

Moller, Thorsten Robert

## Article

Assessing chinese hotel employee's motivation and involvement in the context of applying loyalty programme practices in international hotel chains in china

Administrative Sciences

## Provided in Cooperation with:

MDPI – Multidisciplinary Digital Publishing Institute, Basel

*Suggested Citation:* Moller, Thorsten Robert (2024) : Assessing chinese hotel employee's motivation and involvement in the context of applying loyalty programme practices in international hotel chains in china, Administrative Sciences, ISSN 2076-3387, MDPI, Basel, Vol. 14, Iss. 9, pp. 1-17, <https://doi.org/10.3390/admsci14090189>

This Version is available at:

<https://hdl.handle.net/10419/321003>

## Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

## Terms of use:

*Documents in EconStor may be saved and copied for your personal and scholarly purposes.*

*You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.*

*If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.*



<https://creativecommons.org/licenses/by/4.0/>

## Article

# Assessing Chinese Hotel Employee's Motivation and Involvement in the Context of Applying Loyalty Programme Practices in International Hotel Chains in China

Thorsten Robert Moller 

Faculty of Management, Comenius University Bratislava, Odbojarov 10, 820 05 Bratislava, Slovakia;  
moeller1@uniba.sk

**Abstract:** To understand how to strengthen employee's loyalty programme (LP) behaviour, this research examined the connection between Chinese hotel employee's intrinsic motivation (IM), extrinsic motivation (EM), their intention to apply loyalty programme practices (LPP) in the Chinese hotel industry and lastly the degree to which Chinese hotel employees feel that LPP are relevant to them. Data was collected from 1047 hotel employees (893 final valid responses) in China. Path analysis was employed by SPSS Statistics 24 and Mplus 7.4 to test the proposed hypotheses. The findings suggest that both extrinsic and intrinsic motivation of Chinese hotel employees were found to have a positive impact on their intentions to adopt LPP. The employee's loyalty programme involvement mediated the above influence process. Theoretical and practical implications are also discussed.

**Keywords:** hospitality industry; employee management; loyalty programme; motivation



**Citation:** Moller, Thorsten Robert.

2024. Assessing Chinese Hotel Employee's Motivation and Involvement in the Context of Applying Loyalty Programme Practices in International Hotel Chains in China. *Administrative Sciences* 14: 189. <https://doi.org/10.3390/admsci14090189>

Received: 23 July 2024

Revised: 20 August 2024

Accepted: 21 August 2024

Published: 26 August 2024



**Copyright:** © 2024 by the author. Licensee MDPI, Basel, Switzerland. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

## 1. Introduction

There is a growing number of hotels across the globe, and the industry competition have raised hotel organisations awareness of LPs (Yu et al. 2022). The full support, as well as the assistance of management practices of crucial stakeholders, such as hotel employees, should not be underestimated. For this reason, investigating what affects hotel employees' intentions and motivation to apply LPPs is important and significant to contemporary business actions. Motivation is a well-studied topic that has been extensively explored in the field of literature. Kim et al. (2016) highlighted that numerous studies have indicated impacts on employee motivation in regard to job performance and satisfaction. However, there is a lack of research on the connection between employee motivation, employee involvement, and the role of employee motivation towards their intention in applying LPPs. Therefore, this research closes the gap of limited research in regard to this topic. Studying the motivation and engagement of employees is crucial when considering the implementation of LPP in hotels, as it plays a significant role in influencing decisions and ensuring the successful implementation of these programmes.

Self-determination theory explains the basic difference between intrinsic motivation and extrinsic motivation (Deci and Ryan 1985). This theory has been used by many studies that focused on the motivation of staff (Gatling et al. 2016). For this reason, it is beneficial to employ the framework of the self-determination theory in order to explore the intentions and interaction of employee motivation, employee involvement and LP intentions.

China's hotel and hospitality industry has undergone transformative changes driven by various factors, such as economic development and the influence of international hotel chains. Since China's economy opened in 1978, there has been a remarkable increase in hotel construction (Li et al. 2021). Regardless of the growth, there is limited research that has focused on customer retention practices from the perspective of hotel employees. LPs have different regulations and recruitments and offer different benefits based on the client's tier. Each status level has its own perks, which customers are entitled to receive during

their stay. All this is additional information that requires employees to fully understand the programmes to apply successful CRM strategy practices.

The paper aims to examine the relationship between Chinese hotel employees' intrinsic and extrinsic motivation, loyalty programme involvement and intentions to implement loyalty programme practices. The objectives of this research are as follows:

1. Examine how intrinsic motivation and extrinsic motivation relate to employee loyalty programme involvement.
2. Investigate the effects of employee loyalty programme involvement on intentions to apply loyalty programme practices.
3. Provide advice for hotel management on how to improve employee motivation and involvement in the context of applying loyalty programme practices.

Given that the hospitality and lodging industry is known to be a very competitive market (Grigoryeva 2023; Mnyakin 2023; Bahar et al. 2022), employees play a crucial role as one of the key stakeholders in the hospitality sector (Bibi et al. 2022), while customer relationship management is an evolving strategy for this industry (Afaq et al. 2023). Understanding employee motivation in the context of applying loyalty programme practices is vital, as the involvement of hospitality and service employees is a key factor in a successful hotel operation. The conclusions provided in this study can offer valuable insights for management to develop successful strategies for motivating employees on how to implement loyalty programme practices and focus on customer relations.

The purpose of this study is to be achieved through a structure that includes five sections. The first section outlines the justification for conducting this research. The next section outlines the theoretical framework and seven hypotheses, which are based on a thorough review of literature related to research on international hotels in China, loyalty programmes in the Chinese hotel sector, employee motivation, and employee involvement. Section three provides an explanation of the methodology used for data collection and analysis. The fourth section presents the findings of the study to determine whether the hypotheses are supported. Finally, section five concludes the study by summarizing the key findings and highlighting the practical and theoretical implications of the research.

## 2. Literature Review

### 2.1. Loyalty Programmes in the Chinese Hospitality Sector

Recent research, exemplified by the study of Gubíniová et al. (2023), illuminates key factors shaping Chinese consumers' perceptions of hotel LPs. The study focuses on monetary and non-monetary benefits that provide nuanced insights into the motivations driving Chinese consumers to participate in such programmes. The qualitative nature of the study gives the opportunity for a deeper understanding of the preferences and expectations of Chinese consumers. Moreover, recent trends underscore the changing landscape of consumer expectations. Chinese millennials, in particular, value personalized experiences and exclusive perks, and LPs that cater to these preferences are likely to witness continued growth. The multifaceted benefits offered by LPs align with the evolving demands of a sophisticated consumer base. Liu et al. (2022) performed a bibliometric analysis on value cocreation in tourism and hospitality, emphasizing global trends. Although not specific to China, the research suggests an industry orientation toward meeting evolving guest expectations. The analysis underscores the industry's responsiveness to changing consumer needs, indicating a trend toward providing unique and personalized experiences for guests.

In the hospitality sector of China, low importance has been given to employee development in the past, which has resulted in issues related to the sustainable quality of services provided by employees. This perspective is different from the global understanding (Kong and Cheung 2009). However, there seems to be a change, as Miao et al. (2021) highlight the growing philanthropic practices among hotel organisations in China, considering the important position of state ownership, misconduct in associates, and executive remuneration. The research highlights philanthropy as a means for social impact and corporate reputation enhancement. Beyond economic contributions, the hotel industry engages in philanthropy,

reinforcing its integral role in China's overall development. This adds a layer of social responsibility to the growth narrative, showcasing the industry's multifaceted impact.

## 2.2. Working in the Chinese Hospitality Sector

The hotel sector in China witnessed rapid expansion, necessitating a heightened focus on professional customer service and customer retention among hotel employees. Recent research underscores the intricate relationship between employee attitudes, turnover intentions, and their impact on customer experiences. Understanding these dynamics is crucial for hotels aiming to navigate the complexities of a dynamic and competitive market.

