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*by* Uks 34830

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**REWARD MANAGEMENT EMPLOYEE SATISFACTION AND  
RETENTION IN HOSPITALITY**

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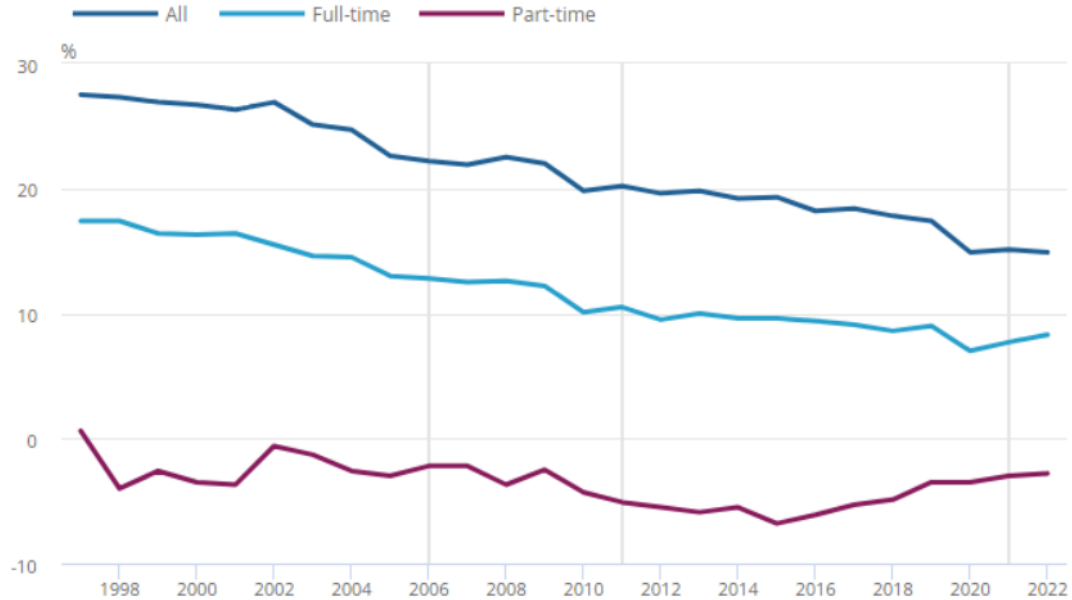
## Introduction and Research Purpose

### Background of the Study

The implementation of rewards and remuneration has enhanced the growth of staff performance as a result of increasing staff satisfaction. In the case of the UK hospitality sector, the application of staff rewards has enhanced the growth of improving the overall practicality of performance and productivity, which also boosted the growth of staff retention. According to the study by Ghani *et al.* (2022), the implementation of a consecutive reward and remuneration system improves the prospects of staff motivation for increasing their productivity and intention of retention. This aspect in the UK hospitality sector has enhanced the context of staff retention and motivation for improving staff performance. Furthermore, it has also improved the growth of staff performance in terms of enhancing staff loyalty in the hotel sector of the UK using effective monetary and other rewards and remuneration aspects in the chosen marketplace. Therefore, the current study will have the scope of analysing the effects of rewards and remuneration on staff retention and satisfaction in the UK hospitality industry.

