

Original Article

Rewards, Synergy, and Hospitality: A Study of Personalised Incentives and Team Collaboration in Selected Hotels in Lagos State, Nigeria

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Abstract: Team collaboration is vital to the hospitality sector's success, yet many hotels face declining performance due to poor synergy, fractured teamwork, and operational inefficiencies. Strategically implemented personalised rewards such as culture-specific incentives, flexible leave, wellness programmes, and work-life balance support offer a critical solution to strengthen collaboration and improve organisational performance. The study adopted a survey research design. The study population consisted of 3,100 staff members across the four selected hotels. The Taro Yamani Formula was used to determine the sample size of 354 managers. Data were analyzed using both descriptive and inferential tools. Multiple Regression Analysis was used to determine the effect of the variables at a 5% significance level, using the Statistical Package for Social Science (SPSS) version 27. Findings revealed that personalised incentives had a significant effect on team collaboration in selected Hotels in Lagos State, Nigeria ($Adj.R^2 = 0.267$, $F(4, 389) = 36.748$, $p < 0.05$). The study concluded that personalised incentives improved the team collaboration of Hotels in Lagos State, Nigeria. Therefore, the study recommended that Hotels should prioritise personalised incentives, while emphasizing culturally specific incentives, Flexible leave policies, and Wellness programs to improve team collaboration among employees of Hotels in Lagos State, Nigeria.

Keywords: Culturally Specific Incentives, Flexible Leave Policies, Personalised Incentives, Task Efficiency, Wellness Programs.

I. BACKGROUND TO STUDY

Team collaboration is a key factor in the operational success and economic sustainability of the hospitality industry and an important driver of national economic development and the achievement of organisational goals. Although they make significant contributions, many hotels show declining performance indicators, often manifested by poor synergy, broken teamwork and operational inefficiencies. Traditional compensation models are becoming less effective in addressing these persistent challenges and in creating a unified work environment. Hence, strategic utilisation of customised rewards, such as culture-specific incentives, flexible leave policies, wellness programs, and robust work-life balance support, can rectify existing performance deficiencies and promote organisational synergy in the hospitality industry.

Worldwide, the work performance of employees in hotels has been seriously challenged and decreases in team collaboration and job commitment have been reported (Kim & Lee, 2025). Studies have shown that poor collaboration between team members causes missed milestones and duplicated efforts, which results in an overall decline in the operational effectiveness of employees (Kim & Lee, 2025; Mon & Sitepu, 2023). Collaboration is underdeveloped in the hotel industry, with many hotel employees scoring below 50% on measures of team collaboration, yet collaborative hotel teams can be over 50% more effective at completing tasks than individuals working independently (Bosler, 2025). Due to the heavy workloads and job-related stress, task efficiency rates in hospitality firms, hotels specifically, have been reported to be as low as 46% (García-Buades et al., 2025).

The work performance of the employees in the North America hotel industry, especially in terms of efficiency of tasks, collaboration in the team and dedication to work, has been faced with significant problems. The industry is facing persistent labour shortages, with about 200,000 fewer workers than before the pandemic, a 9% decrease, which has limited operational capabilities (Nagtzaam, 2025). A decrease in job commitment, particularly among early-career employees, adds to retention problems. For instance, the hotel industry experienced a loss of more than 400,000 jobs from February 2020 to August 2022, and 87% of hotels said they did not have enough staff in 2024, with 36% reporting severe shortages. Together, these factors indicate reduced task efficiency, worse team collaboration, and lower job commitment in U.S. hotels (Ompong & Oman-Amoako, 2025; Ryan et al., 2023).



The work performance of employees in terms of task efficiency, teamwork collaboration, and job commitment has faced a huge challenge in Asia, especially in Malaysia. Poor performance appraisals have resulted in poor performance, which has led to poor commitment and collaborative work among employees (Patwary et al., 2025). The problem of lack of collaboration in teams has become a serious one, largely because of a culture of high turnover that erodes trust and communication between employees. Such mistrust hampers the open communication needed for effective collaboration and leads to a breakdown in information sharing at critical junctures. Consequently, a lack of connectivity can lead to decreased synergy and a reduction in teamwork among employees (Islam et al., 2025; Noumeur et al., 2025).

The hotel industry in Nigeria is a developing industry with a combination of branded and independent hotels mainly located in Lagos State and Abuja, with a steady expansion due to the increasing middle-class demand and foreign investment (Bello & Bello, 2021). The survey conducted in North Central Nigeria revealed that about 30% of the hotel staff members were involved in the team effort, which led to poor team effort and a decrease in employee efficiency from 84% in 2019 to 67% in 2022 (Igbokwe et al., 2024). Several interconnected factors have diminished the efficiency and effectiveness of hotel employees, such as the daunting workload that exceeds employees' capacity and the increased sensitivity to customer complaints that further distracts employees' focus and teamwork. These conditions collectively result in lower job performance, weakened team collaboration, and diminished job commitment (Abdou, 2024; Chikezie et al., 2023).