Xin and Choi (2020) study sheds light on the impact of service attitude on employees to provide helpful information regarding their relationship with hotel industry product quality, consumer satisfaction, and customer loyalty. Their conducted study emphasizes the critical significance of hotel staff in shaping customer perceptions and loyalty. It highlights the necessity of a positive service attitude among employees and directly links this employee characteristic with outcomes relating to customers. A service attitude is vital in enhancing customer satisfaction and loyalty among Chinese hotel employees. The study suggests investments into training programmes to promote and reinforce positive service attitudes, which create everlasting relationships with customers amidst fierce competition in the hotel sector. Also, Pu et al. (2022) investigated how customer incivility influences turnover intention in employees of Chinese hotels using a chain mediator's model. However, the survey recognizes that internal and external factors, such as customer behaviour, can be attributed to employee turnover. Customer incivility in the form of rudeness to employees may have consequential effects on turnover through overall work satisfaction and emotional exhaustion (Pu et al. 2022). The problems of client incivility will be addressed as part of Chinese hotel management, which has become an important issue. It is possible to ward off the harmful effects of organizational changes on employees wanting to leave through strategies to arm employees with coping mechanisms and emotional resilience.

In general, the hospitality industry is known to be a hard job for employees with constant pressure (Islam et al. 2024). Due to the rapid growth in LPs resulting in a growing number of status guests, the constant changes as well and extensions of LP benefits, it is assumed that hotel employees face increasing pressure, which influences employees' motivation to work according to the standards and regulations of a LP.

## 2.3. Employee Motivation

Motivation is a sequence of deliberate incentives designed by company leaders to encourage employees to voluntarily engage in specific behaviours that contribute to enhancing performance and achieving predefined organizational goals. Motivation is an internal drive that influences the intensity, orientation, and continuity of one's work exertion. The provision of motivational rewards directly affects the behaviour and productivity of staff members. When compared to all other effective strategies for enhancing employee productivity, motivation emerges as the most crucial and influential factor (Gohari et al. 2013). The significance of motivating employees is acknowledged by both the hotel industry and academia. Past research has primarily focused on determining the elements that drive employee motivation and proposing recommendations for enhancing it further (Simons and Enz 1995; Wong et al. 1999). Encouraging staff members can have a favourable impact on their performance, consequently influencing both the quality of service and hotel occupancy rates. As a result, employee motivation is a crucial part to focus on for management of the hotel sector (Ndivo and Wasike 2015).

Motivating employees to keep their positions and provide individuals with the efficient and satisfactory service they desire is a challenging task for hotel managers (Lee-Ross 2005). Many managers believe they possess the knowledge and skills to motivate their employees and maintain their motivation levels. However, it is actually one of the most challenging tasks to accomplish on a daily basis. Poorly motivated individuals can undermine even the most well-structured organization. Since individuals are driven by various

incentives, motivation can originate from within oneself (intrinsic) or be influenced by external factors (extrinsic). Hence, it is crucial for a manager to identify the most appropriate form of motivation for their employees, ensuring that they feel motivated and consequently enhancing productivity levels. Recognition of these factors can be valuable for shaping motivational strategies in the hospitality sector, aligning with broader social considerations (Feng et al. 2023). Zhang's (2023) research on the work–life balance of workers in the Chinese Internet industry provides a broader understanding of factors impacting employee motivation. Although not directly related to the hotel sector, the study offers a contribution to understanding work–life balance as a crucial aspect of employee well-being and motivation. Insights from this research could guide strategies to enhance motivation and balance for Chinese hotel employees.

Another crucial point to note is that, according to the study conducted by Robescu and Iancu (2016), individuals who are driven by motivation tend to be afraid of failure. Consequently, they inadvertently hinder their own performance through their actions. Ni (2020) explores how motivational elements influence staff retention in China, especially by looking at the mediating function of work engagement. This study recognizes the interplay between motivation, specifically work engagement, and the impact of retaining employees from a Chinese background. It provides insights into the motivational aspects contributing to sustained commitment and job retention among hotel employees. Understanding the intricacies of work engagement as a mediator can guide strategies to enhance motivation and reduce turnover in the hospitality sector.

#### 2.4. Intrinsic Motivation

Motivation serves as a push for people who work towards achieving previously established goals. Rewards and acknowledgement are two distinct mechanisms for motivating individuals. Rewards are driven by external factors, whereas recognition boosts internal motivation.

Intrinsic work motivation indicates the inspiring fact of individuals through their inner drive, such as experiencing a sense of achievement and enhancing self-confidence. If individuals are driven to act based on their own perception of importance and feel personally fulfilled, it can be considered IM. Nonetheless, according to self-determination theory, IM can be categorised as a form of autonomous motivation (Gagné and Deci 2005), emphasising that workers engage in tasks aligned with their personal values and objectives (Welters et al. 2014). It is suggested that the impact of both intrinsic motivation (IM) and extrinsic motivation (EM) on enhancing employees' motivation to act according to the in-house customer relationship strategies be investigated. LPPs involve complicated as well as difficult tasks, such as personalising benefits tailored to individual customers' needs and adjusting recognition to customers' tiers. Thus, it is of utmost importance to ensure that employees are self-motivated and embrace responsible behaviours, and therefore, the following hypothesis is presented.

**H1.** *Employees Intrinsic Motivation predicts intentions to apply LP practices.*

#### 2.5. Extrinsic Motivation

Extrinsic motivation can be highly effective and, when used properly, can lead to impressive outcomes. According to Chiang and Jang (2008), the expectancy theory suggests that employees engage behaviours if they anticipate receiving favourable rewards as a result. External incentives have the ability to generate interest and engagement in individuals who may not have initially been interested. Praise has the power to encourage the acquisition of new skills and knowledge. As people study and learn more, their IM tends to increase. External rewards can serve as indicators of a job that has been done well and help individuals recognise that their performance is being reinforced. Rewarding employees may be an effective approach to improving the attitudes and behaviours of hotel industry workers, considering the industry's reputation for low wages that can have



a detrimental impact on job satisfaction and behaviour (Chiang and Jang 2008). Thus, the following hypothesis is proposed.

Therefore, the following hypothesis is suggested.

**H2.** *Employees Extrinsic Motivation predicts intentions to apply LP practices.*

## 2.6. Employee Involvement

Employees are crucial stakeholders in service sectors such as hospitality, but the literature does not share any knowledge of which way hotel employee involvement (EI) in motivating and applying LPPs entails.

Employee work involvement has become a focus of interest in management research over the last few decades (e.g., Ju et al. 2020; Yeh 2021). Employees who are personally and on a professional level engaged are more inclined to invest additional efforts into their work and strive for better job outcomes (Saks 2019). According to Welikala And and Sohal (2008), EI has a significant impact on both individual and whole organisational focus on quality. This fosters a sense of belonging among employees towards the company (N. C. Liu and Liu 2014) and promotes a readiness to engage in activities aimed at achieving organizational success (Zaware et al. 2020). Organizations benefit from EI as it allows those directly involved in the work to propose and carry out improvements based on their knowledge and skills (Thomas et al. 2009). The literature has highlighted the importance of EI in creating a supportive environment for quality as well as promoting certain dedication to organizational excellence (Assarlind and Gremyr 2014). A lot of research of the past has also revealed the factors within an organization that contribute to EI, including the influence of managers' techniques in encouraging and empowering employees to participate in activities in relation towards innovation (Cadwallader et al. 2010; Hsieh 2016; Valtakoski and Järvi 2016). According to Krajcsák (2019), training and motivation are key components in enhancing dedication to achieving organizational excellence. Also, Kebede Adem and Viridi (2021) have proposed that involvement and training work together to improve organizational performance and promote a commitment to excellence. Salessi and Omar (2019) suggest that when employees are given the opportunity to participate in their company's activities, they are expected to excel better due to a certain involvement feeling, which boosts their self-esteem and reputation. Firstly, EI leads to a greater emphasis on training to equip them with the necessary skills to contribute to organizational growth and development. The more involved the employees are, the more motivated they are to support improvement projects (Tan et al. 2014) and the more dedicated they become to achieving organizational excellence (Beraldin et al. 2022). Prior research has indicated that when EI results positively in increased employee commitment, satisfaction in their jobs, productivity, motivation, and engagement (Bahjat Abdallah et al. 2017; García et al. 2019).