### Rationale of the Study

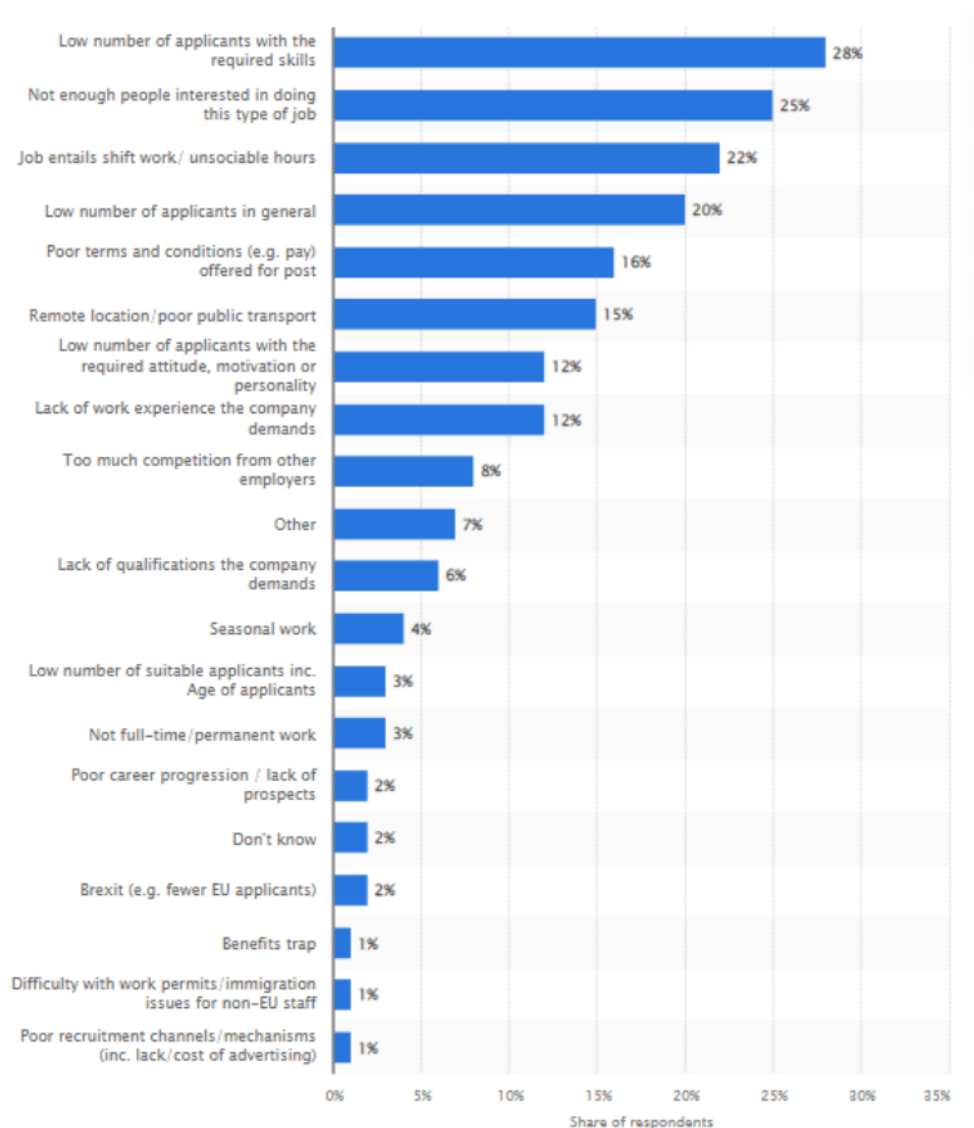
The hospitality sector in the UK has employed a wide base of staff in the chosen market sector. However, in recent times, the issues of the increasing cost of living in the UK in recent times declined the context of staff management and enhanced the issues of staff shortage (Restaurant Online, 2023). Along with that, the lack of career prospects and the gender pay gap in the UK hospitality sector has enhanced the growth of staff turnover in recent times.



**Figure 1: Gender pay gap in the UK**

(Source: ONS, 2022)

As shown in the above illustration, the gender pay gap in 2022 amounted to 14.9% for median gross hourly earnings (ONS, 2022). The increased gender pay gap in the UK market sector has declined staff motivation aspects in recent times. In the case of the hospitality sector of the UK, the gender pay gap and low scope for career development have decreased the performance growth of hotels in the UK market. Along with that, the unsociable working hours have also increased staff recruitment and retention issues, which declined the performance growth of the UK hotels.