A) Statement of the Problem

Personalised incentives and team collaboration have been studied by scholars in various organisations and geographies (Ellis et al., 2021; Jongjaroenkamol, 2023; Santillan et al., 2023). While the effect of personalised incentives on team collaboration in general has been examined in studies, there is little empirical evidence of the effect of personalised incentives on the team collaboration of hotel employees, especially in Lagos State, Nigeria. Teamwork among hotel workers in Nigeria, particularly in Lagos State, is being increasingly hindered by a number of factors, resulting in less effective team collaboration (Anthony et al., 2024). In the competitive hospitality sector in Lagos, hotels find it difficult to retain their employees due to the stressful job duties, little recognition and limited opportunities for professional advancement that reduce involvement and lessen the propensity to cooperate (Wobodo & Orduwa, 2022). These conditions, in turn, lead to strained interpersonal relationships, communication breakdowns and low team cohesion, thus further reducing the joint efforts that are essential for smooth service delivery and guest satisfaction in outfits like Lagos-based hotels (Chikezie et al., 2023). Poor interpersonal relationships, communication failures, and low team cohesion further undermine teamwork, which is crucial to seamless service delivery (Khelifat et al., 2025). Considering these problems, this study intends to establish the effect of personalised incentives on team collaboration of selected Hotels in Lagos State, Nigeria.

Research Hypotheses

H₀: Personalised incentives have no significant effect on team collaboration

II. METHODOLOGY

This study employed the survey research design to examine the effect of personalised incentives on the team collaboration of selected hotels in Lagos State, Nigeria. In this study, personalised rewards were measured using cultural-specific incentives, flexible leave policies, wellness programs, and work-life balance support. The estimated population for this study is 3,100 staff members across the four selected hotels. Based on Taro Yamane's formula, the sample size is estimated at 354 permanent and contract management staff. The hotels selected to conduct this study are Federal Palace Hotel & Casino, Lagos Continental Hotel, Eko Hotel Main Building and Radisson Blu Anchorage Hotel. These four hotels were chosen because they are recognised as leading luxury hotels in Lagos State and were used as a focused sample of high-caliber hospitality operations to study the impact of personalised rewards on staff performance (Orbitz, 2025; Tripadvisor, 2024). They all qualify as 5-star hotels: Federal Palace (5-star luxury hotel with a casino), Lagos Continental (award-winning 5-star property and the tallest hotel in West Africa), Eko Hotel (5-star convention centre), and Radisson Blu Anchorage (marketed and reviewed as a 5-star premium hotel). Based on geographical coverage, these hotels are clustered in Victoria Island (Lagos Island LGA), the commercial and tourism hub of Lagos. Therefore, the study does not span the full geographical expanse of Lagos State, such as Ikeja, Lekki Mainland, or the interior areas of Lagos Island. Lagos State, specifically Victoria Island within Lagos Island LGA, is the commercial and tourism hub of Lagos State, making it the natural concentration point for premier hospitality operations. This selection also mirrors similar Nigerian hospitality studies that focus on concentrated luxury hotel clusters for reward-system research.

A) Research Model

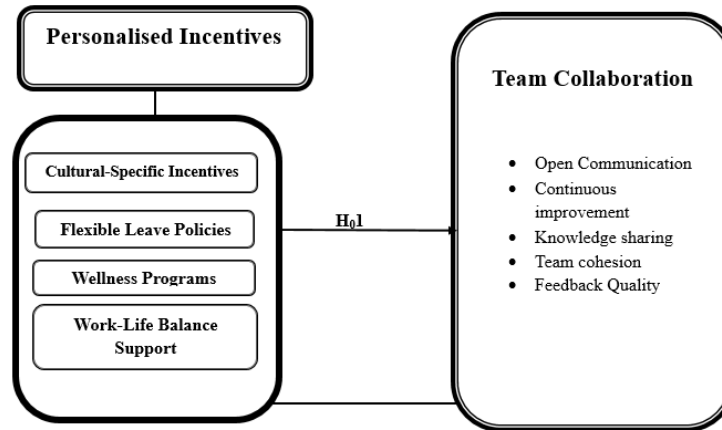


Figure 1. Impact of Personalised Incentives on Team Collaboration

Source: Researcher's Conceptual Model (2026)

III. DATA PRESENTATION AND ANALYSIS AND INTERPRETATION OF FINDINGS

Summary of multiple regression analysis for the effect of Personalised incentives on the team collaboration of selected Hotels in Lagos State, Nigeria.

