

Motivation- The most relevant factor to retain employees in Hospitality Industry

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Abstract- Hundreds of definitions probably exists for the term motivation. The term motivation has been derived from the word 'motive'. Motive may be defined as an inner state of our mind that activates and directs our behavior. It makes us move to act. It is always internal to us and is externalized via our behavior. Motivation is one's willingness to exert efforts towards the accomplishment of his/her goal. For the purpose of this research, motivation can be described as the art of stimulating a person's interests in a particular job, project or subject to the extent that the individual is challenged to be continually attentive, observant, concerned and committed. Management in any organization is responsible for creating a work environment that fosters the professional growth and development of its employees. This includes providing training, guidance, instruction, discipline, evaluation, direction and leadership. If management fails to perform these basic functions, employees may become passive, critical and indifferent to organizational objectives. Such feelings manifest themselves in absenteeism, poor productivity and high turnover.

A major challenge facing hospitality managers is motivating employees. Current changes in the labor market and the high cost of employee turnover demand that organizations seek ways to retain good employees. One way to accomplish this objective is to practice effective motivational techniques.

Keywords- Why, Elements, Methods, importance, cycle/process and leadership of Motivation.

Objective & Methodology-

This Research is intended to provide effective ideas and tools for supporting employee motivation. Hospitality supervisors and managers are working hard to create and maintain a positive work environment among staff, while also facing budget and management challenges. This guide:

- Offers concrete ideas to enhance morale and performance – many of which can be implemented readily, with little or no cost to the department.
- Summarizes current research on employee involvement and motivation, offering fresh ideas on how to retain and recognize staff using motivational programs and concepts.
- Includes practices to help motivate individual employees and/or a whole work unit.

This paper is very much conceptual in nature and the analysis is based on the information gathered during the field visit & available secondary sources and literature reviews.

Why Motivate Employees?

A successful organization can generally trace its success to motivated employees. A look at the synonyms for the word ‘motivated’ such as induce, move, provoke, prompt, and cause, shows that without motivation at some level, nothing really gets started.

However, motivating people can be difficult; there are no magic formulas or programs to motivate individuals. Motivation is also personal. While one employee may appreciate time off, the next may enjoy new challenges. The basic rule is to discover what your employees want and create a way to give it to them or encourage them to earn it.

Elements of a Successful Motivation Programme-

1. General Principles of Motivating Employees

In a recent research study, personal congratulations by managers of employees who do a good job were ranked first from 67 potential incentives evaluated. Second was a personal note for good performance – written by the manager. Simple approaches provide some of the most effective strategies for motivating staff. Other fundamentals include:

- **Know your staff.** Ask what they value and what motivates them.
- **Give feedback.** Specific, on-the-spot praise is good! “Praise in public/criticize in private” demonstrates respect and achieves results.
- **Partner with staff in achieving their goals.** Ask employees about their career goals and offer related assignments whenever possible.
- **Educate employees** about the “business” of the department and the university. Such learning can be fulfilling for employees, and can make them more valuable assets.
- **Keep employees informed and involved** with the big picture at the university and within the department. Seeing how his/her role serves the greater mission increases his/her feeling of connectedness at work.
- **Use rewards that have mutual benefit**, such as skill training and professional development.
- **Use monetary rewards sparingly**, and always in conjunction with feedback, personal recognition, etc.

2. Employee Involvement

Supervisors can help employees broaden their perspective by regularly discussing strategic issues, and by supporting involvement in organizations, committees, and training programs. With a broadened viewpoint, the employee better realizes how his/her job supports the mission and vision of the Company. An employee's feeling of "contributing to the whole" enhances his/her sense of belonging and satisfaction.

Times of economic constraint present supervisors with financial challenges as well as an increased sensitivity to employee morale. Focusing motivation efforts on enhancing the employee's sense of contribution and involvement can be an effective way to keep staff motivated.