**Figure 2: Recruitment and retention difficulties in the UK hotel sector**

(Source: Statista, 2023)

A recent study has identified that as of 2019, 22% of hotel businesses in the UK have faced issues in recruitment and staff retention as a result of unsociable working hours (Statista, 2023). The ineffective working hours, the gender pay gap and many other issues have deterred the growth of staff motivation and performance in terms of increasing their retention. According to Marinakou and Giousmpasoglou (2019), the lack of career scope and ineffective working hours

1 in the hotel sector has enhanced the issues of lacking staff motivation and productivity growth in the UK market. This aspect has deterred the growth of consecutive staff retention and loyalty in the UK market sector. Furthermore, it has also declined the management of staff motivation to perform better in the chosen marketplace for hotels in the UK. On the other hand, Huang, Wu and Zhang (2019) argued that the increasing staff turnover issues in the hotel sector have enhanced the issues of lacking career development issues and poor working environment. This aspect in the UK hotel and restaurant sector has boosted the risks regarding staff performance and productivity in the chosen industrial area. Furthermore, it has also enhanced the risks regarding boosting staff motivation and retention aspects.

The lack of staff retention and career development approaches in the UK hotel and restaurant industry has boosted the growth of staff retention issues in the chosen market sector. This aspect has declined the management of staff loyalty and motivation in the selected hotels and restaurants in the UK. Therefore, the current study will highlight the prospects of reward management as a motivational factor for improving staff satisfaction and performance in the UK hospitality sector. Along with that, the present research paper will also evaluate the effects of rewards on staff retention in UK hotels and restaurants.

## Aim and Objectives

### Aim

The present review will aim to examine rewards and remunerations in UK hotels and restaurants for increasing the retention and satisfaction of employees.

### Objectives

<b>Objective 1: To examine rewards presented to UK hospitality employees within 2 months</b>	
<i>Specific</i>	This goal is specific for examining rewards presented in UK hotels for staff.
<i>Measurable</i>	This goal can be measured by evaluating hospitality rewards in the UK.
<i>Achievable</i>	This goal can be achieved by analysing recent employment reports of UK hotels.

<i>Relevant</i>	This goal is relevant for analysing rewards in the UK hotel sector.
<i>Time</i>	2 months

**Table 1: SMART Objective 1**

(Source: Created by author)

**Objective 2: To analyse the influence of rewards on staff satisfaction in UK hotels within 3 months**

<i>Specific</i>	This pursuit is specific to examining the effects of rewards on staff satisfaction.
<i>Measurable</i>	This objective can be measured by the impact of rewards on staff performance and motivation.
<i>Achievable</i>	This goal can be attained by examining reward management in UK hotels.
<i>Relevant</i>	This goal is relevant for analysing the influences of rewards in UK hotels.
<i>Time</i>	3 months

**Table 2: SMART Objective 2**

(Source: Created by author)

**Objective 3: To assess the scope of performance growth through reward management in UK hotels within 3 months**

<i>Specific</i>	This goal is specific for evaluating performance scope for reward management in UK hotels.
<i>Measurable</i>	This objective can be measured by examining the contexts of performance growth through reward management.
<i>Achievable</i>	This goal can be gained by analysing the performance growth scope in UK hotels.
<i>Relevant</i>	This goal is relevant for analysing the performance growth through rewards in UK hotels.
<i>Time</i>	3 months

**Table 3: SMART Objective 3**

(Source: Created by author)



<b>Objective 4: To analyse the practicality of rewards on employee retention in the UK hotel sector within 5 months</b>	
<i>Specific</i>	This goal is specific for examining the functionality of rewards for staff retention in UK hotels.
<i>Measurable</i>	This objective can be measured by assessing the effectiveness of rewards in UK hotels.
<i>Achievable</i>	This goal can be gained by evaluating the prospects of rewards for employee retention.
<i>Relevant</i>	This goal is relevant for identifying the effectiveness of rewards on staff retention in UK hotels.
<i>Time</i>	5 months

