

BMTP5019

Operations Management for Tourism, Leisure and Events

Adapting HR Practises to a Multinational Workforce



HOSPITALITY
AND
TOURISM
MANAGEMENT



*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

**Can you share a memorable
experience you've had with cultural
diversity, either in a work
environment or while traveling?**

Understanding the Multinational Workforce

- Understanding a multinational workforce means recognising and managing the different cultures, values, communication styles, and ways of working among employees from various backgrounds.
- In a global business, having teams from different countries brings a variety of skills and ideas, which can drive innovation.
- But it also needs good management and communication to handle cultural differences and prevent misunderstandings.



Understanding the Multinational Workforce

Key aspects of understanding the multinational workforce include:

1. **Cultural Sensitivity:** Recognising and respecting cultural differences to promote inclusion.
2. **Communication Styles:** Adjusting communication to fit the directness, formality, and preferences of different cultures.
3. **Flexibility:** Adapting management styles and processes to suit diverse work habits and expectations.



Understanding the Multinational Workforce

4. **Global Leadership:** Empathy and emotional intelligence are crucial for global leadership, helping leaders understand and motivate diverse teams.
5. **Collaboration:** Fostering teamwork across cultures through training, open communication, and technology.



Understanding the Multinational Workforce

Adapting HR practices for a diverse workforce in tourism and hospitality is important because the industry serves people from different cultures.

A diverse team brings fresh ideas, better customer service, and helps improve business results.

Why is adapting HR practises so important?

- **Cultural sensitivity and inclusion:** Promoting cultural awareness helps employees feel valued and creates a welcoming environment.
- **Improved customer experience:** A diverse team helps hospitality businesses understand and meet the needs of global customers, leading to better satisfaction.



Understanding the Multinational Workforce

Why is adapting HR practises so important?

- **Talent Attraction and Retention:** Adapting HR policies with benefits like flexible schedules, cultural training, and career development helps attract and retain a diverse workforce.
- **Effective Communication:** HR practices should promote communication training and teamwork to bridge cultural gaps, prevent misunderstandings, and improve collaboration.
- **Innovation:** A diverse workforce brings different ideas, boosting creativity and problem-solving, which is valuable in the fast-paced tourism and hospitality industry.



Understanding the Multinational Workforce

What are the challenges of managing a workforce from different cultural backgrounds?

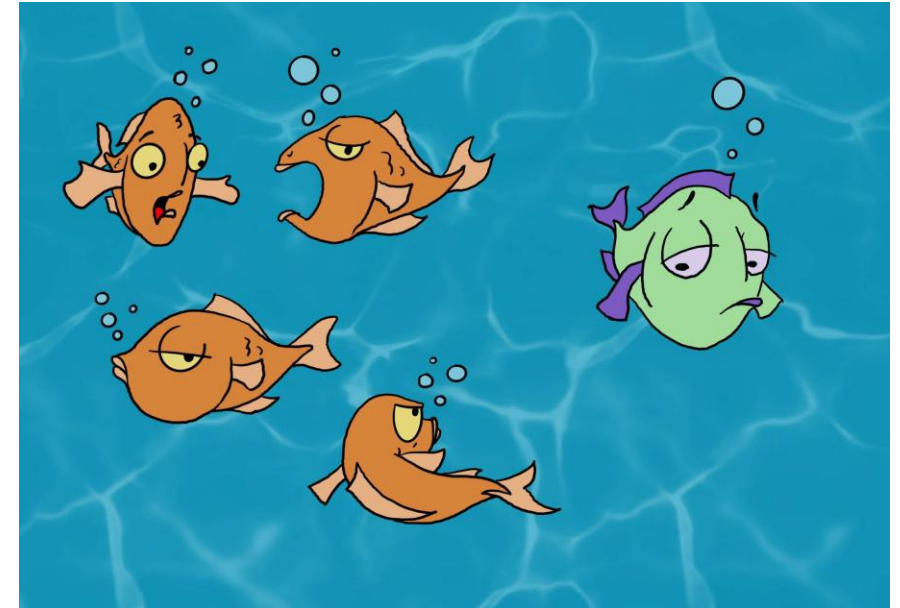
- 1. Language Barriers:** It can lead to misunderstandings and confusion, making it harder for employees to share ideas and follow instructions.
- 2. Cultural Expectations:** Cultural differences in work ethics and decision-making can cause conflict, with some cultures valuing hierarchy and others favouring collaboration.
- 3. Communication Styles:** Cultural differences in communication styles can cause frustration and misunderstandings if employees aren't trained to adapt (direct vs indirect).



