

Employee engagement in **leisure** **and hospitality**

Serving up successful strategies for your
deskless workforce



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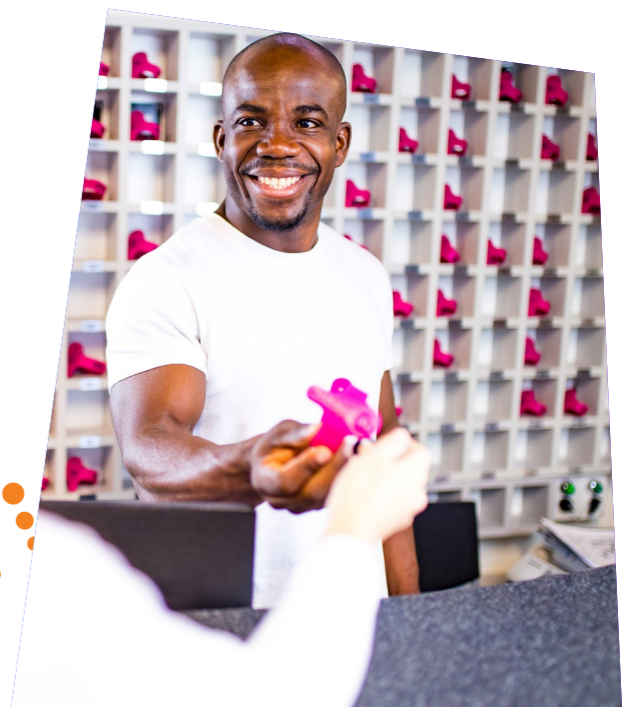
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Introduction

Thanks for downloading this eBook from WorkBuzz on employee engagement in the leisure and hospitality industry. We know HR professionals in this sector have unique challenges – from how to engage a deskless workforce to how to address high employee turnover rates – and we want to help.

We'll cover how to go about fixing these problems, how to effectively reach and engage your deskless employees, and a few ideas for how to improve employee engagement at your organisation.

If you're interested in talking to us about how we can help make your employee engagement strategy better, don't hesitate to get in touch.

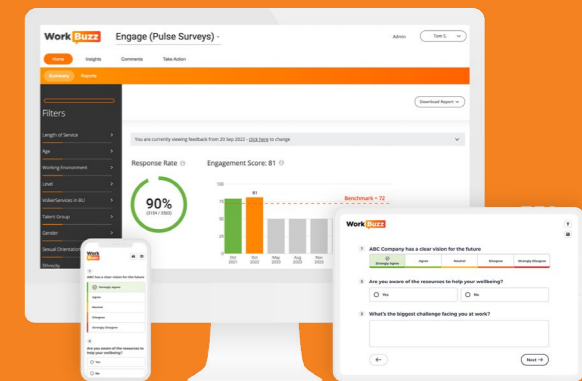


About WorkBuzz

The simple, flexible, customisable way to reach your Everyday Heroes.

Our employee engagement surveys give you regular, real-time feedback from all your people – wherever they are, and whatever they do.

Listen to your unsung heroes. Understand their concerns. Act on areas of improvement. Build a culture all your people can thrive in.



3 key people challenges in the leisure and hospitality industry – and how to fix them



The leisure and hospitality industry is a fast-paced, dynamic environment that requires employees to have both creative and professional skills. Unfortunately, this can lead to the emergence of various people challenges such as high turnover, lack of motivation, difficulty in training and more – indeed, a recent Gallup survey found that only 35% of employees in the leisure and hospitality industry say they're engaged.

Here, we'll discuss the key people challenges in the leisure and hospitality industry, as well as strategies for addressing them in order to create a successful work environment that motivates employees.

The key people challenges facing leisure and hospitality

1. High turnover

The leisure and hospitality industry is characterised by high turnover rates, as employees move from one job to another in search of better pay or a more suitable working environment. According to the Bureau of Labor Statistics, the average employee turnover rate in the leisure and hospitality industry is 75%.

This can have a significant effect on productivity and profitability, especially when hiring costs are factored in. Additionally, it can be difficult to keep staff motivated and engaged when they feel like their job may not be secure.

2. Lack of motivation

Low morale is a common issue in the leisure and hospitality industry, as staff often experience feelings of burnout from long hours or lack of support from management.

Employees who are uninspired by their work can lead to reduced productivity, thereby impacting overall profitability. It can also be difficult to attract and retain the best talent when staff morale is low.

3. Difficulty in training

The leisure and hospitality industry often requires employees to have a variety of skills – from customer service know-how to creative expertise. As such, training can be more complex than in other industries, particularly for entry-level or junior staff.

Organisations may have to invest time and

resources into ensuring their team is up to date with the latest trends and technologies in the field.

Addressing workplace challenges to create a motivating environment

In order to ensure a successful work environment in the leisure and hospitality industry, organisations must take steps to address the people challenges discussed above. From training and development initiatives to employee recognition programs, there are a number of strategies that can be implemented in order to create an engaging work environment for staff.

