READING PASSAGE 3

Motivational Factors And The Hospitality Industry

A <u>critical</u> ingredient in the success of hotels is developing and maintaining **superior** performance from their employees. How is that **accomplished**? What Human Resource Management (HRM) practices should organizations invest in to <u>acquire</u> and <u>retain</u> **judicious** great employees?

Some hotels **aim** to provide superior working conditions for their employees. The idea originated from workplaces - usually in the non-service **sector** - that **emphasized** fun and enjoyment as part of **work-life balance**. By contrast, the service sector, and more specifically hotels, has traditionally not extended these practices to <u>address</u> basic employee needs, such as good working conditions.

Pfeffer (1994) emphasizes that in order to succeed in a global business environment, organizations must make investment in Human Resource Management (HRM) to allow them to acquire employees who <u>possess</u> better skills and **capabilities** than their competitors. This investment will be to their

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hospitality= welcome, friendly, kindness, warmth, #unfriendliness. (**hospit**= host i.e **hospice, hospital**) hɒspɪˈtælɪti

critical= crucial, significant, vital, important (**crit**= judge i.e **crit**erion, apo**crine**) ˈkrɪtɪkl̩

superior= excellent, high-class, top-quality, first-class (**super**= above i.e **super**b, **super**nova) suːˈpɪərɪə

performance= presentation, show, enactment pəˈfɔːməns

accomplish= achieve, done, finish. əˈkʌmplɪʃ

acquire= obtain, gain, attain, achieve, get hold of (**quir**= seek i.e con**quer**, in**quiry**) əˈkwaɪə

retain= keep, hold, maintain rɪˈteɪn

judicious= wise, sensible #stupid #foolish dʒuːˈdɪʃəs

aim= goal, purpose, target, intention eɪm

sector= segment, part, area, zone, field ˈsektə

emphasize= highlight, underline, stress, #understate ˈemfəsaɪz

work-life balance = the ability to give a sensible amount of time and effort to your work and to your life outside work wɜːklaɪf ˈbæl.əns

address= solve, tackle, deal with, handle, cope with əˈdres

possess= own, have, retain, #lack (**sess**=sit i.e ob**session**, re**side**) pəˈzes

capability= ability, competence, potential, #inability (**cap**= hold i.e **cap**tion, **cap**acious) keɪpəˈbɪlɪti

competitive advantage. Despite this recognition of the

importance of employee development, the hospitality

industry has historically been dominated by

underdeveloped HR practices (Lucas, 2002).

Lucas also points out that 'the substance of HRM practices

does not appear to be designed to foster constructive

relations with employees or to represent a managerial

approach that enables developing and drawing out the full

potential of people, even though employees may be broadly

satisfied with many aspects of their work' (Lucas, 2002). In

addition, or maybe as a result, high employee turnover has

been a recurring problem throughout the hospitality industry.

Among the many cited reasons are low compensation,

inadequate benefits, poor working conditions and

compromised employee morale and attitudes (Maroudas et

al., 2008).

Ng and Sorensen (2008) demonstrated that when managers

provide recognition to employees, motivate employees to

work together, and remove obstacles preventing effective

performance, employees feel more obligated to stay with the

company. This was succinctly summarized by Michel et al.

(2013): '[P]roviding support to employees gives them the

confidence to perform their jobs better and the motivation to

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competitive advantage = an advantage that makes a company more able to succeed in competing with others (pet= strive toward i.e appetite, petition) kəmˈpetətɪv ədˈvɑːntɪdʒ

recognition= identification, know, awareness (gnit= know i.e cognition, ignorant) rekəgˈnɪʃn

hospitality industry= businesses such as hotels, bars, and restaurants that offer people food, drink, or a place to sleep hɒspɪˈtælɪti ˈɪndəstri

dominated by = the most prevalent, the most common (domin= master i.e domain, predominate) ˈdɒmɪneɪtɪd baɪ

underdeveloped= immature, weak, infantile ˌʌndədɪˈveləpt

practices= does, performs, exercises ˈpræktɪsɪz

substance= core, essence, central part ˈsʌbstəns
foster= nurture, raise ˈfɒstə
constructive= beneficial, positive, fruitful, #destructive (struct= build i.e structure, instruct) kənˈstrʌktɪv

represent= stand for, speak for, symbolize, #misrepresent riːprɪˈzent

managerial= decision-making, administrative, organizational mænɪˈdʒɪəriəl

enable= allow, permit, aid, assist. make possible, #prevent ɪˈneɪbl

draw out= to mention, explain, elaborate drɔːr ˈaʊt
potential= capacity, ability, aptitude (pot= power i.e despot, potentate) pəˈtenʃl

broadly = largely, roughly, mostly ˈbrɔːdli
aspect= feature, trait, quality (spect= look i.e prospect, speculate) ˈæspekt

employee turnover= the rate at which employees leave a company and are replaced by new employees emploɪˈiː ˈtɜːnəʊvə

