						2					5		
124												5	3
125								3	1		2	4	2
126									5		2		1
127		5						1	3	2			
128	2	1	4		3		5						
129	5		3			2	1						
130	5		1			2							
131	5				3								1
132									4	5			
133		2			1							3	
134									5		3	4	1
135								1	3	2		4	
136								2	4	3			9
137								2	3	4	5		1
138		1			2	3		4					
139												2	3
140						2			5		3		4
141												4	9
142						4			1	2			
143					2	5		4			1	3	
144									1	3			
145						3						4	5
146	3	4			2								1
147									5	1	4		
148						1			3	2			5
149		1					2			4			9
150								4	2	1	5		
151								1	3	2	4		
152						4			5	3	1		
153						1			2	3	5		
154					1		3	4	5				
155								5	4	3			
156		3	1							4			
157								1		2	3	4	9
158								1	2	4			
159						3		5				1	2
160						5				1	4		3
161		3				1					5		
162								1				2	
163	5		3					2					4
164								5			3	4	
165	5		3						1			2	
166								1	5	3			4
167	182	134	149	199	242	98	155	161	145	191	135	142	102

Participant	Company benefits	Relocation opportunities	Alongside existing benefits, what other benefits would you like to see the company offer in the future?	Where you able to be promoted in the past 24 months?	If you are able to progress/be promoted how is this done for you	Do you think HR contribute to your motivation?	Did you obtain any qualifications outside of the country where you are currently working?
113			4 Shorter shift	no		No	No
114		2		yes	Applied via interview and internal transfer	Yes	Yes
115		2	1 Promotion routes	no		No	Yes
116		5	Early retirement option	yes		Yes	Yes
117			Travel support	yes	I interview for the job	Yes	Yes
118		5	4 Break from work every three years for slightly longer than vacation	yes	Until now, I have always found a job myself	Yes	Yes
119			Early retirement	no		Yes	No
120			Easier promotion	yes		No	Yes
121			Sabbatical leave	yes		Yes	Yes
122		5	2 Medical Dental Tertiary	no	Promotion	Yes	Yes
123		3	Regular pay review	no		No	Yes
124		4	1 Promotion	no		no	Yes
125			None ItâC"s a charity	no		No	No
126			Progression Opportunity and a descent Pension Scheme	no	NA	Yes	No
127			Very happy with everything	no	Great	Yes	Yes
128			Better commission rates	no	Internal vacancy	no	No
129			Better pension	yes		Yes	No
130			Working from home	no		Yes	No
131		4	2 More flexibility in hours & working time	yes	Applying for another role	No	No
132			1 Considering the individual performance and show appreciation.	no	I will be more motivated than I am. I will go triple miles	no	Yes
133		4	5 Empowerment	yes		No	Prefer not to say
134		2	Pension	no		Yes	No
135			Our company doesnâC"t provide any benefits, apart from company car	yes		Yes	Yes
136		5	Vouchers for excursions and clothes	no	Arranging my private work place - new office	No	Yes
137			1 Health insurance	no	interview	No	Yes
138			5 Longer parental leave	no	Applied for the job	no	Yes
139		1	5 International transfers	yes	Interview	Yes	Yes
140			Pension	no		Yes	Yes
141		3	1 Work/life balance	yes		Yes	Yes
142			3	yes		no	Prefer not to say
143			More time off for single mothers	no		No	Yes
144		5	4 longer breaks and option to sit during the shift at the front desk	no	career development plan	Yes	Yes
145			2 SponsorâC"Y	no		Yes	Yes
146		5	1 Bonuses, celebrating milestone	no	I will take it as opportunity to explore evenmore	no	Yes
147			2 A specific job title rather than a same title for every job.	no		Yes	Yes
148				no		no	No
149			Anything	yes	Yes	Yes	Yes
150			Company shall provide accomodation for a full timer where he/she can stay and do job in time.	no		No	No
151		5	Pension	no	Encouragement	Yes	Yes
152			2	no		No	No
153			Pension	no		No	Yes
154			Possibly of promotion in the company	no		No	Yes
155		1	Training to be manager	yes		no	Yes
156			2 Life and health insurance	yes	Professional training	no	Yes
157			Company big parties, more travel perks, 4 day work week (3days off)	yes	Finish uni	Yes	Yes
158		5	More vouchers	no		Yes	No
159				no		Yes	No
160			Pension	yes		No	Yes
161			2	yes		Yes	No
162		5	Company shares	yes		Yes	No
163			More time off	yes		No	No
164		1	Pension	yes		Yes	Yes
165			Promotions	no		Yes	Yes
166			more time off	no		No	Yes
167		112	79				

Participant	If yes above, did your organisation recognise your qualifications obtained outside of the country where you are currently working?	Does your organisation support you in professional progression?	Does motivation contribute to your own performance at work?	Does your line manager motivate you?	If yes to the above question - please can explain how?	Are changes in your organisation affecting your motivation?	Do you think culture affect motivation?