Understanding the Multinational Workforce

What are the challenges of managing a workforce from different cultural backgrounds?

- **Different Work Styles:** Work-life balance, punctuality, and priorities differ across cultures, which can be challenging for managers to manage.
- **Bias and Stereotyping:** Unconscious bias can lead managers to treat employees from different cultures unfairly.
- **Team Dynamics:** Diverse teams may struggle if cultural differences aren't respected, so building trust and inclusion is key.



Marriott International

Marriott is known for its commitment to diversity and inclusion, and it operates hotels in more than 130 countries.

The company has implemented several initiatives to manage its multicultural workforce

How does it support it's multicultural workforce?

- it supports its multicultural workforce with **cultural sensitivity training**
- **internal mobility**, helping employees from different backgrounds grow within the company.
- marriott's focus on **inclusive leadership** and valuing different perspectives has helped its success.



Effective Recruitment and Training Strategies

Recruitment in a Diverse Environment

Inclusive recruitment is key to building a diverse and fair workforce, especially in hospitality, where respecting different cultures improves customer experience.

Why are these practises important?

- 1. Diverse Talent Pool:** Inclusive hiring attracts candidates from various backgrounds, enhancing creativity and innovation.
- 2. Better Decision Making:** A diverse team provides different perspectives, leading to better decisions and understanding of global customer needs.



Recruitment in a Diverse Environment



Why are these practises important?

- 3. Enhanced employee satisfaction and retention:** Inclusive and fair recruitment makes employees feel valued, boosting morale, retaining talent, and creating a positive work culture.
- 4. Employee brand and reputation:** Companies with inclusive recruitment build a strong reputation, attracting top talent and increasing customer loyalty.

Recruitment in a Diverse Environment



Inclusive job descriptions:

- Use gender-neutral language and focus on skills rather than formal qualifications to attract a wider range of applicants.

Seasonality and flexibility:

- Offer flexible hours and advertise seasonal roles with potential for long-term employment to appeal to candidates with varying availability.

Diverse sourcing channels:

- Partner with organisations that represent underrepresented groups and participate in job fairs or virtual events focusing on diversity.

Recruitment in a Diverse Environment



Bias free recruitment:

- Use structured interviews and consider blind hiring practices to reduce unconscious bias.

Promote and inclusive company culture:

- Showcase diversity in employer branding to attract candidates from various backgrounds.

Accessible job applications:

- Ensure the application process is accessible to people with disabilities and user-friendly across devices.

Talent Quest

Pick one of the following recruitment and training challenges = seasonal hiring, language requirements, or inclusive workplace culture.

Task 1 – Recruitment Strategy

- Brainstorm how you would attract the best candidates.
- Create a quick recruitment plan (where to post jobs, how to advertise inclusivity, and what channels to use).

Task 2 – Training

- Develop a training strategy that ensures smooth onboarding, fast skill development, and alignment with company culture (e.g. mentorship programs, e-learning, and in-person training events).

20 mins.

Training Programmes for a Multicultural Workforce

Cross-cultural training programmes help employees understand and manage cultural differences, especially when working with diverse people.

1. Set Clear Objectives:

Decide what employees should learn, like improving communication with diverse customers or understanding cultural norms to prevent misunderstandings.

2. Identify Key Cultural Differences:

Research important cultural norms, like language, customs, greetings, and business etiquette, that affect customer interactions.