Therefore, further hypotheses have been developed.

**H3.** *Employees' Intrinsic Motivation is positively related to employees' LP involvement.*

**H4.** *Employees' Extrinsic Motivation is positively related to employees' LP involvement.*

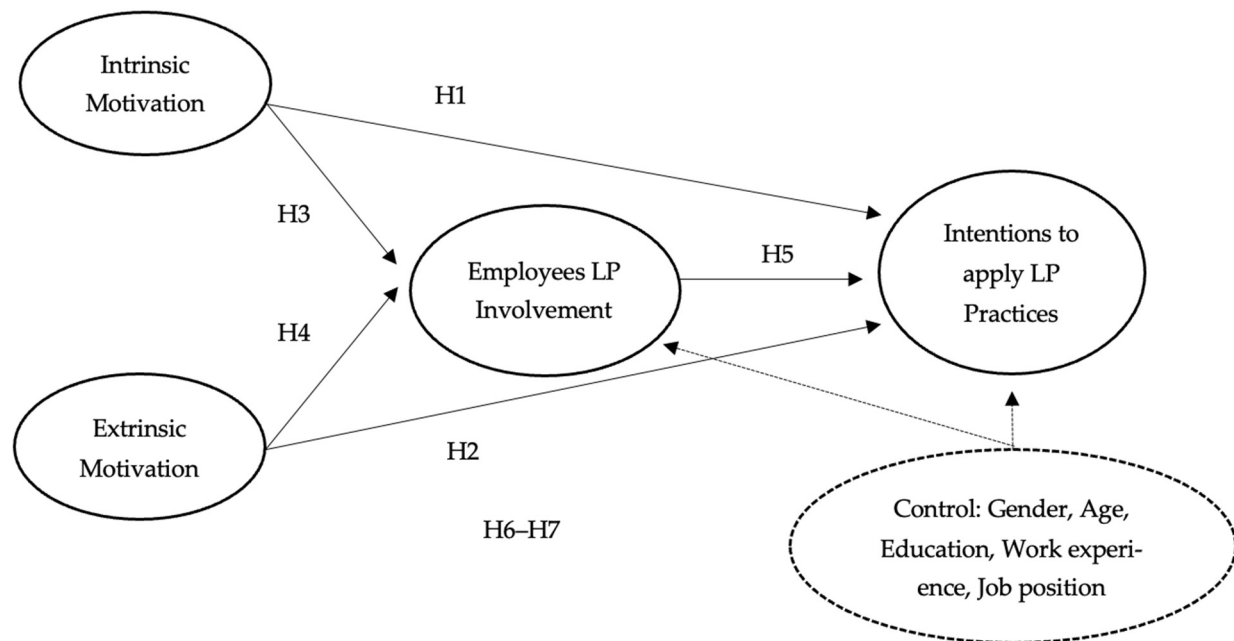
**H5.** *Employee LP Involvement is positively related to employees' intention to apply LP practices.*

**H6.** *Employees' LP Involvement mediates the relationship between intrinsic motivation and the intentions to apply LP practices.*

**H7.** *Employees' LP Involvement mediates the relationship between extrinsic motivation and the intentions to apply LP practices.*

Based on the literature and past studies, seven hypothesis were developed in order to investigate employees intentions to implement loyalty programme practices. In the proposed model, shown as Figure 1, intrinsic motivation and extrinsic motivation are

independent variables, intentions to implement loyalty programme practices is a dependent variable and, employees LP involvement is the mediating variable.



**Figure 1.** Proposed Model.

### 3. Methodology

#### 3.1. Questionnaire Development

The questionnaire was divided into several parts to assess hotel employees' intrinsic motivation, extrinsic motivation, involvement in LPs, and intentions of applying loyalty LPPs. Statements based on previous studies (Ahmad et al. 2019; Amabile 1993; Carlini and Grace 2021), modified to this paper's topic and was employed to retrieve Chinese hotel employees' extrinsic motivation (four statements), extrinsic motivation (five statements), EI (four statements), and intention to apply LP practices (two statements). Participants rated each section using a 5-point Likert scale that ranged from 'strongly disagree' to 'strongly agree', with a midpoint at 3 called 'neutral'. Scale measures appropriate for this study were chosen based on previous research findings and modified accordingly in the model.

The first and second part was applied to measure intrinsic and extrinsic motivation based on the research by (Amabile 1993) and then modified to this paper's research focus. The next part was inserted to examine the degree to which the employees feel whether LPP is relevant to them or not. These statements were taken from Carlini and Grace (2021) and modified for this study. The next section assessed the intention to put an LPP into practice and was created and adjusted as outlined in the research by (Ahmad et al. 2019). The final part of the research concentrated on the demographic attributes of the hotel staff, such as their age, gender, department of work and level of education.

#### 3.2. Data Collection

Management departments of international hotel cooperations and LPPs were reached out to for the purpose of obtaining access to Chinese employees working in the hospitality sector in China. In total, 100 hotels expressed interest in participating in the research. The questionnaire was shared with their staff between May and June 2024.

#### 3.3. Demographics

In total, 1047 questionnaires were filled out by the hotels that participated in the research. Due to inconsistency in some of the answers, a total of 893 usable responses were taken, resulting in an obtained sample of 893 paired data points (89.30% valid rate). In

total, 443 respondents (49.6.6%) were female. Sixty-three percent of the respondents were aged between 18 and 35, with the rest being over 36 years old. When it came to educational qualifications, most respondents had education levels below a master's degree, accounting for 59.3%. Respondents with work experience within the hostel sector for no more than three years accounted for 34.4% of the total, while those with six to ten years of experience made up 24%. The data indicated that an almost equal number of employees working in the hotel are both single (49.46%) and married (47.49%). The remaining percentage was either divorced or widowed. Table 1 summarizes the demographic information of our participants.

**Table 1.** Demographic information (N = 893).

Demographic Information	Percentage	Coding
Gender		
Male	450 (50.39%)	1
Female	443 (49.60%)	2
Age		
18–25 years old	257 (28.78%)	1
26–35 years old	304 (34.04%)	2
36–45 years old	217 (24.30%)	3
46–55 years old	101 (11.31%)	4
56–64 years old	14 (1.57%)	5
over 65 years old	0 (0%)	6
Education		
High school	221 (24.75%)	1
Bachelor's degree	309 (34.60%)	2
Master's degree/MBA	20 (2.23%)	3
PhD	0 (0%)	4
Other	343 (38.41%)	5
Work experience		
0–3 years	307 (34.38%)	1
4–5 years	111 (12.43%)	2
6–10 years	214 (23.96%)	3
11–15 years	140 (15.68%)	4
16–20 years	61 (6.83%)	5
over 20 years	60 (6.72%)	6
Job position		
General Manager Level	15 (1.68%)	1
Senior Management Level	157 (17.58%)	2
Assistant Management Level	130 (14.56%)	3
Supervisor Level	197 (22.06%)	4
Employee in Operation	125 (14.00%)	5
Internship/Entry Level	269 (30.12%)	6

### 3.4. Analytical Strategy

The following descriptive statistics were used in this quantitative study to analyse the collected data. First of all, the gathered data on intrinsic and extrinsic motivational factors among Chinese hotel employees was analysed using the weighted mean method based on the Five Point Likert Scale Format. Weighted mean results between 3.5 and 3.99 are considered moderate, and results ranging between 4.0 and 4.5 are considered very strong. Furthermore, SPSS was used to assess the reliability of measurement instruments by computation of Cronbach's  $\alpha$ . The data collected were examined using path analysis in Mplus 7.4 to test the proposed hypotheses. Additionally, we employed a bootstrap method to determine the confidence interval of mediation effects.