**Table 4: SMART Objective 4**

(Source: Created by author)

## Literature Review

<i>Research Questions</i>	<i>Research Objectives</i>	<i>Literature Review</i>	<i>Answers</i>
What is the reward management that is being offered to the employees of the hospitality businesses for the employees for managing their rate of	To determine the facilities and rewards provided to the employees by the hospitality business.	<ul style="list-style-type: none"> <li>• Koo <i>et al.</i> (2020)</li> <li>• Rawashdeh and Tamimi (2020)</li> <li>• Kollmann <sup>6</sup> <i>et al.</i> (2020)</li> <li>• Daniel (2019)</li> </ul>	Koo <i>et al.</i> (2020) have identified that there are two types of rewards such as emotional rewards which include opportunity, compliments, empowerment and recognition and material rewards such as certificates of promotion, incentives and special leave that encourage the motivation of the employees of the hospitality industry. In this literature, it has been identified that these two types of rewards are very crucial

satisfaction and retention?		<p>6 in the formation of job commitment, increase job performance and help in reducing the retention rate. It is the responsibility of the management boards to effectively provide motivation both material and emotional to the employees as it is beneficial to enhance their job engagement by increasing the motivational level and helping in the development of the business organisation.</p> <p>On the other hand, according to the opinion of Rawashdeh and Tamimi (2020), it has been identified that proper and effective training programmes have to be given to the employees of the hospitality industry 18 to increase the engagement of the employees of the hospitality industry. It article has highlighted the allotment of the active supervisor for the training programme. The main responsibility of the supervisor would be to provide supervision to the employees so that they can enhance their satisfaction level</p>
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		<p>for further development of their productivity level. It has also identified that the motivation level of the employees and business development are interconnected. As this industry is growing rapidly the previous literature has failed to identify the effective rewards that help in motivating the employees of the concerned industry. Hence this study focuses more on the identification of effective reward programmes to encourage the motivation levels of the employees with changes in time.</p> <p>The application of <b>equity theory</b> in the prospects of gaining rewards can help in analysing the context of staff motivation. According to Kollman <sup>13</sup> <i>et al.</i> (2020), the application of equity theory can help organisations to analyse the context of staff motivation by analysing their received benefits and remuneration as a result of their performance and work in the organisations. In the case of hotels in the UK, the application of equity theory can also help</p>
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		<p>organisations to increase their prospects of rewards to increase employee performance. Along with that, it can also aid organisations to increase their overall productivity and staff motivation for enhancing their overall performance in the chosen market sector in recent times through enhancing staff loyalty.</p> <p>On the other hand, equity theory can also help in improving employee motivation and loyalty to the organisational processes through effective benefits and compensations based on their performance. As argued by Daniel (2019), the management of the reward-to-effort ratio through equity theory in an organisation can help in enhancing the prospects of employee motivation growth, which can further enhance their satisfaction with the work prospects in their workplace. This aspect in UK hotels can enhance the growth of job satisfaction and employee loyalty to increase their performance and</p>
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			engagement with their organisational context in the UK hospitality sector. Along with that, it can also improve the context of gaining more performance growth in the chosen market sector by influencing their motivation to work more.
	To analyse the importance of the commitment and satisfaction level of the employees influenced by the reward management.	<ul style="list-style-type: none"> <li>• Ali <i>et al.</i> (2020)</li> <li>• Dwesini (2019)</li> <li>• Chiat and Panatik (2019)</li> <li>• Acquah <i>et al.</i> (2021)</li> </ul>	<p>As per the opinion of Ali <i>et al.</i> (2020) it has been pointed out that, the main succession of any business organisation depends on the level of motivation provided to the employees to increase their level of productivity. The moral value of the employee directly influences the job quality and the performance of the employees. This would be impacted in a positive way to the overall development of the business organisation</p> <p>On the contrary, as stated by Dwesini (2019) it has been found that this industry has been suffering from a high rate of employee turnover due to a lack of motivation from the management boards. This has impacted in a negative way the</p>