Training Programmes for a Multicultural Workforce



3. Create Interactive Content:

Use role-playing, discussions, videos, and case studies to make training engaging, letting employees practice handling real-world cultural situations.

4. Use Real-Life Examples:

Share stories from your business or industry to help employees connect the training to their daily work.

5. Promote Open Discussion and Feedback

Encourage employees to ask questions, share experiences, and discuss cultural differences in a safe, open space.

Tailoring training for language skills and cultural competence

How can we design programmes to help employees improve their ability to communicate in different languages and understand cultural differences?

Teach Cultural Basics:

- Teach employees key cultural customs, like greetings, polite behaviour, and dietary preferences.

Use Real-Life Scenarios:

- Have employees practice common situations, like welcoming customers or handling complaints, using language skills and cultural knowledge.



Tailoring training for language skills and cultural competence

Focus on Practical Language Skills:

- Teach employees basic phrases and key vocabulary to help them communicate with customers in common languages.

Encourage Practice:

- Let employees practice language and cultural skills without fear of making mistakes or being judged.

Keep Improving:

- Language and cultural skills can always improve. Offer refresher courses and chances to learn more about different cultures.



Managing Seasonal Staffing & Employee Performance

Introduction Activity

You are managers of a hotel called the “UWTSD Spa & Hotel” that experiences a huge seasonal rush, particularly during the summer. Your goal is to put employees into the right roles, keep employees motivated, and make sure they perform well through the busy season.

Scenario Challenges:

- You are going to be presented with different scenarios that could happen during the seasonal rush (e.g. “one employee calls in sick during peak hours”).
- You must decide how to respond by choosing the right staff(s) for that scenario, but recognising what support they may need.

Let’s look at the first one together...



Introduction Activity

Scenario 1: One Employee Calls in Sick During Peak Hours

It's 4 PM, and the hotel is fully booked with a long line at the front desk. One of the front desk agents calls in sick, and you need someone to step in quickly to cover the shift.

My Response:

- **Avery (The Hard Worker):** Avery will step up and help, even though they might need some guidance. They'll work hard to cover for the missing employee but might need someone to oversee the operations.
- **Clara (The Organisational Guru):** Clara can step in to help with the front desk operations by organising the staff and delegating tasks. However, she might get a bit focused on keeping things running perfectly, which could slow things down a little.
- **Ben (The Enthusiastic Learner):** Ben will eagerly volunteer to help but might struggle with the high demands of the peak time. He will need guidance but could manage well with some supervision and a calm demeanour from more experienced staff.

Adapting HR practices for a multinational hotel workforce

Diverse, multinational workforce

- The hotel industry is a global sector with employees from diverse backgrounds.
- Many hotels, especially in tourist areas, hire staff from different countries, creating a multicultural workplace.
- This diversity enhances customer experiences but requires good communication, cultural awareness, and inclusive HR practices for smooth operations.



Adapting HR practices for a multinational hotel workforce

Adapting HR practises;

- Because of this, HR strategies must adapt to regional work cultures, laws, and expectations.

For context...

- In the U.S., HR ensures tipping practices are clear, as it's a significant part of hotel employees' income.
- In Japan, where wages are set, HR focuses on offering competitive salaries and benefits instead of tipping.



Adapting HR practices for a multinational hotel workforce

Understanding Local Views on Work-Life Balance, Benefits, and Career Growth:

- In Scandinavian countries, HR emphasises flexible hours and generous vacation policies to support work-life balance.
- In more traditional work environments, HR focuses on structured career paths and performance-based incentives.
- By aligning with local values, HR helps retain employees by meeting their needs and expectations.



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The Importance of Understanding Local Laws:

- HR departments in global companies ensure compliance with local labour laws.
- In the U.K., employees receive paid annual leave and protection from excessive hours,
- While in the U.S., leave requirements are fewer, and overtime laws vary by state.
- Understanding these laws helps avoid legal issues and ensures fair treatment of employees.