### 3.5. Ethical Consideration

Participants were informed of the research's objectives and provided their informed consent. The employees involved in this study were told that they could choose whether or not to participate. The research posed no risk to the participants since no identifying information such as names and employer names was collected, and all data was analysed and protected their anonymity to the fullest. Additional factors were defined using carefully created scales specifically designed for this research. The scales underwent pretesting by both experts in the field and consumers. Panel members filled out the surveys and then gave their input during individual interviews regarding the clarity or difficulty of the measurements. Another group of experts evaluated the revised questionnaire and concluded that it was suitable for the research. The research was carried out following the declaration of the research ethics review panel of Xi'an Jiaotong Liverpool University in Suzhou, China. The project approval code of the Ethics Council is ER-LRR-12881053620240202155653.

## 4. Results

### 4.1. Descriptive Statistics

Table 2 highlights the intrinsic motivating factors for Chinese hotel employees. The result shows that the fifth factor (Today, I felt motivated at work to provide services according to the LP guideline due to pressure I feel within myself) was the most influential one among the respondents. This was determined by the overall mean value of 4.28 (very strong). All other factors ranged between 4.06 and 4.21, meaning that the intrinsic motivational factors are all strongly affected.

**Table 2.** Intrinsic Motivational Factors.

Intrinsic Motivation	Weighted Mean	Verbal Interpretation
1. Today, I felt motivated at work to provide services according to the LP guidelines because I am interested in it.	4.06	Strong
2. Today, I felt motivated at work to provide services according to the LP guidelines because I like the challenge of it/I like to challenge myself.	4.06	Strong
3. Today, I felt motivated at work to provide services according to the LP guidelines because I like to be involved in it.	4.08	Strong
4. Today, I felt motivated to provide services according to LP guidelines because I enjoy doing so.	4.21	Strong
5. Today, I felt motivated to provide services according to the LP guideline due to the pressure I feel within myself.	4.28	Very strong

Extrinsic motivational factors were identified in Table 3. The results show that pressure from management seems to be the strongest extrinsic motivation to apply LP practices. In this case, the participants considered factor one to be the strongest (Today, I felt motivated at work to provide services according to the LP guidelines, as it may lead to receiving recognition from my boss) was indicated with a weighted mean of 4.29 (very strong). This implies that Chinese hotel employees feel a strong pressure to impress either management or their boss. This could be explained by the cultural background of saving face.

**Table 3.** Extrinsic Motivational Factors.

Extrinsic Motivation	Weighted Mean	Verbal Interpretation
1. Today, I felt motivated at work to provide services according to the LP guidelines, as it may lead to receiving recognition from my boss.	4.29	Very strong
2. Today, I felt motivated at work to provide services according to the LP guidelines, as it may lead to receiving rewards from my boss.	4.13	Strong
3. Today, I felt motivated at work to provide services according to the LP guidelines because I am getting paid for it.	4.01	Strong
4. Today, I felt motivated at work to provide services according to the LP guidelines due to pressure I receive from my supervisor or the hotel management.	3.68	Moderate

In regard to Table 4, statistically significant results were observed in the expected connections among the variables analysed. Hotel employees' extrinsic motivation and intrinsic motivation positively predicted the intentions to apply LPP. Furthermore, employee LP involvement positively predicts employees' intentions to apply LP practices. Firstly, according to Table 3, all Cronbach's alpha and composite reliability values exceed 0.80, exceeding the minimum requirement of 0.70 and demonstrating internal consistency reliability as outlined by (Nunnally 1978).

**Table 4.** Measurement Items.

Variable	Item	Loading	Cronbach's $\alpha$
<b>Intrinsic Motivation</b>	1. Today, I felt motivated at work to provide services according to the LP guidelines because I am interested in it.	0.90	0.92
	2. Today, I felt motivated at work to provide services according to the LP guidelines because I like the challenge of it/I like to challenge myself.	0.88	
	3. Today, I felt motivated at work to provide services according to the LP guidelines because I like to be involved in it.	0.89	
	4. Today, I felt motivated at work to provide services according to LP guidelines because I enjoy doing so.	0.90	
	5. Today, I felt motivated at work to provide services according to the LP guideline due to the pressure I feel within myself.	0.79	
<b>Extrinsic Motivation</b>	1. Today, I felt motivated at work to provide services according to the LP guidelines, as it may lead to receiving recognition from my boss.	0.74	0.79
	2. Today, I felt motivated at work to provide services according to the LP guidelines, as it may lead to receiving rewards from my boss.	0.84	
	3. Today, I felt motivated at work to provide services according to the LP guidelines because I am getting paid for it.	0.80	
	4. Today, I felt motivated at work to provide services according to the LP guidelines due to the pressure I receive from my supervisor or the hotel management.	0.77	
<b>Involvement</b>	1 It means a lot to me when I see organisations acting in a responsible way regarding LP implementation and treating loyal customers in a responsible way.	0.90	0.87
	2. I think it is important for the hotel to act in a responsible way with loyal customers.	0.76	
	3. It matters to me how to treat customers according to the LP and what benefits they receive.	0.84	
	4. I have a significant interest in the LPP of my hotel.	0.88	
<b>Intention</b>	1. I intend to treat customers according to LP benefits and practices in my hotel.	0.91	0.79
	2. I would apply LP benefits and practices if there is any opportunity to do so.	0.91	

#### 4.2. Hypothesis Test

We conducted a path analysis to test our hypotheses (shown in Table 5). Regression analyses indicate that hotel employees' intrinsic motivation positively predicted intentions

to apply LP practices ( $b = 0.14$ ,  $SE = 0.04$ ,  $p < 0.001$ ), supporting H1. In addition, employees' extrinsic motivation positively predicted Intentions to apply LP practices ( $b = 0.20$ ,  $SE = 0.02$ ,  $p < 0.001$ ), supporting H2. Furthermore, employees' intrinsic motivation positively predicted employees LP involvement ( $b = 0.65$ ,  $SE = 0.02$ ,  $p < 0.001$ ), supporting H3. To continue, employees' extrinsic motivation positively predicted employees' LP involvement ( $b = 0.15$ ,  $SE = 0.02$ ,  $p < 0.001$ ), supporting H4. Looking at hypothesis 5, the results show that employee LP involvement positively predicted intentions to apply LP practices ( $b = 0.62$ ,  $SE = 0.02$ ,  $p < 0.001$ ), supporting H5.

