

MOTIVATION AND ITS IMPACT ON LABOUR PRODUCTIVITY AT HOTEL BUSINESS “A CONCEPTUAL STUDY”

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ABSTRACT

Human resources especially for the hotel business play a crucial role for the success of the business. At the hotel business, people do the service for the people and it is not excellent service production expectation is done the motivation of staff. Motivating staff can be used a tool for increasing productivity. Top level management should properly analyse the staff and their economical, social and psychosocial needs. Motivation tools may differ as economical, psychosocial, organizational and organizational-administrative motivation tools. The purpose of the study was to understand the importance of work motivation at hospitality industry and to stress on the differential effects of each motivation tool when the organizations choose to implement. The study also aims to show the importance of choosing appropriate form of motivation tool at hotel business to increase productivity. For the written world the study provides to understand both the intricacies and the similarities and differences of common motivation tools for the hotel organizations when needed to use. As a conclusion the study suggest an “organization motivation model” fostered from explanation at the literature.

Keywords: Hotel business, motivation tools, employees and productivity.

INTRODUCTION AND LITERATURE

The changes in the industrial area have also caused the changes in the importance of the resources used for the economic development with in the process (Taban and Kar; 2006/1, P. 160-161). The importance given to the concrete and physical assets by enterprises in the industrial society and economy such as facilities and equipment has been replaced by the importance given to the abstract values such as knowledge and competence possessed by the workers of those enterprises as a result of the transition to information society and economy.

Although this value, which provides advantage to enterprises in competition, has been expressed by various concepts such as intellectual capital and human capital, it stands for the qualified, knowledgeable and skilful human resources that add value to the enterprise they work for. Tangible assets always create value in the hotel industry, but an even greater part of the value in the hotel industry for which customers are willing to pay now is being created through the human capital also known as intellectual capital (Rudez and Mihalic; 2007, p. 189).

In spite of their different spheres of activity, the common point is to make the best use of this resource for most of the enterprises. As for the hotel and hospitality establishments, human resources, which are crucial for most of the enterprises within the industry, may have a direct impact on the enterprise's ontology as the product is abstract and the quality of that product is determined by the qualifications of the distributor. Reflecting the quality of this resource to the products of the enterprise or ensuring the productivity for the best interest of the enterprise can only be achieved through motivation.

The ultimate product in hospitality industry exhibits abstract features after being added concrete ingredients and then offered as a service. To this end, the quality of service offered as a whole has been used as a competition element in the market by enterprises. Within this sector where human serves human, quality - as a whole offering by service providers- is assured by the human resources that decide on service delivery. Employee work motivation more important in a customer service oriented business such as the hospitality and tourism industries (Lundberg, Gudmundson And Andersson; 2009, P.891). This factor, which creates a value within the competition by affecting the quality of enterprises, may lead to “reluctance”, “unproductiveness” and “employee turnover rate” when it is not properly managed. The challenges for the top managers here is the creation of a context

within which employees feel motivated and will act in order to achieve the goals of the organization. (Lundberg, Gudmundson And Andersson; 2009, P.891)

Moreover, it may also be witnessed that enterprises fail to make the best use of intellectual capital they possess in such a case. Ensuring the effectiveness of this factor in productivity can only be attainable if needs and expectations of the workers are met. Therefore, getting the optimum benefit from the knowledge and competence of the human resources in hotel establishments depends on how psychological and material needs of the workers, who constitute the intellectual capital, are analysed, met and eventually how they are motivated. In this study, the importance of labour motivation for hotel business is stressed and the tools for employee motivation are analysed.

Theoretical Framework

The term “motivation” means “encouragement” or “stimulus” (retrieved from <http://tdkterim.gov.tr/bts/>, access:10.11.2012). Stimulus or motivation is defined as a driving force which sets individuals into motion (Mescon, Bovee and Thill; 1999, p.258). Motivation is referred as to any efforts to set an individual or individuals into action for a definite purpose. As stated by Eren, what makes an individual to take an action and leads them is their thoughts, beliefs, needs and fears (Mescon, 1999).

Pinder (1998) describes motivation as “a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration”. (Lundberg, Gudmundson and Andersson 2009, p. 891) Motivation has two important characteristics as a form of energy which directs and determines human behaviours. Firstly, motivation is a form of energy that directs people to behave in a certain way. Secondly, motivation is effective in inclining towards aims. The common point in these definitions is that the motivation affects individual behaviour and it encourages individuals to take action to a certain end. Motivation as a term can be expressed as “exposing an individual to various effective factors in order to ensure that s/he acts in a different way”. In accordance with the definitions mentioned, it can be concluded that motivation is comprised of (Şimşek, Akgemici and Çelik, 2001, p.115):

- Needs and expectations,
- Behaviours,
- Aims,
- Feedback.

For an organization, motivation is a process of triggering individuals by creating an environment to meet their needs, influencing and encouraging them. Everyone has certain needs which are neglected. Stimulating these needs results in motivation. Motivation is a driving force for action. After being motivated, the individual takes action. As a result of this action the need is met. Motivation process starts after defining the needs of an individual. These needs can be psychological or social needs which are neglected at any one time.