113	Yes	I don't know	Yes	Yes	He is a good understanding person	4	3
114	Yes	Yes	Yes	Yes	My line manager feels that I can be a GM in the future so helps me and supports me to achieve high levels	3	4
115	Yes	No	Yes	No		2	5
116	Yes	No	Yes	Yes	Friendly approach	5	5
117	Yes	Yes	Yes	Maybe		5	5
118	No	Yes	Yes	No		1	1
119		I don't know	Yes	Maybe		5	5
120	Yes	I don't know	Yes	Yes	Good menus	4	5
121	Yes	Yes	Yes	Yes	Help with progression	3	5
122	Yes	Yes	Yes	No		5	5
123	No	No	No	No		2	5
124	No	No	Yes	No		5	2
125	N/A	I don't know	Yes	Yes	Encouragement, various roles	3	2
126		No	Yes	Maybe		1	1
127	Yes	Yes	Yes	Yes	Open conversation, clear goals and vision, supporting change and future opportunities, provides continuous l	2	1
128		Yes	Yes	Yes	The MD is keen to ensure we convert more pitches and for this he is sending us to train to be better sellers.	5	5
129		I don't know	Yes	Maybe		2	4
130		I don't know	Maybe	Maybe		2	4
131	N/A	Yes	Maybe	Maybe		4	2
132	No	I don't know	Yes	Maybe		4	1
133	N/A	Yes	Yes	Yes	No micro management	1	1
134		I don't know	Yes	Yes	Creative freedom	3	5
135	No	No	No	No		4	4
136	Yes	Yes	Yes	Maybe		3	3
137	Yes	Yes	Yes	Yes	promoted me when I interview	4	5
138	Yes	Yes	Yes	Yes	They continue to help me to be better	5	5
139	Yes	Yes	Yes	Yes	Active support	5	5
140	Yes	Yes	Yes	Maybe		2	4
141	Yes	Yes	Yes	Yes	Retired now, but by motto was always: Happy staff make happy guest make happy shareholders, as simple as	1	4
142	N/A	Yes	Maybe	Yes		3	3
143	No	No	Maybe	No		1	5
144	No	Yes	Yes	Maybe		3	5
145	Yes	I don't know	Yes	Yes		3	5
146	No	Yes	Yes	Yes	He trained me and teach me in every steps of work. Due to his guidance abd support I am here today.	4	5
147	Yes	Yes	Yes	Maybe		3	5
148	No	No	Maybe	Maybe		2	3
149	Yes	Yes	Yes	Yes		1	1
150		I don't know	No	Maybe		2	4
151	Yes	Yes	Yes	Yes	Encouragement	5	5
152	No	No	No	No	He is racist	4	3
153	No	I don't know	Yes	Maybe		3	5
154	No	No	Yes	No		3	5
155	Yes	Yes	Yes	Yes	Training to be manager	3	5
156	N/A	Yes	Yes	Maybe	Nil	2	5
157	Yes	Yes	Yes	Yes	He always says that I do great job and that they are lucky to have me.	2	5
158		I don't know	Maybe	Maybe		2	4
159		Yes	Yes	Maybe		4	5
160	No	I don't know	Yes	Yes	Always promoting training	4	5
161	N/A	I don't know	Yes	No		2	1
162		Yes	Yes	Yes	Obtaining my CIPD qualification	5	5
163		No	No	No		5	1
164	Yes	I don't know	Yes	Yes	She is a good manager	4	5
165	Yes	Yes	Yes	Yes	Training	2	5
166	No	I don't know	Yes	Yes	she is one of the team and help us all the time	2	4
167							