A key strategy for businesses in the leisure and hospitality industry is to invest in high-calibre or high-potential employees (HIPOs). This means looking beyond qualifications and experience when recruiting and instead focusing on traits such as creativity, problem solving abilities and a passion for the field.

In order to create an engaged team, organisations should aim to foster a culture of collaboration and creativity. This can be achieved through various initiatives such as

team-building exercises, regular one-on-one meetings with staff and opportunities for employees to share their ideas and opinions. Organisations should ensure employees feel appreciated and valued by providing them with meaningful recognition for their efforts.

Understanding what employees really think about your organisation

Understanding what your employees think about your company is crucial – and that's where employee surveys come in. They can provide valuable insights into how your people perceive their work environment, job satisfaction, and opportunities for growth, and help leisure and hospitality organisations to identify problem areas and address them in a timely manner.

High levels of employee engagement translate to increased productivity, higher customer satisfaction, and lower turnover rates. Through employee surveys, employers can identify areas that may be causing low engagement levels and take corrective measures to address them.

Employee surveys also provide a platform for employees to voice their concerns and provide feedback on their work environment – including things like the effectiveness of training and development programmes, which we've already highlighted as a focus area.

By listening to their employees' feedback – and acting on it – leisure and hospitality organisations can identify workplace issues and implement changes or interventions that lead to a better work environment. Addressing workplace issues can enhance employee satisfaction and boost morale.

High employee turnover can significantly impact a leisure and hospitality organisation's performance and customer satisfaction. Employee surveys can identify factors contributing to high turnover rates, such as inadequate compensation, lack of opportunities for growth, or a poor work environment. By addressing these factors, leisure and hospitality organisations can reduce turnover rates and retain top talent.

Finally, as long as your organisation makes a clear effort to address the feedback received, employee surveys can strengthen communication and trust between employees and their employers. By seeking their employees' feedback and responding to their concerns, leisure and hospitality organisations can enhance their employees' sense of value and investment in the company – which, in turn, can improve loyalty and retention.

Why should you focus on employee engagement?

Employee engagement is a deep rational and emotional connection to your organisation and the work you do. It's the outcome of a great employee experience, and starts during the recruitment process – before you even turn up for your first day.

Engagement is important because it unlocks the potential of each individual, their motivation, and maximises their discretionary effort. If they're engaged enough to become advocates for your organisation, engagement can live on long after employees leave – which has a tangible impact on commercial outcomes for your business.



How to reach and engage deskless employees in the leisure and hospitality industry

There are unique employee engagement challenges for the leisure and hospitality industry, not least due to the large number of employees working in front-of-house positions or in other 'deskless' roles not based in head office. Organisations in this sector must use innovative strategies to ensure their workforce is engaged, motivated, and productive.

The importance of listening to your employees

Employee surveys are a great way for organisations in the leisure and hospitality industry to understand employee sentiment and motivation, as well as to identify employee engagement issues.

Surveys can be used to gain feedback on policies, job satisfaction, employee recognition programs, and much more. They can also provide invaluable insights into employee morale and engagement levels.

Organisations should strive to regularly run employee surveys to ensure they're staying ahead of employee engagement issues and providing a positive work environment.

Making employee engagement programmes more accessible to deskless workers







Having a great employee engagement programme is a waste of time if your employees can't take part. It's important to make employee surveys accessible for deskless employees in the leisure and hospitality industry.

Many of these workers are unable to access employee engagement tools due to them being inaccessible or difficult to use on a smartphone or tablet – and many won't have access to a corporate email address.

To ensure employee engagement is successful, organisations should provide mobile-friendly resources and leverage platforms like WorkBuzz, which offers a 'kiosk' mode and unique entry code so employees can access surveys from their own device.

This approach should extend to your wider communication strategy. How do you better connect head office, leadership and the deskless workforce? You should consider:

What you need to know to better connect with a deskless workforce:

- 
Who your deskless employees are
 Build a picture using demographics, role descriptions and the challenges they face.
- 
Why you need to talk to them
 What information will you need to share?
- 
When you'll communicate
 Take into consideration different shift patterns and time zones.
- 
How you'll communicate
 Choosing the right channel is essential – specifically designed apps, internal communications tools (like Slack or SharePoint), kiosk stations, printed materials, bulletin boards, in-person conversations, texts and calls are all options.
- 
What you'll say
 Tailor the content with clear impact and outcomes for your deskless audience.
- 
Make it a two-way conversation
 Ensure your strategy includes methods for employee feedback, either through regular pulse surveys or on an ad-hoc basis.

Digital platforms like **WorkBuzz** can be powerful tools for improving employee engagement in the leisure and hospitality industry. Organisations should look to leverage these platforms to listen to their employees, understand their needs, and act on their feedback.

5 ways to improve employee engagement in the leisure and hospitality industry



Employee engagement is a critical factor in the success of any organisation, including those in the leisure and hospitality industry. And, with more than 80% of employees working outside of an office setting – from food and beverage preparation to cleaning and maintenance – it's vital such organisations take active steps to improve engagement with all their people.

