

MOTIVATION AND RELATIONSHIPS: KEY TO HIGH PERFORMANCE SERVICE ORGANIZATIONS

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ABSTRACT

Organizational success and an employee's ability to thrive for betterment are influenced by a leader's ability to ignite outstanding performance. When a leader creates resonance or a positive feeling that facilitates the best in people, then it generates natural motivation, morale and ongoing learning. The concept of developing emotional self-awareness in staff, self-control, adaptability and initiative in management, and organizational teamwork and collaboration in social networks are vital for tourism and service industry.

Relationships with customers is integral to employee satisfaction. Contentment in staff and the confidence to interact as an equal with other professionals are closely linked to self-esteem or one's own morale. External motivation is any external factor to generate positive behaviour. The complexities of interpersonal relationships within the clinical domain, and the critical issues faced by employees on a daily basis, indicate that morale, job satisfaction and motivation are essential components in improving workplace efficiency, output and communication amongst staff. This paper argues that the ability to inspire morale in staff is a fundamental indicator of sound leadership and managerial characteristics. It discusses the importance of healthy interpersonal relationships to optimize business growth. The practical concepts discussed are role preparation for managers, understanding internal and external motivation, fostering internal motivation in hotel staff, and the importance of attitude when investing in relationships.

Key words: hotel, leadership, morale, manager, work culture

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Introduction

As the world's economies move into an arena of high growth leaving behind times of recession, it becomes imperative for organizations to take a fresh look at their strategies and growth areas to survive and most importantly succeed in the future.

Goleman has rightly quoted,

“By their very nature...organizations don't readily encourage new learning...organizations thrive on routine and the status quo. Professionals in organizations rely on the established systems in order to carry out their jobs with minimal resistance and stress. As a result, most people in companies today have not challenged themselves to learn something really different for a long time”.

Organizational success and an employee's ability to thrive are influenced by a leader's ability to ignite outstanding performance. When a leader creates resonance or a positive feeling that facilitates the best in people, then it generates natural motivation, morale and ongoing learning. The concept of developing emotional self-awareness in staff, self-control, adaptability and initiative in management, and organizational teamwork and collaboration in social networks are vital for tourism and service industry.

Concepts like customer-focus and customer relationship have been the buzzwords of tourism and service industry. Designing strategies with the customer as the focal point is the mantra for success for the service industry. When you put your customers into the heart of your business, make customers part of the culture, then you become customer-centric.

INTRODUCTION: DEFINING THE CONCEPTS

Motivation

Motivation is the act of providing a stimulus or incentive to encourage completion of a task or meeting a goal. Motivation can be delivered in the form of a promise of tangible rewards, such as a department getting a bonus for meeting a sales goal; or in the form of a collective sense of achievement. Motivating groups of people involves an approach that combines forms of motivating techniques that meet the intrinsic needs of personality types in an organization.

Daschler and Ninemeier said that “Motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision in the hospitality operation, we might say that motivation is what the supervisor does to encourage and influence other people to take necessary action”.

Motivation has been shown to exist either as an internal characteristic or as an external factor in people. Internal motivation is linked to neurological circuitry in the left prefrontal lobe; the feelings of accomplishment, passion for work, excitement in our day all link to the left prefrontal cortex. It is this area of the brain, which governs motivating behaviour and discourages pessimistic feelings and performance. The reality is that some people naturally possess a high level of internal motivation; those who focus on the internal feelings of satisfaction they will

attain despite any difficulties they face along the way. However, others require more than internal motivation to change their behaviour.

External motivation is any external factor to generate positive behaviour. These might include monetary awards such as bonuses, tangible recognition or honour, prizes, or other incentives. The reality is, despite such rewards motivating behaviour in the short term, no amount of bonuses or acknowledgment will continually inspire people to work to their fullest potential.

Understanding Motivation: External and Internal

As humans, we believe in, and are motivated either toward pleasurable outcomes (everything from rewards such as money, alcohol use, or relaxed feelings after a gym workout), or as an aversion from painful outcomes (someone tells us we are overweight so we diet, or we work 70 hours a week to reduce debt). Offering both forms of motivation may be crucial to success in the clinical environment.

Previous investigation has suggested that turnover for full-time nurses is instigated by the job factors which contribute to dissatisfaction and results in actual turnover behaviour when the individual finds comfort in leaving the organization. Therefore, encouraging internal motivation in staff will result in a stronger long-term sense of satisfaction, happiness and associated productivity on the job.