		<p>enhancement of employee turnover. It has been pointed out that the previous pieces of literature have failed to provide a detailed analysis of the approaches that help in increasing the level of commitment and job satisfaction of the employees of the designated industry. Hence this research is beneficial in providing an effective approach to increase the commitment and job satisfaction of the employees of the hospitality sector.</p> <p>The inclusion of <i>Herzberg's two-factor motivation theory</i> can help hospitality organisations to analyse the factors that can enhance staff satisfaction and commitment to the organisational contexts in the UK. According to Chiat and Panatik (2019), the application of the chosen theory can help in analysing the positive factors that can enhance the rate of staff motivation in the organisational prospects of the chosen organisation. In the case of hotels in the UK, the application</p>
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		<p>of the selected theory can help the hotels to analyse the necessity of rewards and remuneration for enhancing staff performance and motivation in the organisations to stay committed and be satisfied with the organisational process in the hospitality and restaurant market sector of the UK.</p> <p>On another note, the chosen theory can also help in analysing the negative factors impeding staff motivation in UK hotels. Acquah <i>et al.</i> (2021) countered that Herzberg's two-factor theory can help in analysing poor hygiene factors that can decrease staff motivation and commitment to the organisational processes. This aspect in the hospitality sector of the UK can help the chosen organisations to improve their overall prospects regarding the management of staff</p>
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			<p>performance in hotels in the chosen market region. Along with that, it can also help hospitality organisations to avoid the factors that can impede the prospects of performance and productivity rates in the UK hospitality sector in recent times through effective reward and remuneration implementation for every staff in the organisations.</p>
	<p>To examine the scope of capability enhancement as an aspect of effective “reward Management” by organisations</p>	<ul style="list-style-type: none"> <li>• Baum (2019)</li> <li>• Pham, Tučková, and Jabbour (2019)</li> <li>• Rehman, Sehar and Afzal (2019)</li> <li>• Min <i>et al.</i> (2020)</li> </ul>	<p>It has been presented in the literature that talent management is an essential aspect of the UK hospitality business. The arrangement of reward programmes needs to hold the talents and increase their motivation to remain engaged with the firm. As per Baum (2019), it is an effective aspect to manage the frontline hospitality procedures and increase the quality of service to satisfy the customers. It can be a new opportunity for the attainment of a high organisational culture</p>