**Table 5.** Means, SD, correlations among variables ( $N = 893$ ).

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1 Gender	-	-	-								
2 Age	-	-	-0.09 **	-							
3 Education	-	-	0.05	-0.08 *	-						
4 Work experience	-	-	-0.17 **	0.67 **	-0.14 *	-					
5 Job position	-	-	0.08	-0.34 *	0.22 **	-0.59 **	-				
6 Intrinsic Motivation	40.14	0.84	-0.19 *	0.14 **	-0.02	0.13 **	-0.03	(0.92)			
7 Extrinsic Motivation	10.03	0.85	-0.12 **	0.08 *	-0.01	0.02	0.04	0.66 **	(0.79)		
8 Involvement	40.30	0.74	-0.15 **	0.18 **	-0.06	0.20 **	-0.13 *	0.86 **	0.65 **	(0.87)	
9 Intention	40.17	0.82	-0.15 **	0.16 **	-0.06	0.18 **	-0.14 *	0.76 **	0.66 **	0.82 **	(0.79)

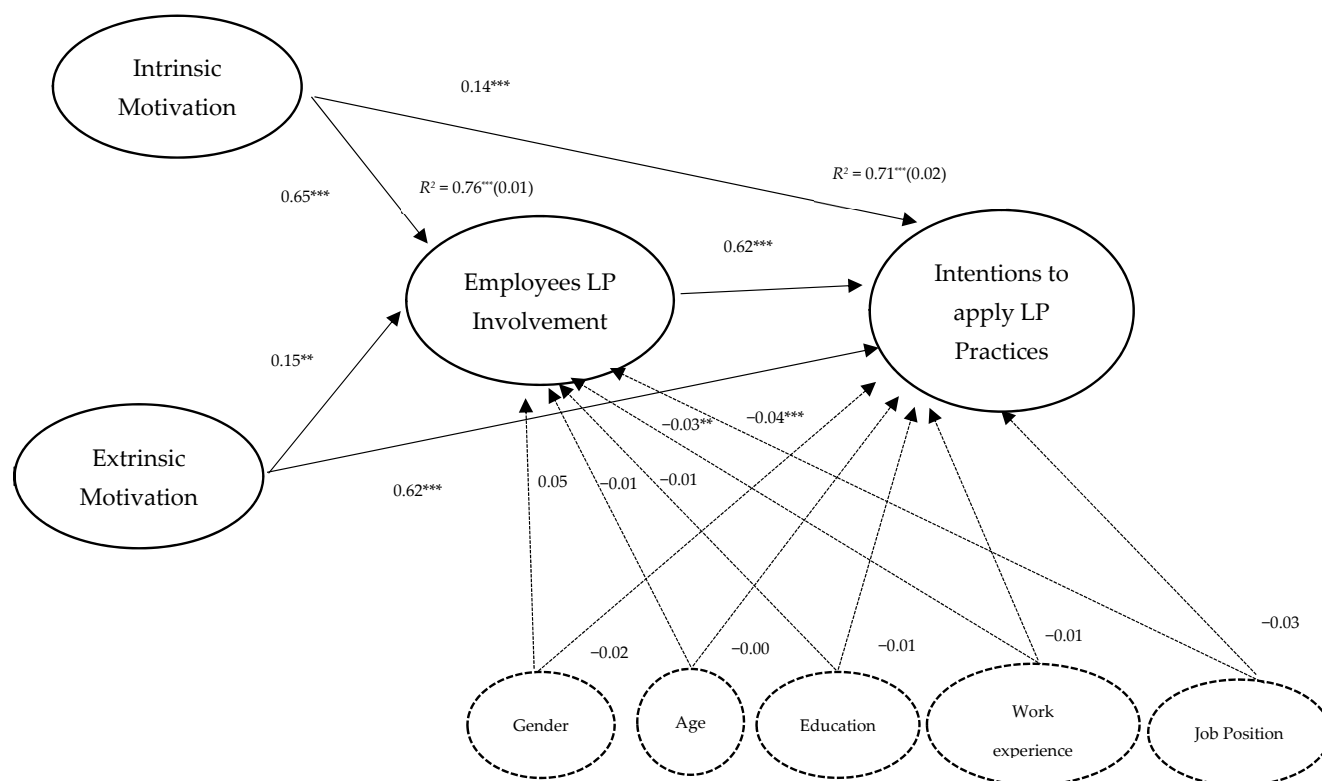
Note. *M* = Mean, *SD* = Standard deviation. \*\*  $p < 0.01$ , \*  $p < 0.05$ . Cronbach's alpha in parentheses.

Finally, we conducted a mediation analysis (Table 6). The results highlight that employees LP involvement mediated the relationship between intrinsic motivation and intention (Estimate = 0.40,  $SE = 0.03$ , 95%CI = [0.34, 0.45], didn't include 0), supporting H6. And lastly, employees LP (Figure 2) involvement mediated the connection between EM and intention (Estimate = 0.09,  $SE = 0.01$ , 95%CI = [0.07, 0.12], didn't include 0), supporting H7.

**Table 6.** Regression results ( $N = 893$ ).

	Mediator: Involvement		Dependent Variable: Intention	
	Estimate ( <i>SE</i> )	<i>p</i> -Value	Estimate ( <i>SE</i> )	<i>p</i> -Value
<i>Intercepts</i>	1.08 *** (0.10)	<0.001	0.32 * (0.13)	0.014
Gender	0.05 (0.03)	0.058	-0.02 (0.03)	0.473
Age	-0.01 (0.02)	0.488	-0.00 (0.02)	0.919
Education	-0.01 (0.01)	0.339	-0.01 (0.01)	0.553
Work experience	0.03 ** (0.01)	0.007	0.01 (0.02)	0.686
Job position	-0.04 *** (0.01)	<0.001	-0.03 *** (0.01)	0.008
Intrinsic Motivation	0.65 *** (0.02)	<0.001	0.14 *** (0.04)	<0.001
Extrinsic Motivation	0.15 *** (0.02)	<0.001	0.20 *** (0.02)	<0.001
Involvement			0.62 *** (0.02)	<0.001
$R^2$	0.76 *** (0.01)	<0.001	0.71 *** (0.02)	<0.001
<i>Mediation path</i>				
intrinsic motivation → LP involvement → Intention			0.40 *** (0.03)	<0.001
Extrinsic motivation → LP involvement → Intention			0.09 *** (0.01)	<0.001

Note. \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ .



**Figure 2.** Proposed Model Results. Note. \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ .

## 5. Discussions

Because there is limited research on factors influencing Chinese hotel employees' intention to execute LPs in the Chinese hotel industry, this research examined and assessed the impact of employee motivation and EI in facilitating the intentions to execute LPP. The results confirmed that extrinsic motivation and intrinsic motivation influence the intentions of hotel employees to apply loyalty programme practices. Our findings supported the research model. As stated in Hypothesis 1, intrinsic motivation showed a positive correlation towards the intention of applying LPs. Identifying the strongest underlying factors of intrinsic motivation of Chinese hotel staff, results showed personal pressure to be the strongest. According to Fang et al. (2021) employee intrinsic motivation plays a vital role in the efficiency of operations within the hotel industry. The study conducted by Priya et al. (2023) highlights in this regard that personal performance pressure should be seen as a challenge, not a threat, leading to increased work engagement among employees. This research also demonstrates the significance of managerial support in motivating employees to participate in applying loyalty programme practices. Therefore, it is essential for management to motivate employees with the support of recognizing their work as a motivational strategy.

Also, an increase in extrinsic motivation related to the intention of applying LPPs, which supports the predictions made in Hypotheses 2. Identifying the strongest underlying factors of extrinsic motivation of Chinese hotel staff, results showed recognition from management to be the strongest and pressure from management or supervisor to be the second strongest. As a result, reward regulations or pressure (receiving recognition from my boss or pressure received from management) could significantly impact the findings of the study, which showed a positive association between extrinsic motivation and intentions to apply LP practices. The results align with previous studies that highlight that employees are driven by external factors (extrinsic motivation) as they engage in an activity for its practical purpose (Gagné et al. 2015). According to self-determination theory, extrinsic motivation varies based on the level of autonomy (Deci and Ryan 2000). According to research conducted by others (Gillet et al. 2013; Yoo 2015; Zhang et al. 2022) who focused

on self-determination theory, the study confirms the considerable influence of perceived supervisor autonomy support on autonomous motivation in the hospitality industry.

Tan et al. (2014) highlighted the fact that the more involved employees are, the more motivated they are. This is also backed by this research as motivation is passively related to involvement and therefore supports Hypothesis 3 and 4. Hypothesis 5 predicted that employee involvement positively predicted intentions to apply LPP, and this was supported. When an employee believes that their work is valuable to them, they tend to have an increase in a certain professional identity feeling, leading to higher levels of engagement and job satisfaction. On the contrary, if an employee's professional identity is weak, they may consider leaving their current job for a better opportunity (Applebaum et al. 2010; Poon 2004). Salessi and Omar (2019) point out that employees who get the opportunity to be more involved in certain projects tend to perform better, which aligns with the results of this research. Interpersonal interactions between management and employees, also referred to as leader-follower relationships, are considered crucial for the overall success of individuals and companies in Chinese culture. This is especially true in hotels with an international focus that are integrated into people-centric organizations (Ren and Chadee 2020).