Motivating employees to complete their work correctly and on time is one of the major tasks of management. Changing an employee's perception of his place within a company is an effective way of improving organizational behavior constructively. Employees who perceive that they have a greater control over their work lives will likely be more motivated to excel within the organizational structure.

One thing that managers should realize is their job is not just to motivate an employee. All employees come to a work situation motivated to attain personal goals which they have established. One goal for the service manager is to develop motivated employees and increase their morale about their work. Employee morale towards work, such as supervisors and peers, organization, work environment, can be defined as the feelings an employee has about all aspects of the job. There are many benefits to be gained from building good morale. Besides, there are proven relationships between morale levels, turnover, and absenteeism. However, research indicates that high employee morale levels do not always yield high productivity levels

Motivation within an organization remains high if a worker perceives that there are opportunities for personal development or professional advancement, if he feels capable of completing tasks correctly and is involved with various organizational decision-making and goal-setting processes. Motivation can be reduced if the worker perceives a lack of opportunity for growth, a lack of involvement or a lack of opportunities to demonstrate any creativity.

Worker output and motivation can be affected by changing the working conditions that are causing negative organizational behaviors. Reducing the size of work groups may allow an employee to feel as though he has a greater input in the work output. Providing time for easy social interaction can improve social intimacy among coworkers and help produce a camaraderie that improves work interactions. Managers must work hard to control their own perceptions of their employees, withholding their own evaluative judgments until they gain adequate information about an employee's work performance. A 2008 paper published by the American Review of Public Administration introduced the concept of perceived public service efficacy to describe the way an employee's perception of his work can affect work motivation and organizational behavior.

Interpersonal Relationships

Relationships with customers is integral to employee satisfaction. Contentment in staff and the confidence to interact as an equal with other professionals are closely linked to self-esteem or one's own morale. External motivation is any external factor to generate positive behaviour. The complexities of interpersonal relationships within the clinical domain, and the critical issues faced by employees on a daily basis, indicate that morale, job satisfaction and motivation are essential components in improving workplace efficiency, output and communication amongst staff. The ability to inspire morale in staff is a fundamental indicator of sound leadership and managerial characteristics. It discusses the importance of healthy interpersonal relationships to optimize business growth. The practical concepts discussed are role preparation for managers, understanding internal and external motivation, fostering internal motivation in hotel staff, and the importance of attitude when investing in relationships.

Role of Communication on Organizational Relationship and Motivation

Communication skills are often overlooked and undervalued as effective tools related to job satisfaction and contentment. Relationships with subordinates has been identified as the number one success factor critical for positions such as the chief executive officer in large organizations. It has been documented that the highest performing managers show more warmth and affection towards others than do the bottom 25%. Effective leaders create relationships.

There has been some inspiration in the literature regarding nurturing relationships among staff setting through communication skills, dialogue, conflict resolution and negotiation. It has been demonstrated that good relationships between staff are essential for learning and good interpersonal relationships are more important than professional competency.

Qualities such as rapport building, empathy, genuineness and respect have been shown to be highly valuable in supervising nurses. Research findings support Maslow's (1971) theory that desirable interpersonal traits correlate positively with good teaching ability.

Managers have a unique opportunity to invest in relationships with staff, because of the close daily interaction on a ward. However, individuals working in helping professions do not

necessarily have an innate ability to lead, coach, and inspire. They may need to be taught. Great leaders inspire passion and the best in others which occurs at a psychological and physical level. Research has shown that a good conversation between two people results in mirroring of their physiological profiles such as heart rate. Moods do impact on an organization, and nurse leaders can be taught to positively affect the mood of individual and group interactions.

Impact of lack of motivation in organization

The lack of employees' motivation in a hospitality organization will cause a higher turnover, absenteeism, lower service, higher operating costs for recruitment, selection, and training. As absenteeism increases the hotel will have scheduling and emergency staffing problems in addition to increasing overall payroll costs.

Absenteeism takes place when employees do not report to work. It can take two forms: authorized or unauthorized. Under most circumstances authorized or scheduled absenteeism does not have a negative effect on a hotel since management can plan for the employee's absence. On the other hand, unauthorized or unscheduled absences can cause substantial hardships for the hotel, fellow employees, and customers alike. The study about the causes of absenteeism found that employees' perception of inequity in the workplace was related to their intention to withdraw, which resulted in the employee calling in sick.

The problem with this situation, from both the customer's and the manager's perspective, is that these are the employees that represent the hotel to the guest. If these employees are dissatisfied with their work situation and are willing to move for higher wages, it is in the manager's best interest to ensure that front-line employees are happy and providing exceptional guest service.

