

Contemporary views on motivation tourism essay

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Human resource management is the management of an organization workforce. It is responsible for the attraction, training, selection, assessment and rewaeding for employees, while also overseeing organizational culture and leadership and ensuring compliance with employment and labour laws. In circumstance where employees desire and legally authorized to hold a collective bargaining agreement. Human resource is typically also serve as the company primary liaison with the employees representatives.

Motivation:

The word motivation is derived from the word 'motive' which means needs or desires that cause a person to act. Motivation is the process of motivating people to actions to achieve the goals.

Contemporary views on motivation:

There are different contemporary views on motivation. These motivation views or theories can help managers understand how to motivate their staff. Some of the contemporary / modern theories of motivation are explained below:

McClelland's Theory of Needs:

David McClelland and his associates proposed McClelland's theory of Needs. According to McClelland, human behaviour is motivated by three needs, need for Power, Affiliation and Achievement. Needs for power: the need for power is a person's desire to influence other individual's behaviour to his wishes. Needs for achievement: An individual's need for achievement is manifested through his need to excel and achieve a certain level of success.

Needs for affiliation: The need for affiliation is a need to have positive and sociable interpersonal relationships.

Reinforcement theory:

Page 1 Reinforcement theory of motivation was proposed by BF Skinner.

Reinforcement theory suggests that individual's behaviour is a function of its consequences. Individual's behaviour with positive consequences tends to be repeated, but the individual's behaviour with negative consequences tends not to be repeated. The managers use the following methods for controlling the behaviour of the employees: Positive Reinforcement- suggests that organization will give some positive response or rewards to employees when they work hard and bring some benefits for their organization. Positive reinforcement will increase probability of outstanding behaviour occurring again. Negative Reinforcement- suggests rewarding an employee by removing negative or undesirable consequences because it increases the probability of desirable behaviour. Negative reinforcement should not be thought of as a punishment procedure because negative reinforcement increasing a behavior, whereas punishment decreasing a behavior.

Punishment- It implies removing positive consequences so as to lower the probability of repeating undesirable behaviour in future. When an organization suffers some harm or loss because of their employee's mistake, the organization will give him a serious punishment.

Goal-Setting Theory of Motivation:

In 1960's, Edwin Locke proposed the goal-setting theory of motivation.

According to Locke specific and challenging goals along with appropriate feedback contribute to higher and better task performance. Goals indicate

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and give direction to an employee about what needs to be done and how much efforts are required to be put in. The two most important findings of Locke's theory are: Setting specific goals lead to greater output and better performance than setting general goals. The goals that are hard to achieve are directly and positively connected to task performance. The harder the goal, the more an individual will motivate to reach it.

ERG Theory of Motivation:

Clayton Paul Alderfer redefined Maslow's hierarchy of needs, called the ERG theory of motivation. He explains Maslow's hierarchy of needs into three simpler and broader classes of needs: Existence needs- These include an individual's need for basic human necessities. In short, it includes an individual's physiological and physical safety needs. Relatedness needs- These include individual's aspiration for maintaining significant interpersonal relationships, getting public fame and recognition. Growth needs- these include need for internal esteem and self-actualization (a desire for status, recognition, achievement, development and personal growth). Page 2

The expectancy theory:

In 1964 Victor Vroom proposed the expectancy theory of motivation. According to the Vroom's expectancy theory the behaviour results from conscious choices among alternatives whose purpose is to maximize pleasure and to minimize pain. He realized that an employee's performance is based on individual factors such as personality, skills, knowledge and abilities. Vroom suggested that effort, performance and motivation are linked to a person's motivation. Expectancy Theory of motivation uses three factors when examining the process of motivation. Valence: refers to the emotional <https://assignbuster.com/contemporary-views-on-motivation-tourism-essay/>

orientations people hold with respect to outcomes (rewards). Managers must discover what employee's value. Instrumentality: refers to the perception of employees whether they will actually get what they desire even if it has been promised by a manager. Managers must ensure that promises of rewards are fulfilled and that employees are aware of that. Expectancy: employees have different expectations and levels of confidence about what they are capable of doing. Managers must discover what type of resources, training, or supervision employees need.

The Equity Theory:

The Equity Theory of motivation is developed by John Stacey Adams in 1963. He suggested that a person will be motivated to engage in an action or a series of action if he perceives that the conditions of the situation are fair and benefitting the individual. According to Adams, a person will be motivated to work towards a goal if he feels that the amount of effort being put forth (input) is equal to the amount of benefit being received upon completion (outcomes). Commonly contributed inputs include: skill, commitment, hard work, loyalty, time and personal sacrifice. Commonly received outcomes include: salary, recognition, praise, job security or other tangible and intangible benefits. The Equity Theory of Motivation consists of four propositions: Individuals strive to maximize their outcomes. Group will evolve equity systems and encourage members to adhere to these systems. Groups will generally reward members who treat others equitably and punish those who don't. Inequitable relationships cause individual distress. Individual who perceives himself or herself as being in an inequitable situation will be motivated to restore its equity. Page 3

HOLIDAY INN EXPRESS CAMBRIDGE

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Motivation Problems at Holiday Inn Express Hotel and their Effort.