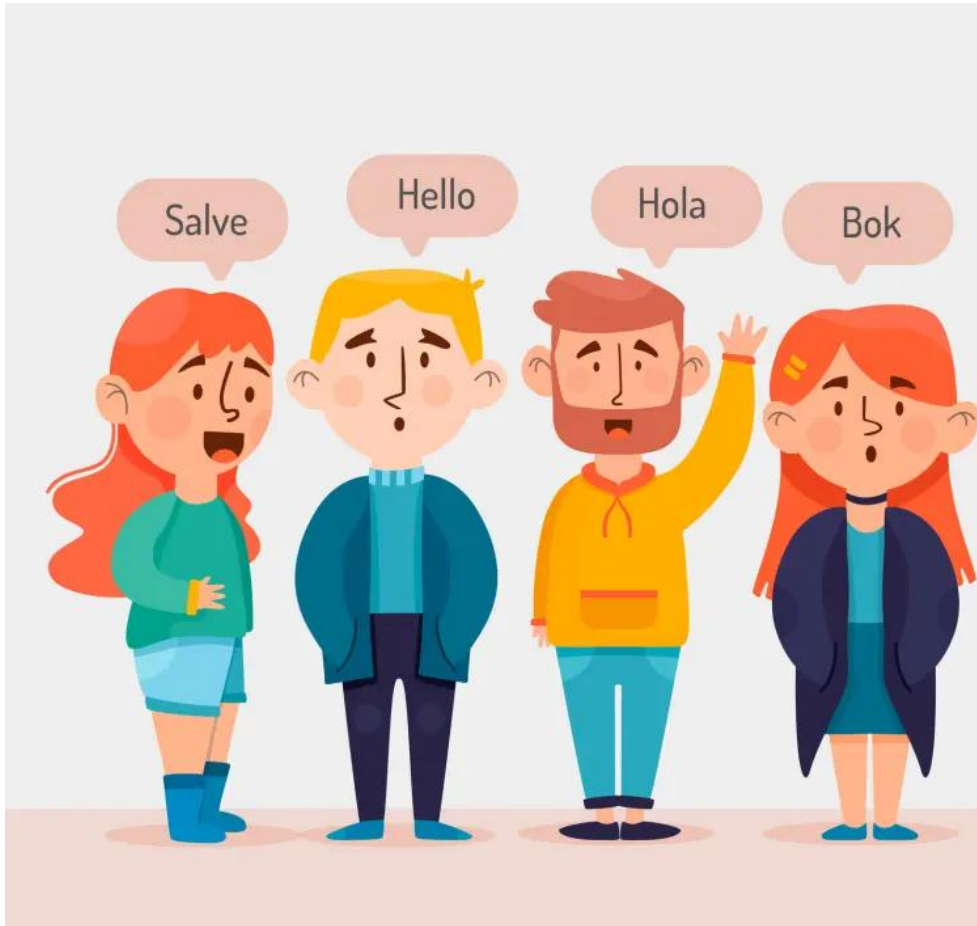
Adapting HR practices for a multinational hotel workforce

Cultural Norms Affecting Workplace Dynamics:

- In a multinational team, cultural differences in hierarchy and decision-making impact workplace dynamics.
- In Japan, a hierarchical structure with top-down decision-making is common, while in the U.S., a flatter, more collaborative approach is preferred.
- Understanding these differences helps managers lead teams effectively and respect cultural preferences.



Adapting HR practices for a multinational hotel workforce



What else needs to be considered?

- **Language Barriers:** Language barriers in international hotels can be overcome with training, translation tools, and multilingual signage.
- **Customer Service Expectations:** Service standards vary; Asian hotels emphasise personalisation, while Scandinavian hotels prioritise efficiency. Adapting enhances guest experience.
- **Seasonal Demands:** Hotels with seasonal peaks need flexible staffing, requiring strategies for hiring temporary workers and managing workloads year-round.



Next Week

Effective recruitment and training strategies

I look forward to seeing you next week.

If you have any questions, please contact me
on Teams or through email

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