Therefore, our research contributes new information to the current literature on employee motivation and builds up findings on the intention of hotel employees to apply LPs. The study found that EI actually increased the role of intention in applying LPP. Previous studies back this up (Hazelton 2018; Khan and Lakshmi 2018) and urge the importance of IE in leading to an increase in employees' work productivity as well as sustainable growth of a firm (Rich et al. 2010). Focusing on the above, the results suggest that it is beneficial to combine EI, training, and motivation in order to enhance commitment to achieving organizational excellence and foster a supportive environment for LPP.

Additionally, the research highlighted the mediating role of employees' LP involvement between extrinsic motivation and the intentions to apply LP practices (Hypothesis 6) as well as intrinsic motivation and the intentions to apply LP practices (Hypothesis 7). With this in mind, the research confirms that EI plays an important role in encouraging employees' intention to apply LPP. Below are the implications in theory and practice.

## 6. Theoretical and Practical Implication

Until now, there have been limited studies on the elements that impact the motivation of Chinese hotel employees and limited studies focusing on their motivation in implementing LPPs. The research findings provide good insights into hotel management, especially how hotel employees feel and respond and which type of motivation predicts the intention of applying LPs. Self-determination theory is frequently utilized to offer theoretical interpretations for motivation, yet there is limited empirical focus on how it is influenced by hotel employees' intentions to implement LPP practices. The research confirms the direct correlation between motivation and employee LP involvement, as well as how their relationship is mediated. The primary contribution of this research is the connection between Chinese hotel employees' extrinsic motivation and their extrinsic motivation, which correlates with the intention of implementing LPPs in the hospitality sector. Based on the evaluation of the structural model, it was confirmed that there was a positive and direct correlation between intrinsic motivation and extrinsic motivation, which have a direct and positive relationship with employees' intention to apply LPPs. As highlighted, intrinsic motivation that focuses on the recognition and rewards of management ranked as the most influential response. This is in line with the expectancy theory, which proposes that employees will exhibit certain behaviours when they believe they will be rewarded positively and recognized by management (Chiang and Jang 2008).

Human resource management is commonly recognized as a key competitive strategy in the hospitality sector that sets a company apart from its rivals. For example, management could create and strengthen employees' involvement and intention in implementing LPP by promoting better training and sharing regular programme achievements in order to

get employees more motivated to utilize the relationship management strategies. Hence, it is recommended that leaders and management of the hotel sector provide training and mentoring to help employees strengthen their internal drive, particularly in relation to applying LPP and their motivation as well as involvement. This approach can boost employees' confidence in handling obstacles and ultimately improve their motivation to demonstrate self-efficacy when applying these practices. In addition to creating unique training programmes for hotel staff, it is crucial to evaluate the effectiveness to ensure they are well-received (Perron et al. 2006).

Through this research, hoteliers can gain a better understanding of employee management to increase individuals' motivation and establish techniques to enhance EI and intentions to apply LPP in the international hotel sector. Overall, achieving the right strategy for increasing employees' intention to apply LPP through motivation and involvement seems to be a successful way to keep hotels competitive in the market and offer excellent customer service to guests. It is recommended that management and leaders establish guidelines that promote ongoing LP behaviours among employees as they play a key role in raising awareness about the LP of the related hotels. Policymakers could use this research as a reference point when implementing sustainable practices within the hotel and tourism sector. Hotel management is encouraged to assess the factors highlighted in this research regularly. They only need to survey employees on the specific items related to the focused factor on a regular base. It would then be possible to observe fluctuations in the factors throughout the year by evaluating the success or having the opportunity to adjust their action plans.

Additionally, since hotel organizations are an overall service-oriented industry, the attitudes and motivational factors of employees are crucial for the growth of hotels. The evaluation conducted in the study regarding the relationship between employee motivation, EI, and intentions to apply LPP could provide valuable insights for future research on how employee motivation fosters positive behaviours within the hotel industry (Amissah et al. 2016).

## 7. Limitation and Future Research

Although this study makes practical and theoretical contributions, it also acknowledges certain limitations. The research concentrated on the relationship between EI in LPs, employees' extrinsic as well as intrinsic motivation, and the ability to adapt LPP within the hospitality sector. The most important contribution of this research is the emphasis on how employee extrinsic motivation and extrinsic motivation facilitate Chinese hospitality employees' intention to apply LPPs. Past research has focused on Chinese hotel employees' motivation with a focus on different variables, but no previous studies have explored the factors influencing Chinese hotel employees' motivation in regards to working with customer relationship strategies such as LPs. This research stands out for not only answering such questions but also investigating the impact of Chinese hotel employees' motivation. Besides the valuable contributions this study has revealed, it has come with various limitations that should be considered as guidelines for future studies. First of all, the research was carried out in China. Subsequent studies may replicate our experiments in different countries, particularly with a focus on Western societies. This cultural background could impact the outcomes. Instead of conducting the same research in a different cultural setting, a comparative research project using information gathered from employees in multiple countries could show great insights. In doing so, the findings could unveil direct aspects of cultural differences that could impact intentions of implementing management practices. Initially, the study was carried out in China's first-tier and second-tier cities. A replication of the research could involve other tier cities to determine if the findings vary. Furthermore, future studies could conduct the same study in other service industries, such as the cruise or aviation industry, that also use LPs. The information and data utilized in this research were gathered from different hotel brands and chains, all of which work with slightly different loyalty programmes. Conducting the research within a single hotel chain,



with employees having an experience based on the same programme, could give more exclusive insights into their behaviour. It is crucial for upcoming studies to utilize varied research techniques to improve comprehension of the results. For instance, employing a qualitative research strategy with the hotel employees can help gain a further and more in-depth understanding of employees' perspectives on management practices, such as implementing LPP.

## 8. Conclusions

Research findings have verified that the connection between extrinsic motivation and intrinsic motivation is most significant when it comes to the intentions of applying LPs. Furthermore, no academic in the field of hospitality has demonstrated how LP involvement of employees and EM and IM are influenced when applying LPP in the hospitality sector. The research indicates that management should not focus either on extrinsic rewards or on intrinsic rewards but rather on a combination of both to accomplish LP practices and activities. Our findings indicate that Chinese hotel employees who possess a high involvement in LPs are more inclined to participate in LPPs and execute those at work. Lastly, Chinese hotel employees who demonstrate a higher level of EM and IM are more inclined to be involved in LP practices. The study findings imply that the connection between extrinsic motivation and intrinsic motivation is most significant when it comes to the intentions of applying LPs. That means that management should not focus either on extrinsic rewards or on intrinsic rewards but rather focus on a combination of both to accomplish LP practices and activities.

**Funding:** This research received no external funding.

**Institutional Review Board Statement:** As per the applicable laws and regulations the research study was conducted in accordance with the guidelines of Xi'an Jiaotong Liverpool University. The protocol was approved on 4 April 2024 by the University Research Ethics Review Panel of Xi'an Jiaotong Liverpool University under project identification code ER-LRR-12881053620240202155653.

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to the organization's policy.

**Acknowledgments:** The author expresses gratitude towards the participating hotels as the first and foremost acknowledgment. The author also extends thanks to Xi'an Jiaotong Liverpool University in Suzhou for their support of this research project. Additionally, all supporters in China and reviewers are recognized and appreciated.