			<p>built with trust and employee awareness about their job roles. Further with the development of themes, the scholar has mentioned that recognition of the changing business environment brings the scope for talent management through organising an acknowledgement programme for employees to make them engaged with the firm. However, it has been contradictorily presented that there is a decline in high-end talents to meet functional management operations and that is still in need for underpinning the role preparation through managerial training. It has been analysed that a career in hospitality can be an option if the stakeholders arrange programmes to increase the scope for preparing the pathway.</p> <p>Further, the gap in research is an analysis of the requirement of employee growth opportunities by developing organisational practices that prioritise the growth of both the business and its external stakeholder's</p>
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		<p>practices that prioritise the growth of both the business and its external stakeholders.</p> <p>UK with the workplace environment by developing more attractive reward programmes for talent management but has not highlighted their scope for enhancing performance.</p> <p>On the other side, the adoption of green HRM practices can be scope for increasing the capability of hospitality staff to conduct sustainable operations (Pham, Tučková, and Jabbour, 2019). In this literature, a mixed data gathering method has been applied by the researcher 203 employees of hotels have been surveyed to evaluate the established hypothesis. The positive aspect that has been developed by the researcher is that green training of the organisational citizenship behaviour acts as the key mechanism for boosting employee mechanism. The scope of employee performance has been highlighted with the adoption of green management</p>
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		<p>that makes the employees capable of taking decisions about addressing environmental problems and can measure the 'organizational citizenship behaviour'. The development of positive interaction between the HR and the environmental management team can increase the scope for increasing sustainability operations by increasing awareness of employees about green operations. The development of GHRM practice thus results in paying more attention to employees in assessing employees' green performance. However, the negative aspect of the research as it applied the secondary data has come up with the aspect that <sup>11</sup> it is difficult to engage employees to participate in environmental activities without embodiment of the environment and thus reward programme is not sufficient to promote employee performance without adequate training. Thus the research gap is green rewards can effectively moderate green</p>
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		<p>training of organisational citizenship behaviour but has not discussed the scope of effective capability management in the aspect of retaining staff in the UK hospitality industry.</p> <p>The implementation of <i>Vroom's expectancy theory</i> can help UK hotels to analyse the performance behaviour of every staff for gaining a specific outcome or reward. Rehman, Sehar and Afzal (2019) studied that the expectancy theory can help organisations to influence every staff to perform in a specific manner to attain effective rewards and remunerations from their senior management in their organisational context. In the context of the hospitality sector in the UK, this aspect can help organisations to increase their performance management aspects, which can, in turn, enhance the growth of staff motivation for performing better in terms of improving their overall productivity in the organisational context. This</p>
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			<p>aspect can enhance the prospects of staff rewards in the hotels.</p> <p>However, on another hand, the expectancy theory can also help organisations to increase the context of performance management. As argued by Min<sup>5</sup> <i>et al.</i> (2020), the implementation of the expectancy theory can help organisations influence employees to increase their effort in the overall performance aspects of the organisational prospects. This aspect can help UK hotels to increase their performance management aspects in terms of increasing the scope of capability enhancement of every staff in the hospitality sector. Furthermore, it can also improve the context of staff performance growth and enhance the improvement of rewards and remuneration for performance and capability growth of every employee in the hospitality sector in the UK market through performance scope growth in the chosen industrial area.</p>
	To stabilise the	<ul style="list-style-type: none"> <li>• Kichuk, Brown</li> </ul>	In an argumentative way of research, the article has

effectiveness of “reward management” on retention of employee hospitality organisations of the UK	and Ladkin (2019) • Liu <i>et al.</i> (2022) • Yang, Pu and Guan (2019) • Zhang <i>et al.</i> (2019)	evaluated wider secondary data to present the aspect that the UK hospitality sector is currently facing issues with a lack of employee motivation thus leading them to quit their jobs. The main objective of the research was to investigate the causes as well as prevention processes of high employee layoff in UK hospitality sectors. It has developed the aspect that when the intention of the employees is shown in switching the organisations it has resulted in an abrupt decrease in organisational performance capability (Liu <i>et al.</i> 2022). It eventually raises pressure on the existing staff to tackle the workload with less employee engagement in the operational activities. However, in an alternate way, the article has even demonstrated the aspect that long working hours and the behaviour of the managers towards the subordinates can cause for taking decisions for staff to resign from their jobs. It can be overcome by shaping the
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		<p>organisational culture and increasing the commitment towards ensuring employee safety and satisfactory wages for their hard work. An increase in the incentive structure is not only the objective of the reward programme for employees but it increased the confidence in offering staff with job satisfaction and acting positively as a retention strategy. Further, the gap in research has been measured to be the adoption of changes in the organisation to value employees highlighting the aspect of offering work-life balance to enhance the performance capability of hotel-related staff in the UK.</p> <p>The application of the <i>job embeddedness theory</i> for staff retention aspects in organisations can enhance the context of performance management and decrease the rate of staff turnover in the hospitality sector of the UK. According to Yang, Pu and Guan (2019), the job embeddedness theory can influence the prospects of</p>
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		<p>learning orientation and psychological empowerment for improving employee performance for enhancing job retention. This aspect in UK hotels can enhance the context of employee motivation and satisfaction with the job aspects in the organisational contexts. Furthermore, it can also enhance the prospects of reward and remuneration for every staff to increase staff motivation and retention in the hotel and restaurants of the UK as a result of intrinsic motivation aspects.</p> <p><sup>3</sup> On the other hand, Zhang <i>et al.</i> (2019) argued that the application of job embeddedness theory can help organisations increase their effort to engage more employees in their organisational processes. This aspect <sup>1</sup> in the hospitality sector of the UK can also influence the prospects of employee engagement and commitment to the organisational contexts of hotels and restaurants for enhancing staff motivation through effective rewards and</p>
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			<p>remunerations. This approach can help hotels and restaurants in the UK enhance their overall feasibility for reward and remuneration management for enhancing staff performance and satisfaction for improving employee retention in the chosen market. Along with that, it can also boost the context regarding the management of staff retention through performance growth and job embeddedness in the UK hotel sector.</p>
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**Table 5: Literature review**

