Managing Contingent Labour in the Hotel Industry by Developing Organisational Social Capital (Brien A, 2010)

What was the research about and why is the research important?
Hotels increasingly use contingent labour to ensure flexibility in labour costs, so what holds back hotels in achieving greater gains from the employee/employer relationship and more productive employees.

When was it conducted?
2009

Where was it conducted?
New Zealand

Who was involved?
Middle Managers in New Zealand hotels

What were the findings?
Hotels are extensively systemised, but to get the best from employees required a flexible approach so that Organisational Social Capital (OSC), that is commitment, communication, trust, influence and social relations can be developed. While a rationalistic managerial approach is suitable for systemised operations, a humanistic approach is better for developing OSC.

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