Table 1: Regression Analysis of the Impact of Personalised Incentives on Team Collaboration

Models	N = 360	B	t	Sig.	R	R ²	Adj. R ²	F (4,355)	ANOVA Sig.
(Constant)		10.218	6.164	.000	.467 ^a	.218	.209	24.734	.000 ^b
Cultural-Specific Incentives		-.028	-.602	.548					
Flexible Leave Policies		.105	2.172	.031					
Wellness Programs		.407	7.440	.000					
Work-Life Balance		.099	1.875	.062					

➤ Dependent Variable: Team Collaboration

➤ Predictors: (Constant), Work-Life Balance, Flexible Leave Policies, Wellness Programs, Cultural-Specific Incentives

Regression analysis was performed to test the joint effect of work-life balance, flexible leave policies, wellness initiatives, and culturally specific incentives on team collaboration. The result of the model summary shows that the correlation coefficient (R) is 0.467, which means the independent variables and Team Collaboration have a moderate positive relationship. The coefficient of determination (R²) was 0.218, indicating that Work-Life Balance, Flexible Leave Policies, Wellness Programs, and Cultural-Specific Incentives account for 21.8% of the variance in Team Collaboration, while the other factors not incorporated in the model explain the remaining 78.2% of the variance. Also, the adjusted R² value of 0.209 confirms the predictive power of the model.

The ANOVA result showed that the regression model is statistically significant with $F(4,355) = 24.734$ and $p < 0.05$ (Sig. = .000). This indicates that the independent variables jointly have a significant effect on Team Collaboration. The coefficient table further revealed the individual contribution of each predictor variable. Flexible Leave Policies had a positive and significant effect on Team Collaboration ($\beta = 0.105$, $t = 2.172$, $p = 0.031$). Wellness Programs also showed a positive and highly significant effect on Team Collaboration ($\beta = 0.407$, $t = 7.440$, $p = 0.000$). However, Cultural-Specific Incentives had a negative and insignificant effect on Team Collaboration ($\beta = -0.028$, $t = -0.602$, $p = 0.548$). Similarly, Work-Life Balance showed a positive but insignificant effect on Team Collaboration ($\beta = 0.099$, $t = 1.875$, $p = 0.062$).

Based on the findings, wellness programs emerged as the strongest predictor of Team Collaboration among the variables studied.

IV. DISCUSSION OF FINDINGS

The findings show that flexible leave policies and wellness programs significantly influence team collaboration among Hotels in Lagos State, Nigeria. This result is in line with existing research in a variety of geographical contexts. The main results of this study are in line with prior research. The discrepancies between this study and prior literature can be explained by differences in research contexts, industry dynamics, and methodological approaches. The findings of this study are in agreement with Mulwa et al. (2021), who studied corporate wellness programs, employee efficiency and job performance

among the middle-level executives of Standard Group Limited, Nairobi, Kenya. The study found that the company offers corporate wellness programs. Corporate wellness programs are closely associated with employee efficiency. Similarly, the result of Nagpal's (2022) study on the effect of an intrinsic reward system on employee performance found that empowerment had a significant effect on employee efficiency.

However, the results of this study are contrary to Williams (2016), who found that empowerment did not have a significant effect on employee efficiency. Mensah and Boateng (2022) offer a counterargument that highly individualised flexible leave policies often disrupt the synchronisation of attendance schedules that are critical to the smooth running of hotel services, creating scheduling conflicts, uneven workloads and operational friction among remaining team members. They note that too much flexibility can undermine team cohesion, rather than foster it. This view is reinforced by Okeke and Nwosu (2024) who find in their study of hospitality workers in urban Nigeria that wellness programs are often seen as mere token gestures by staff in contexts of high macroeconomic stress.

V. RESULT, CONCLUSION AND RECOMMENDATIONS

Results from the study revealed that personalised incentives had a significant effect on team collaboration in selected Hotels in Lagos State, Nigeria ($Adj.R^2 = 0.209$, $F(4, 360) = 24.374$, $p < 0.05$). The finding implies that personalised incentives meaningfully strengthen team collaboration in Lagos hotels, explaining about 21% of the variation in collaborative behaviour after controlling for other factors. It emphasises that one-size-fits-all reward systems are less effective than customised incentives that match up with individual employees' preferences and contributions, leading to better cooperation, coordination and collective effort of hotel teams. Hence, the study suggested that hospitality firms should encourage collaborative achievements by providing group-based personalised rewards to improve team collaboration. Team outings, shared bonuses or recognition ceremonies for joint accomplishments might be considered by management. Teams should also be open about what rewards they like to receive and how to best incentivise their team to work together and support each other. Additionally, team-building activities and personalised rewards can take collaboration a step further.

VI. LIMITATIONS AND SUGGESTION FOR FURTHER STUDIES

Future studies on the impact of personalised incentives on team collaboration in Lagos State and other states in Nigeria may broaden the scope of this study to have a more holistic understanding. This would assist business organisations in designing personalised reward strategies to improve workforce performance proactively.

The study relies on self-reported data from employees, which points to the necessity for further research to increase the validity and reliability of the results. Future studies could employ a mixed-methods approach, incorporating both quantitative and qualitative research methods. This would also enable a more detailed analysis of the employees' experiences and opinions and a better understanding of the impact of personalised rewards on team collaboration.

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