3. Business Literacy

Business literacy is a popular concept in employee motivation research. Business Literacy is defined as employees "thinking like strategic business partners," or in higher education, thinking like department heads. The organization has an effective, business-literate workforce when:

- Employees understand the big picture of the organization
- Employees become literate in the business of earning higher revenue
- Employees receive direct feedback about their impact on customers and on the organizational mission
- Employees know key contact persons and work procedures on organization

4. Vision and Values

When employees are involved in developing operational strategies to carry out the vision and values of their work unit, a new level of engagement is achieved. Participating in a group process toward this end can be highly motivating, and it lends itself to strengthened teamwork. Such a process allows individuals to link their own values and work to the strategic vision of the unit. When the supervisor follows up this process with ongoing opportunities for participation, it can prove to be a new source of stimulation for the staff member. Vision and values initiatives can also energize a de-motivated work group. It is the role of the leader to create a strategic vision that guides employees in their work. Creating a shared vision takes time, and managers on organization may feel this is the last thing they have time to pursue. But it is an opportunity for all supervisors and managers to rise to the call for leadership. This proactive approach is the long-term key to success. While this offers challenges, it promotes new involvement, enthusiasm, and productivity on the part of staff. When the leader engages everyone in the enterprise, and generates a shared vision, employees are inspired to do the best they can do.

Methods of Motivating Employees-

Hospitality establishment can select a number of ways to motivate employees. Employees who make a positive contribution to the success of an operation and receive recognition and praise for their efforts will more than likely be motivated, top performers. Here we are discussing a number of motivational techniques-

Training- One surefire way to motivate employees is to get them involved in an effective training programme. Training sends a strong message to employees. It tells them that management cares enough to provide the necessary instruction and direction to ensure their success with the organization. Training significantly reduces the frustration employees may feel when they do not have a clear cut idea of what they are doing- or the proper tools and supplies to do the job well. Effective training educates employees about the job itself and about the use of any necessary tools and supplies. Managers should take the time to invest in

employee training since it can result in employees who are more productive, efficient and essentially easier to manage.

Cross-Training- It simply means teaching an employee job functions other than those he or she was specifically hired to do. Cross-training has many advantages- both for the employee and the organization. From the employee's perspective, it prevents feeling locked into a particular job and allows him or her to acquire additional work skills. From the manager's perspective, it increases flexibility in scheduling. Cross-trained employees become more valuable to an organization or department because they can perform many job functions instead of just a few. Cross-training can be a valuable motivational tool and can remove many of the obstacles associated with an employee's growth and advancement.

Recognition- Positive guest comments and repeat business reflect a staff that works together to satisfy guest needs. Managers should relay this type of information to the staff as recognition for a job well done. Graphs and charts are also effective motivators, since they provide staff with visual cues of achievements and progress.

Communication- Communication is a key to any motivational programme. Keeping employees informed about going on in the department and property will reap positive results. Employees who are aware of events taking place feel a greater sense of belonging and value than those who are not. Developing a department newsletter is an excellent way to keep lines of communication open. Some properties allow employees to develop the newsletter and provide their own articles. Write-ups might be job related or personal, including such topics are-

Promotions

Transfers

New hires

Resignations

Quality Tips

Special recognition

Employee-of-the-month

Birthdays

Marriages

Engagements

Births

Potlucks

Upcoming events

A bulletin board provides a place to post schedules, memorandums, and other relevant information in a clear easy to understand manner. Bulletin boards are most effective when they are in an area accessible to all employees and when employees are told to view the boards daily.

Incentive Programs- employees in almost every organization need special appreciation for the work they perform. Sometimes a simple thank you demonstrates sincerity when an employee's performance meets or exceeds expectations. Other times it's not enough. An incentive programme is one of the most effective methods of rewarding and recognizing employees who excel in their jobs. Several basic guidelines should be considered when developing incentive programmes. Managers should-

- Develop an incentive programme that is appropriate for the department or organization
- Outline the specific goal and objectives for the programme
- Define the conditions and requirements that employees must meet in order to receive the recognition and rewards.
- Brainstorm a variety of rewards and get the necessary approvals if financial expenditures are involved.
- Determine the date and time to begin the programme. Make sure every employee participates and make it as much fun for them as possible.

