

READING PASSAGE 3

Motivational Factors And The Hospitality Industry

A **critical** 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 **acquire** and **retain** **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 **address** 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 **possess** better skills and **capabilities** than their competitors. This investment will be to their

hospitality= welcome, friendly, kindness, warmth, #unfriendliness. (*hospit*= host i.e *hospice*, *hospital*)
hospi 'tælɪti
critical= crucial, significant, vital, important (*crit*= judge i.e *criterion*, *apocrine*) 'krɪtɪkəl
superior= excellent, high-class, top-quality, first-class (*super*= above i.e *superb*, *supernova*) su: 'piəriə
performance= presentation, show, enactment
pə 'fɔ:məns
accomplish= achieve, done, finish. ə 'kʌmplɪʃ
acquire= obtain, gain, attain, achieve, get hold of (*quir*= seek i.e *conquer*, *inquiry*) ə 'kwɪə
retain= keep, hold, maintain rɪ 'teɪn
judicious= wise, sensible #stupid #foolish dʒu: 'dɪʃəs
aim= goal, purpose, target, intention eɪm
sector= segment, part, area, zone, field 'sektə
emphasize= highlight, underline, stress, #understate
'emfəsaɪz
work-life balance= the ability to give a sensible amount of time and effort to your work and to your life outside work wɜ:klaɪf 'bæl. əns
address= solve, tackle, deal with, handle, cope with ə 'dres
possess= own, have, retain, #lack (*sess*=sit i.e *obsession*, *reside*) pə 'zes
capability= ability, competence, potential, #inability (*cap*= hold i.e *caption*, *capacious*) keɪpə 'bɪləti

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

competitive advantage = an advantage that makes a company more able to succeed in competing with others (**pet**= strive toward i.e **appetite**, **petition**) kəm'petətɪv əd'vɑːntɪdʒ
recognition= identification, know, awareness (**gnit**= know i.e **cognition**, **ignorant**) rekəg'nɪʃn
hospitality industry= businesses such as hotels, bars, and restaurants that offer people food, drink, or a place to sleep hɒspɪ'tælɪti 'ɪndəstri
dominated by = the most prevalent, the most common (**domin**= master i.e **domain**, **predominate**) 'domɪneɪtɪd baɪ
underdeveloped= immature, weak, infantile ʌndə'dɛvələpt
practices= does, performs, exercises 'præktɪsɪz
substance= core, essence, central part 'sʌbstəns
foster= nurture, raise 'fɒstə
constructive= beneficial, positive, fruitful, #destructive (**struct**= build i.e **structure**, **instruct**) kən'strʌktɪv
represent= stand for, speak for, symbolize, #misrepresent rɪ'prɪ'zent
managerial= decision-making, administrative, organizational mænɪ'dʒɪərəl
enable= allow, permit, aid, assist. make possible, #prevent ɪ'neɪbl
draw out= to mention, explain, elaborate drɔːr'ɔːt
potential= capacity, ability, aptitude (**pot**= power i.e **despot**, **potentate**) pə'tenʃl
broadly = largely, roughly, mostly 'brɔːdli
aspect= feature, trait, quality (**spect**= look i.e **prospect**, **speculate**) 'æspekt
employee turnover= the rate at which employees leave a company and are replaced by new employees ɛm'plɔɪ'ɪː 'tʊːnəʊvə
recurring= regular, frequent, repeated rɪ'kɜːrɪŋ
cite = mentioned, refer to, quoted (**cit**= call i.e **solicit**, **excite**) saɪt
compensation= reward, benefit, payment kɒmpən'seɪʃn
inadequate= deficient, unsatisfactory, too little, not enough, #sufficient (**equ**= equal i.e **equity**, **equivalence**) ɪn'ædɪkwət
compromised= worsen, make worse, poor, low 'kɒmprəmaɪzd
morale= spirit, enthusiasm mə'reɪl

demonstrate= show, exhibit, reveal, explain 'demənstreɪt
recognition= gratitude, appreciation, acknowledgement, respect, #blame (**gnit**= know i.e **cognition**, **ignorant**) rekəg'nɪʃn
motivate= inspire, provoke, encourage (**mot**= move i.e **mobile**, **promote**) 'məʊtɪveɪt
obstacle= difficulty, problem, barrier 'ɒbstəkl
obligated= grateful, appreciative, thankful 'ɒblɪgeɪtɪd
succinctly= briefly, in short, concisely sək'sɪŋktli
summarize= review, sum up, recap (**sum**= sum i.e **consummate**, **summation**) 'sʌməraɪz

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.

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 **hypothesis** (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 **separate** from the work itself, including company policies, salary and vacations.

Such conditions are particularly **troubling** for the luxury hotel market, where high-quality service, requiring a **sophisticated** approach to HRM, is recognized as a critical source of competitive advantage (Maroudas et al., 2008). **In a real sense**, 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 working conditions of their employees.

It is therefore essential for hotel management to develop HRM practices that **enable** them to inspire and **retain competent** 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**.

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).

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

enhance= improve, increase, develop *in'hɑ:n.s*
retention= keeping, holding, retaining, preservation (*tent*= hold i.e *content*, *abstain*, *contain*) *ri'tenʃn*
inherently= integrally, fundamentally, essentially, naturally, intrinsically, #superficially (*here*= stick i.e *inhere*, *adhesive*) *in'hɪərəntli*

reaction= response, reply, feedback (*act*= do i.e *action*, *actor*, *agent*) *ri'ækʃn*
characteristic= trait, quality, personality *kærəktə'rɪstɪk*
predisposition= tendency, predilection, disposition, bias (*posit*= put i.e *position*, *opposite*) *pri'dɪspə'zɪʃn*
hypothesis= theory, suggestion, assumption (*the*= put i.e *synthesis*, *anathematic*) *haɪ'pɒθəsɪs*
opportunity= chance, prospect, occasion *ɒpə'tju:nɪti*
in relation to= related to, concerning, with regard to *ɪn ri'leɪʃn tu:*
perception= insight, awareness, view, opinion, recognition (*per*=thoroughly i.e *perfection*, *persistence*) *pə'sepʃn*
separate= split, divide, disconnect *'seprət*

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

enable= allow, make possible, permit *i'neɪbl*
retain= keep, hold, maintain *ri'teɪn*
competent= experienced, knowledgeable, skilled *'kɒmpɪtənt*
imply= indicate, mean, suggest *ɪm'plaɪ*
employee retention= the ability of a company to keep its employees and stop them from going to work somewhere else *em'plɔɪ'i: ri'tenʃn*

extrinsic= external, outside, outer *ek'strɪnsɪk*
context= situation, environment, circumstance (*text*= weave i.e *textile*, *pretext*) *'kɒntekst*
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 sɪ'kjʊərɪti*

intrinsic= inside, inherent, innate, inner, #extrinsic *ɪn'trɪnsɪk*

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 **turnover**. 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 **appropriate** to the hospitality industry include allowing **adequate** 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 'tʃ:neʊvə
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'teɪniəsli
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'prəʊpriət
adequate = enough, sufficient, #inadequate, #insufficient (equ= equal i.e equity, equivalence) 'ædɪkwət
well-being = happiness, comfort, welfare, safety wel
 'bi:ɪŋ

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

Test 1

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

- 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.