(Source: Self-developed)

## Methodology

### Approach

The current study will apply a “*deductive approach*” to the collection and analysis of necessary data sources. According to the study by Pearse (2019), the application of the deductive approach can help researchers to apply scientific reasoning for an analysis of generalised data sources for specific findings. The application of the chosen approach in the current study will help the scholar to collect generic data to identify the reward management aspects in UK hotels and devise specific findings in order to examine the effects of rewards on staff retention and satisfaction in the hospitality sector of the UK.

On the other hand, as argued by Casula, Rangarajan and Shields (2021), the deductive approach helps in analysing objective reality through scientific testing of data sources. This aspect of the chosen approach will be helpful for the author to create specific assumptions regarding the effectiveness of reward management in terms of enhancing staff motivation and performance for improving staff retention and satisfaction in the hotel industry of the UK.

## Design

In terms of philosophical and designing contexts, the scholar will choose the “*positivism philosophy*” and “*descriptive design*”. As per the study by Alharahsheh and Pius (2020), the inclusion of positivism philosophy in research papers can help researchers to analyse objective reality by analysing natural phenomena without any subjective interpretation. This aspect will help the author of the current study to analyse natural and general phenomena regarding reward management and how it influences the growth of staff satisfaction and retention in UK hotels.

On the other hand, descriptive design in research helps in the systematic acquisition of information on social phenomena. As studied by Doyle *et al.* (2020), the application of descriptive design can help organisations to analyse detailed data sources regarding the research issue to identify specific findings. This design will aid the author to define specific findings on how rewards and remunerations have enhanced the growth of staff performance and motivation. Along with that, it will also assist in the analysis of the reward management systems in UK hotels and how it has enhanced the prospects of staff satisfaction, loyalty and retention aspects in such organisations in the industrial areas of the United Kingdom effectively.

## Methods

The methods regarding data collection will be necessary for analysing detailed data sources to achieve the study's aim and pursuits. In this context, a “primary quantitative data collection” method will be used as a format of an online survey. According to Sileyew (2019), the collection of primary data sources helps researchers to collect data sources based on the real-time perception of people on the selected research issues. In this context, the chosen method will help the author to collect data sources based on employee rewards and remuneration practices in UK hotels and restaurants and how these have enhanced employee satisfaction and retention aspects. On the other hand, as argued by Mellinger and Hanson (2020), the application of quantitative data sources can help researchers to collect numeric data sources regarding the research issues. The collection of numeric and measurable data sources for the current study will help the researcher to analyse the prospects of staff rewards in UK hotels for improving staff retention and satisfaction by examining the numeric ratio of participants' answers to different questions and options. This aspect will also help in analysing the prospects of rewards for improving staff loyalty in the UK hotel and hospitality sector.