Incentive programmes offer special recognition and rewards to employees based on their ability to meet certain conditions. Among the rewards managers may consider offerings are-

- Commendation letters
- Certificates of appreciation
- Cash bonuses
- Pictures taken with the general manager and the department head that will be posted in public and back of the house areas.
- Recognition dinners, potlucks or picnics
- Dinners for two in the hotel's restaurant
- Gift certificates
- Complimentary suites for a weekend in company owned or operated hotels in nearby cities or states.
- Special parking privileges for 30 days
- Recognition plaques

Incentive programmes vary in structure and design and are an excellent way to award exceptional performance beyond the paycheck. Properties should develop and establish incentive programmes that result in a win-win situation for the employee, the guest and the company. The programme should be challenging and create a spirit of competition among the staff. There is an element of surprise associated with incentive programmes. A pre shift meeting or departmental staff meeting presents the best opportunity to announce the award recipients. Such announcement should be planned and presented in such a way that the recipients feel very good about themselves and the work they do.

A good incentive programme:

- Recognizes and rewards exceptional performance
- Motivates employees to be more productive
- Demonstrates the organizations commitment to guest satisfaction by providing a work environment that encourages employees to take care of the guest.
- Says thanks for a job well done.

Performance Appraisals- Employees need to know where they stand at all times so they can feel secure in their job and know that the boss is pleased with their performance. Consider what happens in the following scenario:

Sam applied for the position of night cleaner in a large downtown convention hotel. During his interview with Mr Joseph the executive house keeper, he demonstrated enthusiasm about the job and promised that the hotel would be more than pleased with his services. Mr Joseph hired Sam to work specifically on tile floors during the night shift. Sam worked very hard to please his boss. But even though the floors were beautiful and shined, there was a small problem: in the three months time since he had been hired Sam had not heard one comment from his immediate supervisor. One day he decided to disguise his voice and call the hotel. When connected to housekeeping he asked to speak with Mr Joseph.

Mr Joseph, he said when the executive housekeeper answered, My name is Jim. I noticed several months ago that you ran an ad in the news paper for a night shift cleaner.

Yes we did Mr Joseph replied

When Jim asked if the position had been filled, the executive said that it had.

Tell me “Sam asked” “how is the employee doing?”

The young man is doing a wonderful job. Mr. Joseph said enthusiastically. He’s improved the appearance of the hotel 110 percent. He has excellent floor care skills and everyone likes him. He’s productive and gets the job done effectively every night he works.

That is wonderful Sam said

Why do you ask? Inquired Mr. Joseph

Pausing, Sam continued with a friendly laugh. Because this is Sam –the guy you hired. I just wanted to see how I was doing.

Interaction between an employee and a manager can affect an employee’s perception of the job and an employee’s self image. A performance appraisal is one of the best tools a manger can use to increase employee motivation and morale. The reason this particular technique is so effective is that it:

- Provides the employees with formal written feedback on his or her job performance
- Identifies strengths and weaknesses in performance and provides plans for improvement.
- Gives the manager and the employee the opportunity to develop specific goals and due dates to accomplish the desired results.
- Recognizes and rewards outstanding performance through possible promotions, wage increases and additional responsibilities.
- Reveals- in some cases- whether that employee is actually suitable for the position.

An effective performance appraisal focuses on an employee’s job performance and the steps the employee can take to improve job skills and performance. Appraisals should be fair, objective and informative. While it is important to point out weaknesses, it is not necessary to dwell on them. The experience should be positive for the employee. When the process completed, the employee should clearly understand the areas in which he or she is doing very well and those in which he or she needs to improve.