The fact that the products offered at hotel establishments are abstract and created by a lot of people by its very nature thrusts the behaviours of workers to the forefront. These behaviours leave an impression on consumers’ perception in accordance with the motivation levels of the workers. Not being the only factor, morale is highly important in human relations and workers with high morale are more enthusiastic, joyful, committed and productive (Mescon, Bovee and Thill; 1999, p.259). They are the workers who are in constant contact with customers, but not the enterprise owners or managers. Today they are not the enterprise owners or managers who represent the enterprise or its brand name, but the workers when encountered with a customer (retrieved from <http://arge.com/Yayinlarimiz/Makaleler/IsDunyasi/MarkaniziKimTemsilEdiyor.aspx>, access: 20.12.2012)

Importance of personnel motivation at hotel business

A service is eventually offered at hotel establishments. Quality becomes more important than the quantity as the service outcome is not physical and it cannot be measured by quantitative tools. Therefore, besides inputs, we should take management, organization, creativity, intelligence, attitude and behaviours of the workers into consideration; that is to say, qualitative and quantitative outputs should also be dealt within defining productivity for service establishments (Yılmaz and Yıldırım, 2008, p.61). Besides the actual value of the service quality at hotel establishments, perception of this fact by the consumer is important in determining the output quality. According to Gronroos service quality has two components:

Technical quality is related with what is offered to the consumer. As for the functional quality, it is related with the behaviours of the service provider and the way the service is offered. The consumer is impressed more by the way how a service is presented than the scope of it at a hotel establishment. Within this context, a bad presentation of quality food to a customer has no value; moreover, it negatively affects the perception of the real quality of hotel facilities. It is assumed that when the quality level of labour factor is high, the value reflected to customers by the hotel establishment is also high. Although the service quality is determined by consumers, it is created by workers. Therefore, human factor controls the balance of final service quality. Service providers are not only considered as service distributors or creators, but also the equivalent of the company in the eyes of the consumers (Kandampully and Hu, p.435). In this sense, they are the consumers who assess their general and vocational knowledge and competence, their elegance and sincerity towards touristic consumers and their success in meeting consumers' needs. Creating a value through motivating the workers is explained as follows: (Kotler, Bowen and Makens, p. 46):

- Service quality within an enterprise: this stage refers to selection of quality employees, a good working environment, boosting the employees who are constant contact with consumers, and the support of the management in meeting the needs and expectations of employees and the consumers. To sum up, motivating the personnel to ensure the service quality within the enterprise is fundamental.
- Motivated and productive service personnel: motivation is achieved as a result of satisfying the employee needs in the previous stage. By this means, motivated and more enthusiastic employees are possessed.
- Higher service value: employees who are motivated for certain purposes have the opportunity to add an extra value to the enterprises they are identified with through a more enthusiastic and successful service.
- Consumers attached to the enterprise: thanks to additional values gained in the previous stage, a group of consumers whose attachments to the enterprise have been achieved and who also suggest the enterprise to others are created. Within this context, it is witnessed that the employee is effective in the decision of the touristic consumers on their next holiday plan and when they have an intention to go to a touristic attraction place, they actually choose the hotel establishments whose personnel create an additional value. Furthermore, satisfied touristic consumers have a positive effect on other consumers.
- Healthy growth rate and profit: having satisfied and loyal consumers will provide a greater rate of profit and an advantage in competition.

Lack of motivation among the employees of hotel establishments or the employees working at organizational level has many possible adverse outcomes. Effects such as not enjoying the works assigned, reluctance, discontent, failure to complete a work in time and even the desire to quit may be seen. Even it is not noticeable at first sight, the existence of motivational problems can be revealed after reviewing the performances of the employees. It is possible that the lack of motivation may be

effective in work performance and even in the desire to quit. When an employee has an intention to quit, below mentioned signs can be observed: (Kappa, Nitschk and Schappert; 1990, p. 52)

- Rise in the rate of absenteeism,
- Decrease in the productivity,
- Unpunctuality,
- Negative attitude towards the enterprise and other employees,
- Tendency to avoid top administrators and
- Increase in disciplinary incidents.

Administrators are supposed to detect the reasons when they observe low-productivity. Then, employees should be motivated in accordance with the reason revealed.

The Role of Organization for Motivating Employees

Organizational behaviour theories investigate the behaviour patterns of sub-organizational elements such as different aspects of organizational behaviours, internal structure of the organization, working groups and sections of the organization (Halis and Uğurlu, 2008, p.108-109).

It is apparent that organizational foundation for motivation and productivity of employees is provided in Taylor, Mayo and Weber's modern theory of government.

In D. Gregor's researches, another theory which suggests that due to the different characteristics of two different individuals and employees, with so-called profiles of x and y, they should be motivated in different ways and organizational structure should be formed accordingly was put forward (Mescon, Bovee and Thill; 1999, p.263).

Working in a healthy organizational structure is a desirable situation for any employees. