

Assessing the Impact of Cultural Differences:

Employee Satisfaction Across the Globe



client

Marriott International is a leading lodging company with nearly 4,000 hotels and lodging facilities across the globe. Currently, Marriott is in the United States and 66 other countries. Its brands include: Marriott Hotels and Resorts, JW Marriott Hotels & Resorts, Courtyard, Residence Inn, Fairfield, TownePlace Suites, Ritz Carlton and Renaissance Hotels and Resorts.

objectives

The President of Marriott International Lodging wanted to understand if and how the drivers of employee satisfaction were the same or different in diverse cultures and countries around the globe. The answer was paramount to maintaining Marriott's commitment to its employees and its customers too.

process

The process involved surveying over 5,000 Marriott employees and using cutting-edge statistical modeling.

results

The results identified many common job-related themes across countries and cultures that were key to employee satisfaction and productivity. However, there were four out of twelve areas that differed sharply. These differences were most pronounced among employees in its Asia/Pacific region.

The findings prompted a re-allocation of training and career-track programs, saving Marriott time and money as well.

This effort was done quickly and efficiently. It saved us time, money and eliminated executive boardroom discussions without the facts.

Marriott International Lodging President