Say “Thank You”

Nothing can beat receiving personal thanks when an employee has put in extra effort on a project or achieved a goal that you mutually set. Immediate, specific acknowledgement (“Thanks for staying late to finish those calculations I needed. They were critical for my meeting this morning.”) Lets the

employee know what he/she did and why his/her effort was of value. This could be followed up by acknowledging the employee at a departmental or work unit staff meeting. Make sure to be deliberate in acknowledging your employees, which you can do by setting aside time in your day or week for saying “thank you.”

Get to Know Employees

Take the time to meet with and listen to employees. One incentive or approach may not work with all, so it's important to ask staff what motivates them. Don't be afraid to ask direct questions, like “What motivates you to stay here?” “What would lure you away?” and “What kinds of incentives would be meaningful to you?” Such questions give you insight into the employee's values, which you can use in designing incentive programs that work.

Developing an Alternate Work Schedule for Your Unit

Alternate work schedules (flex schedules) provide a powerful tool for management that can be used to fulfill business needs, accommodate a changing workforce, assist with recruitment and retention, and help employees achieve a better work-life balance.

Upward Feedback

Upward feedback allows employees the opportunity to provide constructive input about business practices in your work unit. This process can help build trust with staff, especially if their suggestions are implemented to make improvements within the department. Upward “evaluations” can help supervisors assess areas for improvement.

- An example of making this possible is to “Shadow a Manager” or “Shadow an Employee” and learn about the work carried out in other areas/departments within a unit.

Nominate Staff

Recognizing employees for one specific achievement or for ongoing contributions is an excellent way to let them know they are valued. When you nominate employees for department-wide awards, it brings recognition to the individual and the department.

Create Your Own Departmental Awards Program

Involving staff in creating departmental awards is a great opportunity to engage them in defining “what makes a good employee.” By creating awards that relate to the mission of your area, you increase awareness and motivation among staff.

Importance of Motivation-

The need for and importance of motivation can be imbued with multiplicity of justification as follows-

1. Organizations are run by people. Hence managers cannot afford to avoid a concern with human behavior at work. This is because the motivated employees are more productive and quality conscious than apathetic ones.
2. Motivation as a pervasive concept affects and is also affected by a host of factors in the organizational milieu. It enables managers to understand why people behave as they behave.
3. Organizational effectiveness becomes, to some extent, the question of management's ability to motivate its employees. Hence, an appreciation of motivation helps the managers how to motivate their employees.

4. Machine becomes necessary in case of complex technology. However these remain inefficient vehicles of effective an efficient operation without man to operate them. Therefore organizations need to have employees with required capability and willingness to use the advanced complex technology to achieve the organizational goal.
5. With the realization that organizations will run in more complex environment in future, an increasing attention has been given to develop employees as future resources. this facilities the managers to draw upon them as and when organizations grow and develop.

In sum and substance, the need for and significance of motivation for an organization can be put as follows:

If we compare management with driving, while the organization is the vehicle, then motivation is the power or fuel that makes the vehicle moving.

Motivation Cycle or process-

Motivation is a cycle or process aimed at accomplishing some goals. The basic elements included in the process are motives, goals and behavior. A brief mention of these follows-

Motives- almost all human behavior is motivated. It requires no motivation to grow hair, but getting a hair cut does. Motives prompt people to action. Hence these are at the very heart of motivational process. Motives provide an activating thrust towards reaching a goal. The examples of the needs for food and water are translated into the hunger and thirst drives or motives; similarly the need for friends becomes a motive for affiliation.

Goals- Motives are generally directed towards goals. Motives generally create a state of psychological imbalance. Attaining goals restores balance. For example, a goal exists when the body of the man is deprived of food or water or one's personality is deprived of friends or companions.

Behavior- Behavior is a series of activities to be undertaken. Behavior is directed to achieve a goal. For example, the man goes to saloon to cut his hair.

Leadership style and motivation-

The following sections examine four leadership styles: autocratic, bureaucratic, democratic, and laissez-faire. Each leadership style creates conditions that can affect employee's motivation levels.