High performance Tourism/Hospitality industry

The World Tourism Organization defines **tourists** as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

Tourism is vital for many countries. Tourism brings in large amounts of income in payment for goods and services available, accounting for 30% of the world's exports of services, and 6% of overall exports of goods and services. It also creates opportunities for employment in the service sector of the economy, associated with tourism. These service industries include transportation services, such as airlines, cruise ships, and taxicabs; hospitality services, such as accommodations, including hotels and resorts; and entertainment venues, such as amusement parks, casinos, shopping malls, music venues, and theatres.

There has been an up-trend in tourism over the last few decades, especially in Europe, where international travel for short breaks is common. Tourists have a wide range of budgets and tastes, and a wide variety of resorts and hotels have developed to cater for them. For example,

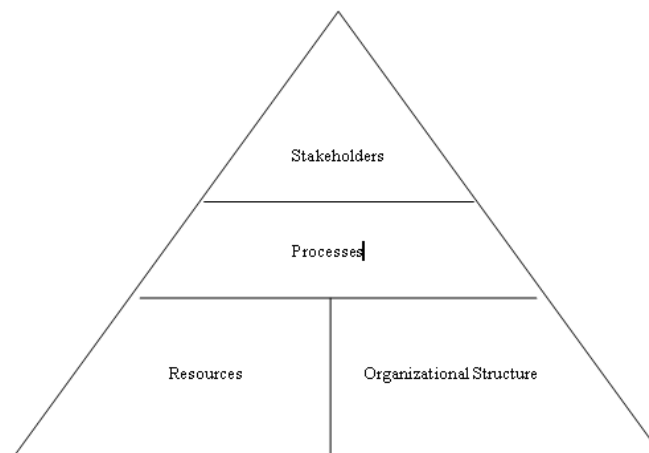
some people prefer simple beach vacations, while others want more specialised holidays, quieter resorts, family-oriented holidays or niche market-targeted destination hotels.

It is important to understand the features of high performance tourism and service business organizations which is highly influenced by its high customer centric approach that is determined by the factors of motivation and interpersonal relationships among the industry personnel.

Arthur. D. Little proposed a model of the characteristics of a High-performance Business. The four factors which act as keys to success are:

1. **Stakeholders:** The business must define its stake holders and their needs. Today's businesses are increasingly recognizing that they must nurture the stakeholders namely- the customers, the employees, suppliers, distributors and the stockholders to earn sufficient profit. A smart company creates a high level of customer satisfaction, which leads to higher effort, which leads to higher quality products and services, which create higher customer satisfaction which leads to more repeat businesses, which leads to higher growth and profits, which leads to high stockholder satisfaction, which leads to higher satisfaction and so on. This virtuous circle spells profit and growth.
2. **Processes:** High performance companies are increasingly focusing on the need to manage core business processes.
3. **Resources:** Companies must own and nurture the core resources and competencies, while outsourcing the less critical resources, if they are available a lower cost or are of a better quality.
4. **Organization and organizational culture:** Corporate culture is defined as the shared experiences, stories, beliefs and norms that characterize an organization.

THE HIGH PERFORMANCE BUSINESS MODEL



Customer centricity refers to the orientation of a company to the needs and behaviours of its customers, rather than internal drivers (such as the quest for short term profit). They align their operating model behind a carefully defined and quantified customer segmentation strategy and tailored business stream-product development, demand generation, production and scheduling, supply chain, customer care etc.-for delivering the greatest value, to the best customer, at the least cost.

The Meeting Point

The developments in technology and transport infrastructure, such as jumbo jets, low-cost airlines and more accessible airports have made many types of tourism more affordable. The terms *tourism* and *travel* are sometimes used interchangeably. In this context, travel has a similar definition to tourism, but implies a more purposeful journey. The terms *tourism* and *tourist* are sometimes used pejoratively, to imply a shallow interest in the cultures or locations visited by tourists.

Sustainable tourism can be seen as having regard to ecological and socio-cultural carrying capacities and includes involving the community of the destination in tourism development planning. It also involves integrating tourism to match current economic and growth policies so as to mitigate some of the negative economic and social impacts of 'mass tourism'. Murphy (1985) advocates the use of an 'ecological approach', to consider both 'plants' and 'people' when implementing the sustainable tourism development process. This is in contrast to the 'boosterism' and 'economic' approaches to tourism planning, neither of which consider the detrimental ecological or sociological impacts of tourism development to a destination.