**Conflicts of Interest:** The author declares no conflicts of interest.

## References

- Afaq, Anam, Loveleen Gaur, and Gurmeet Singh. 2023. Social CRM: Linking the dots of customer service and customer loyalty during COVID-19 in the hotel industry. *International Journal of Contemporary Hospitality Management* 35: 992–1009. [\[CrossRef\]](#)
- Ahmad, Rozila, Noor Azimin Zainol, and Mohd Hyrul Abu Karim. 2019. Intention to Adopt Islamic Quality Standard: A Study of Hotels in Peninsular Malaysia. *Journal of KATHA* 15: 20–45. [\[CrossRef\]](#)
- Amabile, Teresa M. 1993. Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review* 3: 185–201. [\[CrossRef\]](#)
- Amissah, Eunice Fay, Emmanuel Gamor, Mildred Nuong Deri, and Agnes Amisah. 2016. Factors influencing employee job satisfaction in Ghana's hotel industry. *Journal of Human Resources in Hospitality and Tourism* 15: 166–83. [\[CrossRef\]](#)
- Applebaum, Diane, Susan Fowler, Nancy Fiedler, Omowunmi Osinubi, and Mark Robson. 2010. The Impact of Environmental Factors on Nursing Stress, Job Satisfaction, and Turnover Intention. *Journal of Nursing Administration* 40: 323–28. [\[CrossRef\]](#)
- Assarind, Marcus, and Ida Gremyr. 2014. Critical factors for quality management initiatives in small- and medium-sized enterprises. *Total Quality Management and Business Excellence* 25: 397–411. [\[CrossRef\]](#)
- Bahar, Varqa Shamsi, Suvi Nenonen, and Richard Granville Starr, Jr. 2022. Coopetition with platforms: Balancing the interplay of cooperation and competition in hospitality. *Tourism Management* 88: 104417. [\[CrossRef\]](#)

- Bahjat Abdallah, Ayman, Bader Yousef Obeidat, Noor Osama Aqqad, Khalil Al Janini, Marwa Na'el, and Samer Eid Dahiyat. 2017. An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network* 9: 28–53. [CrossRef]
- Beraldin, Andrea Roberto, Pamela Danese, and Pietro Romano. 2022. Employee involvement for continuous improvement and production repetitiveness: A contingency perspective for achieving organisational outcomes. *Production Planning and Control* 33: 323–39. [CrossRef]
- Bibi, Sughra, Asif Khan, Hizar Hayat, Umberto Panniello, Muhammad Alam, and Tahir Farid. 2022. Do hotel employees really care for corporate social responsibility (CSR): A happiness approach to employee innovativeness. *Current Issues in Tourism* 25: 541–58. [CrossRef]
- Cadwallader, Susan, Cheryl Burke Jarvis, Mary Jo Bitner, and Amy L. Ostrom. 2010. Frontline employee motivation to participate in service innovation implementation. *Journal of the Academy of Marketing Science* 38: 219–39. [CrossRef]
- Carlini, Joan, and Debra Grace. 2021. The corporate social responsibility (CSR) internal branding model: Aligning employees' CSR awareness, knowledge, and experience to deliver positive employee performance outcomes. *Journal of Marketing Management* 37: 732–60. [CrossRef]
- Chiang, Chun-Fang, and SooCheong Jang. 2008. The Antecedents and Consequences of Psychological Empowerment: The Case of Taiwan's Hotel Companies. *Journal of Hospitality and Tourism Research* 32: 40–61. [CrossRef]
- Deci, Edward L., and Richard M. Ryan. 1985. The General Causality Orientations Scale: Self-Determination in Personality. *Journal of Research in Personality* 19: 109–34. [CrossRef]
- Deci, Edward L., and Richard M. Ryan. 2000. The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry* 11: 227–68. [CrossRef]
- Fang, Ruirui, Baojun Gao, and Nan Hu. 2021. Intangible asset value of employee satisfaction in high-contact services. *International Journal of Hospitality Management* 94: 102810. [CrossRef]
- Feng, Xiangqian, Eryang Li, Jian Li, and Cuiping Wei. 2023. Critical influencing factors of employees' green behavior: Three-stage hybrid fuzzy DEMATEL–ISM–MICMAC approach. *Environment, Development and Sustainability* 26: 17783–811. [CrossRef]
- Gagné, Marylène, and Edward L. Deci. 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior* 26: 331–62. [CrossRef]
- Gagné, Marylène, Jacques Forest, Maarten Vansteenkiste, Laurence Crevier-Braud, Anja Van den Broeck, Ann Kristin Aspel, Jenny Bellerose, Charles Benabou, Emanuela Chemolli, Stefan Tomas Güntert, and et al. 2015. The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology* 24: 178–96. [CrossRef]
- García, Gustavo A., Diego René Gonzales-Miranda, Oscar Gallo, and Juan Pablo Roman-Calderon. 2019. Employee involvement and job satisfaction: A tale of the millennial generation. *Employee Relations* 41: 374–88. [CrossRef]
- Gatling, Anthony, Jungsun Sunny Kim, and John Milliman. 2016. The relationship between workplace spirituality and hospitality supervisors' work attitudes: A self-determination theory perspective. *International Journal of Contemporary Hospitality Management* 28: 471–89. [CrossRef]
- Gillet, Nicolas, Marylène Gagné, Séverine Sauvagère, and Evelyne Fouquereau. 2013. The role of supervisor autonomy support, organizational support, and autonomous and controlled motivation in predicting employees' satisfaction and turnover intentions. *European Journal of Work and Organizational Psychology* 22: 450–60. [CrossRef]
- Gohari, Payam, Akram Ahmadloo, Majid Bakhtiari Boroujeni, and Seyed Jafar Hosseini-pour. 2013. The Relationship Between Rewards and Employee Performance. *Interdisciplinary Journal of Contemporary Research in Business* 5: 543–70.
- Grigoryeva, Anastasiia. 2023. Development of customer loyalty programs at hospitality enterprises under digitalization. *Technoeconomics: An International Journal* 2: 41–54. [CrossRef]
- Gubíniová, Katarína, Thorsten Robert Moller, Silvia Trel'ová, and Malgorzata Agnieszka Jarossová. 2023. Loyalty Programmes and Their Specifics in the Chinese Hospitality Industry—Qualitative Study. *Administrative Sciences* 13: 152. [CrossRef]
- Hazelton, Andrew. 2018. How Employee Engagement Impacts Labor Shortages. Available online: <http://lodgingmagazine.com/connection-between-labor-shortages-employee-engagement/> (accessed on 22 July 2024).
- Hsieh, Jung-Kuei. 2016. The Effect of Frontline Employee Co-creation on Service Innovation: Comparison of Manufacturing and Service Industries. *Procedia-Social and Behavioral Sciences* 224: 292–300. [CrossRef]
- Islam, Md Asadul, Dieu Hack-Polay, Mahfuzur Rahman, Mosharrof Hosen, Abigail Hunt, and Sujana Shafique. 2024. Work environment, HR practices and millennial employee retention in hospitality and tourism in Bangladesh. *International Journal of Emerging Markets* 19: 846–67. [CrossRef]
- Ju, Dong, Jingjing Yao, and Li Ma. 2020. Person–job fit and job involvement: The curvilinear effect and the moderating role of goal orientation. *Journal of Managerial Psychology* 36: 433–46. [CrossRef]
- Kebede Adem, Mulugeta, and Sandeep Singh Virdi. 2021. The effect of TQM practices on operational performance: An empirical analysis of ISO 9001: 2008 certified manufacturing organizations in Ethiopia. *TQM Journal* 33: 407–40. [CrossRef]
- Khan, Muskan, and N. Lakshmi. 2018. Mediating Role of Employee Engagement in the Relationship between Perceived Supervisor Support and Job Satisfaction. *Asian Journal of Management* 9: 189–96. [CrossRef]