## **Participants**

In this context, the author will carry out an online survey of 100 employees of renowned hospitality services in the UK. In this context, the platform MS Excel will be applied to present the set of 10 questionnaires to record the responses of participants. The set of questions will be sent previously to the participants through their personal email addresses. This aspect will help the author to maintain the ethical concerns regarding the research activities for analysing the prospects of reward and remuneration management in the hospitality businesses of the UK and how these have helped in raising staff motivation, performance, loyalty, satisfaction and retention aspects in the chosen market sector. The analysis of the online survey data will help in analysing specific findings by relating to the objectives and analysed literary sources in the research study.

In terms of sampling, a “random probability sampling method” will be applied to select 50 out of 100 data populations from the survey responses. As studied by Bhardwaj (2019), the random probability sampling method can help researchers to select the samples in a random procedure without any conditions. This aspect will help the author of the current research paper to collect 50 samples for further data analysis from the total population of 100 survey responses. The collection of the samples will be attained without any prior conditions, which will help in removing any bias from the collected data. This aspect will help in analysing the practicality of reward management in UK hotels for improving staff satisfaction and retention rate.

## **Validity and Reliability**

The management of validity and reliability in the collected data sources will be helpful for devising findings that can be further valuable and reliable in future academic contexts. The collection of survey data will be analysed using the platform MS Excel to improve the quality of the data sources and <sup>8</sup>interpretation of the data. The collection of the data sources will be valid in terms of collecting information only regarding the staff retention aspects in UK hotels. This aspect will ensure the validity of the collected data sources for enhancing the quality of collected data sources and specific findings development for the current study. Along with that, it will also help in managing ethical concerns and specifications for collecting survey data through online mediums from the intended population working in the UK hospitality sector by abiding by the university's ethical guidelines.

## Ethical Considerations

The management of ethical concerns regarding data collection and analysis is important in terms of maintaining the legal and ethical aspects of safely conducting a research study. In this paper, the author will abide by the university's ethical guidelines and the GDPR act for ensuring information privacy for the survey participants and the researcher. This aspect will enhance the context of maintaining ethical regulations for data security and privacy management while collecting survey data from online mediums and contacting hospitality employees in the UK market sector.

In terms of data collection, the researcher will avoid asking any questions that can arise issues regarding hesitation and discomfort among the participants while taking part in the survey. Furthermore, the author will also maintain anonymity for the participants to provide effective data protection and privacy aspects to every survey respondent. Along with that, the collected survey data sources will be safeguarded in a password-protected computerised system for ensuring the safety and encryption of the collected data to ensure data protection for the collected data sources. Along with that, the collected data sources will be disposed of after six months of the completion and publication of the research paper through academic sources.

## Data Analysis

In this context, a LIKERT scale will be used for the statistical data analysis of the survey responses. According to South *et al.* (2022), the implementation of the LIKERT scale can help researchers to analyse positive or negative responses to a question through a bipolar scaling method. In this context, the questionnaire will be designed in terms of 5 point LIKERT scale to analyse the degree of positive or negative responses of every respondent to the questions. This aspect will help in analysing the rewards and remunerations presented in UK hotels and restaurants for employees. Moreover, it will also help the researcher to examine the rewards and their effects on staff performance and satisfaction for increasing their loyalty and retention rate in the UK. Along with that, it will also help in enhancing the prospects of statistical data analysis using ratio analysis for every option in every question.

On the other hand, Ivezić *et al.* (2020) argued that the statistical data analysis of survey data sources helps in analysing the numeric ratio for every option. In this context, the statistical analysis of the collected survey data will be examined through the bar charts and pie charts that will be prepared in MS Excel. The visualisation of the statistical ratio of every option answered

by the participants will help in analysing the contexts regarding the prospects of reward and remuneration in hospitality organisations in the UK market sector. Along with that, it will also help in analysing the contexts of how rewards have shaped staff performance and motivation for improving their satisfaction and retention in the UK hospitality industry. Apart from that, it will also aid in analysing the effectiveness of rewards and remuneration for enhancing the performance scope for every staff in the chosen industry.

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