According to a recent marketplace survey,

"Establishing and maintaining customer relationships will be the single greatest source of competitive advantage in the 21st century. Companies have had to shift drastically from the old ways of market penetration to this new wave of customer-centric mentality in order to remain competitive"

- Successful organizations that have become customer-centric in this new global marketplace will develop long term, high value relationships based on trust with their customers.
- Current Business processes will need to be made easy and aligned with other processes in the organization for better customer value.
- The data warehouse is also important for supporting the people and processes within the organization. This technology enables the customer choice across each access point, and collects customer intelligence at each point of contact.
- Data warehousing and business intelligence tools can be used to customize the loyalty offerings at every point of contact.

Strong motivation delivered in a group setting can improve the attitude of the group. In fact, group-wide motivational factors build on themselves — the more excited people become,

the more likely that sense of excitement will spread to others in the group, creating a sense of “we’re all in this together.”

The amount and type of motivation a group receives affects the amount of energy and effort individuals are willing to put toward achieving a group goal. Motivated organizations are more likely to stick to a task, even when it becomes challenging. People who are motivated also have a tendency to not simply “go through the motions” of completing a task, but to give it their full attention. In this sense, motivation often results in improved overall performance of an organization.

Techniques to develop high performance service organizations

There are many factors that can be used to encourage employees to work. Some are discussed below:

Communication

Within a hospitality organization, communication is important for passing along information from one individual or group to another. Communication can be in several ways such as verbal, nonverbal, upward, and downward. Lack of good communication causes low productivity, poor service, and increased costs.

The success of managers is determined by the jobs their employees do. Since motivated employees are more productive, managers must have a clear interest in knowing what motivates their staff. Communication is one of many factors to motivate employees into a cohesive working module which results in objectives being achieved.

Training

Training provides on-the-job experiences and information that help employees become more proficient or qualified at a task at their current jobs. Training deals with the “how’s” – how to be a better manager. A well trained group of employees should result in a reduction of costs, stress, turnover, and absenteeism.

Training is important because of changing technology and markets. Managers and employees need to update their skills through training. Training programs can be addressed in many ways such as classroom lectures, problem-solving case analysis and interactive role-plays.

Wages and Salaries

Employees desire compensation systems that they perceive as being fair and commensurate with their skills and expectations. Pay, therefore, is a supplement to Social Security benefits. Pensions were originally used as a way of retaining employees and rewarding them for staying with the organization until retirement.

Good working environment

Employees need adequate equipment, space, heating, lighting and ventilation. Color also has a significant impact on the work environment. Restrooms and lockers need to be clean, secure, and well maintained. The food provided should be the same for line employees as for the managers. Managers, including top executives, should be expected to eat at the cafeteria except when entertaining. If it's not good enough for managers, it should be considered not good enough for line employees. A good working environment means employees want the same conditions in their work lives as management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect. To have a good working environment, managers have to trust them and value them. When they fail, they must know that the manager will have a defined process to help them get back on track. Finally, managers need to listen to them and accept their workplace ideas.

Fringe Benefits

Fringe benefits are a complement to wages of workplace compensation. The fringe benefits for the workers in hospitality organizations help the operation by having a positive, motivating work climate, increases in productivity, sales, profitability, excellent quality and cost control. Money is an important factor to motivate employees but today, fringe benefits become equal to money as an important role to motivate employees. There are varieties of employee benefits: for example; Health insurance, Vacations, Pension etc.

Conclusion

Today, workplace motivation and healthy interpersonal relationships in organizations plays a key role for workplace productivity and quality. The research indicates that the lack of employees' motivation brings high turnover, high absenteeism and high expense. Hotels will need to pay more for recruitment, orientation and so on. The more motivated employees, the better quality and volume of work.

Therefore, hotel management should improve motivational factors as their employees require even though employees require different factors because they come from different backgrounds. As Daschler and Ninemeier mentioned in the strategies to employees' motivation, employees are individuals. Everybody comes from a different background, experience, education and family so they need different things. Human resources department should evaluate the employees' needs every year and adjust to the appropriate way which could benefit the human resources department in better understanding the needs of hotel workers. The human resource director could consider and develop the following factors to respond to the needs of his employees:

- To provide the right motivational factors to employees, the human resources director should evaluate the needs of employees every year.

- Management should be concerned about the basic need of employees first because the results of this study showed that salary and job security were the first and second rank of work factors for employees.
- Management can make a job more interesting by using job design such as job rotation or job characteristics, because an interesting job is in the first rank for a female motivational factors.
- Managers of each department should develop a family atmosphere within the hotel.

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