recurring= regular, frequent, repeated rɪˈkɜːrɪŋ
cite = mentioned, refer to, quoted (cit= call i.e solicit, excite) saɪt

compensation= reward, benefit, payment kɒmpenˈseɪʃn

inadequate= deficient, unsatisfactory, too little, not enough, #sufficient (equ= equal i.e equity, equivalence) ɪnˈædɪkwət

compromised= worsen, make worse, poor, low ˈkɒmprəmaɪzd

morale= spirit, enthusiasm məˈrɑːl

demonstrate= show, exhibit, reveal, explain ˈdemənstreɪt

recognition= gratitude, appreciation, acknowledgement, respect, #blame (gnit= know i.e cognition, ignorant) rekəgˈnɪʃn

motivate= inspire, provoke, encourage (mot= move i.e mobile, promote) ˈməʊtɪveɪt

obstacle= difficulty, problem, barrier ˈɒbstəkl
obligated= grateful, appreciative, thankful ˈɒblɪgeɪtɪd
succinctly= briefly, in short, concisely səkˈsɪŋktli
summarize= review, sum up, recap (sum= sum i.e consummate, summation) ˈsʌməraɪz

LIVEWORKSHEETS

stay with the organization.' Hospitality organizations can therefore **enhance** employee motivation and **retention** through the development and improvement of their working conditions. These conditions are **inherently** linked to the working environment.

enhance= improve, increase, develop ɪnˈhɑːns
retention= keeping, holding, retaining, preservation *(tent= hold i.e content, abstain, contain)* rɪˈtenʃn
inherently= integrally, fundamentally, essentially, naturally, intrinsically, #superficially *(here= stick i.e inhere, adhesive)* ɪnˈhɪərəntli

While it seems likely that employees' **reactions** to their job **characteristics** could be affected by a **predisposition** to view their work environment negatively, no evidence exists to support this <u>hypothesis</u> (Spector et al., 2000). However, given the **opportunity**, many people will find something to complain about **in relation to** their workplace (Poulston, 2009). There is a strong link between the **perceptions** of employees and particular factors of their work environment that are <u>separate</u> from the work itself, including company policies, salary and vacations.

reaction= response, reply, feedback *(act= do i.e action, actor, agent)* rɪˈækʃn
characteristic= trait, quality, personality kærəktəˈrɪstɪk
predisposition= tendency, predilection, disposition, bias *(posit= put i.e position, apposite)* priːdɪspəˈzɪʃn
hypothesis= theory, suggestion, assumption *(the= put i.e synthesis, anathematic)* haɪˈpɒθəsɪs
opportunity= chance, prospect, occasion ɒpəˈtjuːnɪti
in relation to = related to, concerning, with regard to ɪn rɪˈleɪʃn tuː
perception= insight, awareness, view, opinion, recognition *(per=thoroughly i.e perfection, persistence)* pəˈsepʃn
separate= split, divide, disconnect ˈseprət

Such conditions are particularly **troubling** for the luxury hotel market, where high-quality service, requiring a <u>sophisticated</u> approach to HRM, is recognized as a critical source of competitive advantage (Maroudas et al., 2008). **In a real <u>sense</u>**, the services of hotel employees represent their industry (Schneider and Bowen, 1993). This representation has commonly been limited to guest experiences. This suggests that there has been a **dichotomy** between the guest environment provided in luxury hotels and the wsorking conditions of their employees.

troubling = worrying, concerning, disturbing, #soothing ˈtrʌblɪŋ
sophisticated= complex, complicated, advanced *(soph= wise i.e philosophy, sophism)* səˈfɪstɪkeɪtɪd
in a real sense = sth is partly true, or true in one way, in one aspect *(sens= feel i.e sensory, consent)* ɪn ə rɪəl sens
dichotomy= contrast, opposition, contradiction *(tom= cut i.e anatomy, polytomy)* daɪˈkɒtəmi

It is therefore essential for hotel management to develop HRM practices that <u>enable</u> them to inspire and <u>retain</u> <u>competent</u> employees. This requires an understanding of what motivates employees at different levels of management and different stages of their careers (Enz and Siguaw, 2000). This **implies** that it is beneficial for hotel managers to understand what practices are most favorable to increase **employee** satisfaction and **retention**.

enable= allow, make possible, permit ɪˈneɪbl
retain = keep, hold, maintain rɪˈteɪn
competent= experienced, knowledgeable, skilled ˈkɒmpɪtənt
imply= indicate, mean, suggest ɪmˈplaɪ
employee retention= the ability of a company to keep its employees and stop them from going to work somewhere else emplɔɪˈiː rɪˈtenʃn

Herzberg (1966) proposes that people have two major types of needs, the first being **extrinsic** motivation factors relating to the **context** in which work is performed, rather than the work itself. These include working conditions and **job security**. When these factors are unfavorable, job dissatisfaction may result. Significantly, though, just fulfilling these needs does not result in satisfaction, but only in the reduction of dissatisfaction (Maroudas et al., 2008).