Fortunately, there are several practical strategies that can be implemented by employers in the leisure and hospitality industry to solve employee engagement challenges. From offering flexible working hours to introducing employee surveys and employee engagement platforms, here are five ways to help increase employee motivation, satisfaction, and engagement.

1. Provide recognition for employees' efforts

Acknowledging employee performance with recognition can go a long way in boosting employee engagement. Regularly recognising employee efforts and successes can increase motivation, morale, and engagement levels.

And that doesn't have to only mean paying

them more money. Show them they're valued in other ways by creating moments that matter throughout their employee journey.

These moments impact how your employees engage with you as an employer. They cover every stage of the employee lifecycle – from initial attraction and onboarding right through to exit – but, as every employee has unique circumstances, it's important to properly measure, rather than assume, what these moments are.

2. Implement career development programmes

Investing in employee development is one of the best ways employers in the leisure and hospitality industry can improve employee engagement. Providing employees with training opportunities, access to mentorships, or continuing education courses can help them build on their skills and helps foster a long-term emotional connection with your organisation.

3. Build strong relationships with employees

Creating a culture of open communication

between employers and employees is essential in improving employee engagement. Listening to employee feedback and responding to employee concerns can help employers better understand what motivates team members, leading to higher engagement levels.

An open, honest culture helps build employee engagement, improves retention, helps attract the best talent, and has a positive impact on the bottom line. And, while building this culture is challenging, it's far from impossible.

There's no quick fix, but enabling a connection between deskless employees and their line managers will help build a better working environment and culture for all.

4. Create a positive work environment

A positive work environment that values employee contributions is key for employee engagement. Employers should also focus on creating a workplace culture of collaboration and respect, where employees feel valued and appreciated.

In the leisure and hospitality industry, much

of that positive environment comes from employees feeling physically and emotionally safe. Leisure and hospitality employees are often required to work long hours on their feet, using complex equipment, and interacting with a large number of customers.

In addition, the pandemic brought health and safety concerns to the forefront for many employees, who were at increased risk of exposure due to their frequent interaction with customers and co-workers.

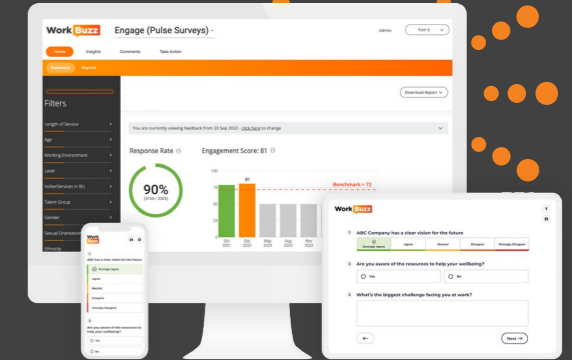
This heightened strain often results in more health and safety incidents, many of which go unreported and could be avoided if communications channels were more open and effective.

Running regular pulse surveys can help your frontline workers become more confident in speaking up about safety standards and wellbeing concerns. They can also help your organisation identify areas of the business that may be experiencing increased risk, not just from a physical health perspective, but from a mental health, resourcing and inclusivity perspective, too.



About WorkBuzz

Employee engagement surveys to reach Everyday Heroes in the leisure and hospitality industry.



5. Take action

Failing to act on feedback can have a negative impact on employee engagement, retention figures and overall customer experience. Employee surveys help deskless workers to be heard, but this should be more than just a box ticking exercise.

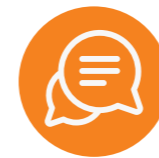
Surveys should be used as a means for gathering insights and data over time – and these insights should be aligned to your organisation’s KPIs, providing detail on key issues and highlighting opportunities for change and innovation.

Tailoring your surveys to your deskless workforce – as covered earlier in this eBook – means you’ll get better response rates and more actionable insights that can ensure fair and inclusive decisions for all your workforce, regardless of their schedules and locations.

Engaging your deskless workforce is essential if you want your leisure and hospitality organisation to provide the best customer experiences. To build better engagement, employee listening needs to be a constant activity within organisations, it helps leaders to identify what is – or isn’t – working, to respond to sources of disengagement, and to nurture a healthy culture.



WorkBuzz helps you gather real-time feedback from your people, improve employee engagement and build a culture your team are proud to be part of – wherever they are, and whatever they do.



Listen to your employees at a frequency to suit your business – with annual surveys, pulse surveys and on-demand polls available as standard.



Understand key staff challenges around employee wellbeing, health and safety, diversity and inclusion, and employee retention. Use our best-practice question libraries or work with our team to create your own.



Act on feedback and implement positive change. Work with our team to understand what your data is telling you, and which actions you need to take. Benefit from an engaged, more productive workforce, and see an improvement in employee wellbeing, performance, and retention.

“Great service and easy to do business with. The WorkBuzz team are adaptive, attentive, professional and act as a true partner. Expertise within the team is also a big plus – providing useful insight into the wider world on what is/can impact on the employee experience.”

Ronnie Calderwood-Duncan, EDI Manager, Highways England

Give your Everyday Heroes a voice -
get started with a demo of the [WorkBuzz platform](#)