Autocratic Leadership-

The autocratic leadership style is a classical approach to management. Supervisors adopting this style make decisions without much input from their employees. They generally give orders without explanations, and expect those orders to be obeyed. Often, a structured set of rewards and punishments is used to ensure compliance by employees. While all supervisors must be result oriented, the autocratic supervisors places results above concerns about employees' motivation levels. Autocratic supervisors assume that employees are already motivated, or at least motivated enough to follow orders. Autocratic supervisors accept the authority and responsibility their bosses' delegate, but they are generally unwilling to delegate to employees under their own supervision. As a result, employees often become extremely dependent on autocratic supervisors. Because they are given little, if any, discretion about how to perform their duties, employees suppress their creativity and simply follow orders. When practiced during the wrong situations or with the wrong type of employees, the leadership style can be disastrous. Low employee morale, high absenteeism and turnover and

even work stoppage could result. However in some situations, this leadership style is both necessary and effective. Autocratic leadership techniques can also be successful when

- The supervisor knows how to do the employees' work.
- New and untrained employees do not know which tasks to perform and/or which procedures to follow.
- Supervision is conducted through orders and detailed instructions.
- An employee does not respond positively to any other style of supervision
- The supervisor's authority is challenged.

Bureaucratic leadership-

The bureaucratic leadership is one which a supervisor focuses on rules, regulations, policies and procedures. Bureaucratic supervisors manage by the rules and rely on higher levels on management to make decisions about issues not covered "by the book". A bureaucratic supervisor is more of a police officer than a leader. Normally a supervisor adopts this enforcement style only when other leadership styles are inappropriate or when employees can be permitted no discretion in the decisions to be made. For example, clerical staff must exactly follow the established procedures for filling documents and information.

Democratic Leadership-

The democratic (also called participative) leadership style is almost the reverse of the autocratic style. The democratic supervisor informs employees about all matters directly affect their work and shares decision making and problem solving responsibilities. This type of supervisor emphasizes the employees' roles in the organization, and provides opportunities for employees to develop a heightened sense of job satisfaction. The democratic supervisor seeks employees' opinions and seriously considers their recommendations. Typically the democratic supervisor:

- Develops plans to help employees evaluate their own performance
- Allow employees to help establish goals
- Encourages employees to grow on the job and be promoted
- Recognizes and encourages achievement.

In effect, the democratic supervisor is akin to a coach leading a team. This leadership style might seem vastly more appealing than the autocratic or bureaucratic approaches, but it does present limitations and potential disadvantages. For example, the democratic leadership style might lead to longer decision making periods because a number of employees are involved in the process- a fact that would prove detrimental in situations calling for prompt action. Also the act of involving employees in matters that are straightforward and easily resolved by the supervisor might not be cost effective. The democratic leadership style might be most appropriate for use with highly skilled or experienced employees. This style can be effective when implementing operational changes or resolving individual or group problems.

Laissez-faire-leadership

The laissez-fair (also called free-rein) leadership style is a hands-off approach in which the supervisor does very little leading. He or she provides little or no direction and gives employees as much freedom as possible. In effect, the supervisor gives all authority to the employees, and relies on them to establish goals, make decisions, and resolve problems. The basic motto of this type of supervisor is "don't rock the boat". There are relatively few times when this approach will prove effective, but it might be appropriate for highly skilled or experienced employees who have been trained in decision-making and problem solving techniques.

Conclusion-

Employees experience greater satisfaction from their work when they feel valued and are generally recognized for their contributions. Motivation programs can help an employee understand his/her role in fulfilling the mission of the department and the organization. Motivation programs can also assist with recruiting and retaining top quality staff. In order to extract more from employees, a supervisor/manager needs to understand how to make people work better. This research is therefore devoted to discuss various explanations why people make more efforts on their jobs. Also discussed tools and techniques used to enthruse people to work more and better. Motivation is symbiosis to both employees and employer. Motivated employees contribute to organizational results by producing more in quantity and better in quality.

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