- Kim, Soon-Ho, Minseong Kim, Hye-Sook Han, and Stephen Holland. 2016. The determinants of hospitality employees' pro-environmental behaviors: The moderating role of generational differences. *International Journal of Hospitality Management* 52: 56–67. [\[CrossRef\]](#)
- Kong, Haiyan, and Catherine Cheung. 2009. Hotel development in China: A review of the English language literature. *International Journal of Contemporary Hospitality Management* 21: 341–55. [\[CrossRef\]](#)
- Krajcsák, Zoltán. 2019. Leadership strategies for enhancing employee commitment in TQM. *Journal of Management Development* 38: 455–63. [\[CrossRef\]](#)
- Lee-Ross, Darren. 2005. Perceived job characteristics and internal work motivation: An exploratory cross-cultural analysis of the motivational antecedents of hotel workers in Mauritius and Australia. *Journal of Management Development* 24: 253–66. [\[CrossRef\]](#)
- Li, Beili, Xu Fan, Susana Álvarez-Otero, Muhammad Safdar Sial, Ubaldo Comite, Jacob Cherian, and László Vasa. 2021. CSR and workplace autonomy as enablers of workplace innovation in SMEs through employees: Extending the boundary conditions of self-determination theory. *Sustainability* 13: 6104. [\[CrossRef\]](#)
- Liu, Nien-Chi, and Wen-Chung Liu. 2014. The effects of quality management practices on employees' well-being. *Total Quality Management and Business Excellence* 25: 1247–61. [\[CrossRef\]](#)
- Liu, Xinyi, Ying Zeng, Juan He, and Zhiyong Li. 2022. Value cocreation research in tourism and hospitality: A comparative bibliometric analysis. *International Journal of Contemporary Hospitality Management* 34: 663–86. [\[CrossRef\]](#)
- Miao, Yaqiong, Ming-Hsiang Chen, Ching-Hui Joan Su, and Chun-Chu Chen. 2021. Philanthropic giving of China's hotel firms: The roles of state ownership, corporate misconduct and executive remuneration. *International Journal of Hospitality Management* 95: 102897. [\[CrossRef\]](#)
- Mnyakin, Maxim. 2023. Big Data in the Hospitality Industry: Prospects, Obstacles, and Strategies. *International Journal of Business Intelligence and Big Data Analytics* 6: 12–22.
- Ndivo, Rayvisic Mutinda, and Caroline K. Wasike. 2015. Efficacy of motivation strategies in addressing employee motivation needs in kenya's hotel sector. *African Journal of Hospitality, Tourism and Leisure* 4.
- Ni, Jia. 2020. Impact of motivation factors on employee retention in China: Mediating role of work engagement. *Molecules* 2.
- Nunnally, Jum C. 1978. *Psychometric Theory*, 2nd ed. New York: McGraw-Hill.
- Perron, Genevieve M., Raymond P. Côté, and John F. Duffy. 2006. Improving environmental awareness training in business. *Journal of Cleaner Production* 14: 551–62. [\[CrossRef\]](#)
- Poon, June M. L. 2004. Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel Review* 33: 322–34. [\[CrossRef\]](#)
- Priya, J., Pushpa Machani, Isaac Tweneboah Agyei, N. V. S. Suryanarayana, S. Thandayuthapani, and Melanie Lourens. 2023. Effects of Performance and Target Pressure on the Psychological Well-Being of Corporate Employees. *Journal for ReAttach Therapy and Developmental Diversities* 6.
- Pu, Bo, Siyu Ji, and Wen Yuan Sang. 2022. Effects of customer incivility on turnover intention in China's hotel employees: A chain mediating model. *Journal of Hospitality and Tourism Management* 50: 327–36. [\[CrossRef\]](#)
- Ren, Shuang, and Doren Chadee. 2020. Influence of guanxi on hospitality career performance in China: Is more necessarily better? *International Journal of Hospitality Management* 91: 102420. [\[CrossRef\]](#)
- Rich, Bruce Louis, Jeffrey A. Lepine, and Ean R. Crawford. 2010. Job engagement: Antecedents and effects on job performance. *Academy of Management Journal* 53: 617–35. [\[CrossRef\]](#)
- Robescu, Ofelia, and Alina-Georgiana Iancu. 2016. The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Studies* 7: 49–56. [\[CrossRef\]](#)
- Saks, Alan M. 2019. Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness* 6: 19–38. [\[CrossRef\]](#)
- Salessi, Solana Magalí, and Alicia Graciela Omar. 2019. Job involvement in current research: Update and state of the art. *Papeles Del Psicologo* 40: 46. [\[CrossRef\]](#)
- Simons, Tony, and Cathy A. Enz. 1995. Motivating Hotel Employees: Beyond the Carrot and the Stick. *Cornell Hotel and Restaurant Administration Quarterly* 36: 20–27. [\[CrossRef\]](#)
- Tan, Boon-In, Shanthi Nadarajah, Jia-Jia Sim, and Chan-Choy Ng. 2014. Soft TQM practices, customer orientation and business performance: A proposed structural model. *International Journal of Modelling in Operations Management* 4: 21–34. [\[CrossRef\]](#)
- Thomas, Gail Fann, Roxanne Zolin, and Jackie L. Hartman. 2009. The central role of communication in developing trust and its effect on employee involvement. *Journal of Business Communication* 46: 287–310. [\[CrossRef\]](#)
- Valtakoski, Aku, and Katriina Järvi. 2016. Productization of knowledge-intensive services: Enabling knowledge sharing and cross-unit collaboration. *Journal of Service Management* 27: 360–90. [\[CrossRef\]](#)
- Welikala And, Dilrukshi, and Amrik S. Sohal. 2008. Total Quality Management and employees' involvement: A case study of an Australian organisation. *Total Quality Management and Business Excellence* 19: 627–42. [\[CrossRef\]](#)
- Welters, Riccardo, William Mitchell, and Joan Muysken. 2014. Self determination theory and employed job search. *Journal of Economic Psychology* 44: 34–44. [\[CrossRef\]](#)
- Wong, Simon, Vickie Siu, and Nelson Tsang. 1999. The impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. *International Journal of Contemporary Hospitality Management* 11: 230–42. [\[CrossRef\]](#)

- Xin, Guan, and Jeong-gil Choi. 2020. The impact of factors forming employee service attitude on service quality, customer satisfaction and loyalty in the hotel industry. *Global Business and Finance Review* 25: 84–95. [CrossRef]
- Yeh, Chien Mu. 2021. The relationship between free time activities, emotional intelligence and job involvement of frontline hotel employees. *International Journal of Human Resource Management* 32: 767–88. [CrossRef]
- Yoo, Jin. 2015. Perceived autonomy support and behavioral engagement in physical education: A conditional process model of positive emotion and autonomous motivation. *Perceptual and Motor Skills* 120: 731–46. [CrossRef]
- Yu, Irina Y., Chunqun Liu, Morgan X. Yang, and Kevin J. Zeng. 2022. Looking-forward or looking-back: Feedback strategies in tier-based hotel loyalty programs. *International Journal of Hospitality Management* 102: 103164. [CrossRef]
- Zaware, Nitin, Avinash Pawar, Sarika Kale, Teddy Fauzi, and Henry Loupias. 2020. Deliberating the managerial approach towards employee participation in management. *International Journal of Control and Automation* 13: 437–57. [CrossRef]
- Zhang, Nan. 2023. Research on the Work-Life Balance of Chinese Internet Employees. Master's Thesis, Universitat Jaume, Castellon de la Plana, Spain. Available online: [https://repositori.uji.es/xmlui/bitstream/handle/10234/203326/TFM\\_2023\\_Zhang\\_Nan.pdf?sequence=1](https://repositori.uji.es/xmlui/bitstream/handle/10234/203326/TFM_2023_Zhang_Nan.pdf?sequence=1) (accessed on 22 July 2024).
- Zhang, Ying, Jian Zhang, Jun Gu, and Herman H. M. Tse. 2022. Employee radical creativity: The roles of supervisor autonomy support and employee intrinsic work goal orientation. *Innovation: Organization and Management* 24: 272–89. [CrossRef]

**Disclaimer/Publisher's Note:** The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.