extrinsic= external, outside, outer ekˈstrɪnsɪk
context = situation, environment, circumstance *(text= weave i.e textile, pretext)* ˈkɒntekst
job security = a job with a high level of security is such that a person with the job would have a small chance of losing it. dʒɒb sɪˈkjʊərɪti

Employees also have **intrinsic** motivation needs or motivators, which include such factors as achievement and

intrinsic= inside, inherent, innate, inner, #extrinsic ɪnˈtrɪnsɪk

recognition. Unlike extrinsic factors, motivator factors may ideally result in job satisfaction (Maroudas et al., 2008). Herzberg's (1966) theory discusses the need for a 'balance' of these two types of needs.

The impact of fun as a motivating factor at work has also been explored. For example, Tews, Michel and Stafford (2013) **conducted** a study focusing on staff from a **chain** of **themed restaurants** in the United States. It was found that fun activities had a favorable impact on performance and manager support for fun had a favorable impact in reducing <u>turnover.</u> Their findings support the view that fun may indeed have a beneficial effect, but the **framing** of that fun must be carefully **aligned** with both organizational goals and employee characteristics. 'Managers must learn how to achieve the **delicate** balance of allowing employees the freedom to enjoy themselves at work while **simultaneously** maintaining high levels of performance' (Tews et al., 2013).
Deery (2008) has recommended several actions that can be **adopted** at the organizational level to retain good staff as well as **assist** in balancing work and family life. Those particularly <u>appropriate</u> to the hospitality industry include allowing <u>adequate</u> breaks during the working day, staff functions that involve families, and providing health and **well-being** opportunities.

conduct= do, perform, accomplish, carry out kən'dʌkt
a chain of = a set of connected or related things ə 'tʃeɪn ɒv
themed restaurant = A themed restaurant is a type of restaurant that uses theming to attract diners by creating a memorable experience. ðəmd 'restrɒnt
turnover= the rate at which people leave an organization and are replaced by others 'tɜːnəʊvə
framing = bordering, enclosing, surrounding, set up, # insetting 'freɪmɪŋ
aligned = associated, support, side with, line up with ə'laɪnd
delicate= fragile, weak, slight, elegant 'delɪkət
simultaneously= at the same time, concurrently, instantaneously, at once (simul= imitating i.e **similar, assimilate**) sɪml'teɪnɪəsli
adopt= accept, implement, embrace (**opt**=choose i.e **option, optative**) ə'dɒpt
assist= support, help, aid (**sist**= cause to stand i.e **consist, exist, insist**) ə'sɪst
appropriate= suitable, fitting, apt, proper (**propri**= property i.e **proper, propriety**) ə'prəʊprɪət
adequate = enough, sufficient, #inadequate, #insufficient (**equ**= equal i.e **equity, equivalence**) 'ædɪkwət
well-being = happiness, comfort, welfare, safety wel 'biːɪŋ

LIVEWORKSHEETS

Questions 27–31

Look at the following statements (Questions 27–31) and the list of researchers below.

*Match each statement with the correct researcher, **A–F**.*

*Write the correct letter, **A–F**, in boxes 27–31 on your answer sheet.*

NB *You may use any letter more than once.*

27   Hotel managers need to know what would encourage good staff to remain.

28   The actions of managers may make staff feel they shouldn't move to a different employer.

29   Little is done in the hospitality industry to help workers improve their skills.

30   Staff are less likely to change jobs if cooperation is encouraged.

31   Dissatisfaction with pay is not the only reason why hospitality workers change jobs.

List of Researchers
A   Pfeffer
B   Lucas
C   Maroudas et al.
D   Ng and Sorensen
E   Enz and Siguaw
F   Deery

Questions 32–35

Do the following statements agree with the claims of the writer in Reading Passage 3?

In boxes 32–35 on your answer sheet, write

YES	if the statement agrees with the claims of the writer
NO	if the statement contradicts the claims of the writer
NOT GIVEN	if it is impossible to say what the writer thinks about this

32 One reason for high staff turnover in the hospitality industry is poor morale.

33 Research has shown that staff have a tendency to dislike their workplace.

34 An improvement in working conditions and job security makes staff satisfied with their jobs.

35 Staff should be allowed to choose when they take breaks during the working day.

Questions 36–40

Complete the summary below.

Choose **ONE WORD ONLY** from the passage for each answer.

Write your answers in boxes 36–40 on your answer sheet.

Fun at work

Tews, Michel and Stafford carried out research on staff in an American chain of **36** .... They discovered that activities designed for staff to have fun improved their **37** .... , and that management involvement led to lower staff **38** .... They also found that the activities needed to fit with both the company's **39** .... and the **40** .... of the staff. A balance was required between a degree of freedom and maintaining work standards.