Holiday Inn Express hotel is a famous hotel of the United Kingdom but it has a high turnover for the last few years. Many workers from the Holiday Inn Express hotel have left their jobs and perforce the hotel is recruiting new contractees. High employee turnover in Holiday Inn Express hotel is believed to be due to the poor nature of the work over there, its low salary package and prolonged working conditions. So to cope with this problem, employee motivation could be an ongoing and critical issue for managers in hotel operations. The employee of hotel explains to us the actual cause of the whole problem. They are of the view that they themselves work hard but are undervalued and underpaid. They have to work many hours without a break, leaving them exhausted and stressed and making it hard for them to deal nicely with the customers. If the same persists, the hotel will face grave problems including a rapid customer loss.

Holiday Inn Express Low Salaries:

It is clear that hotel's staff is not getting the wages they deserve for the hard work they put in. Long working hours without no break, deserves better pay and proper compensation. But the staff at other workplaces with a union and a collective agreement gets better pay and feasible terms and conditions.

So, hotel might need a Union to control the turnover and boost its reputation. Actually, it is important for any hotel to understand that its employees are its

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strength, not threat to it and facilitating them, means to facilitate the hotel itself. Working 12 hours without a break is inhuman. As a remedy to this, Human Resource Management plays a key role in the success of the operational task in training and motivating the right kind of personnel for the organization, Human Resource Management is responsible for how people are treated in an organization, helping them in performing their work and solving the emerging problems. But it seems that Human Resource Management at Holiday inn Express is not functioning efficiently as far as level of satisfaction and motivation is concerned. This all leads to low morale, poor work, absenteeism, and high rates of turnover. Page 4

Relationship between the Effective Employment of Appropriate Recruitment and Selection Strategies and their Impact on Staff Motivation

Staff Selection and Recruitment:

Careful recruitment itself is a powerful tool for enhancing and maintaining the organization's image. For Holiday Inn Express in this case, it is necessary to know that their high turnover is affecting their overall reputation though it might be easy for the time being to hire new employees every time and get any employee leave the company yet with as the time passes by, this hiring and firing process might seriously affect the hotel's image, resulting, making it very tough to recruit new staff. The hiring infra-structure of the hotel is based on recruiting new staff from vacancies to arranging interviews and training the new employees but most importantly if these steps are taken sequentially and properly, they can have a major positive effect on the hotel.

Recruitment Methods Used By Holiday Inn Express Hotel and Its Impact on Staff Motivation:

Holiday Inn Express hotel follows the normal procedure for the recruitment of hotel's employee. Such as Advertisement interview testing the successful candidates during the interview Training of recruiting new staff Despite the poor training and development, it has to be understood by Holiday Inn Express hotel that training opportunities provided by them can help create personal job satisfaction and help them retaining their personnel. But it seems that Holiday Inn Express hotel does not put much effort in training and development of employee and in the result many unmotivated employees provide poor work and are rude to customers and feel stress at their work place. The hotel employee might not know how to deal properly with their tasks because their training has been poor and as a result to that they leave their jobs. Page 5

Conclusion:

Motivation is the essential tool to help hotel management to reduce high staff turnover. In fact, the main reason for the high turnover in Holiday Inn Express hotel is because they are not motivated enough and have low morale. There are some motivational techniques or method to reduce staff turnover and to help the managers to understand the reasons for job dissatisfaction of their employees. The training, staff selection and recruitment is carried through the ordinary stages, mainly all staff can only be recruited by applying through vacancies on their website or via job agencies, but staff has to pay for training upfront. Hotel management must understand that Holiday Inn Express hotel not only faces high staff turnover

but it also affects the hotel reputation. Hotel's bad reputation affects the new applicant looking for a job. In the future they would not want to apply in hotel. A bad customer service provided by hotel staff decrease the costumers and also affects the hotel image and profit in future.

Recommendations:

There are some solutions which help hotel's managers to motivate their staff. for example by giving them incentives such as rewards and bonus , facilities of transport and health and gym memberships , this will help them feel appreciated and valued for the work they produce. Inadequate salary, low job security, limited training programme and development opportunities, long and unsocial work hours are some reasons of employee job dissatisfaction and high turnover in Holiday Inn Express hotel. If the afore discussed issues are solved, the employees would be more motivated and would perform incredibly. Page 6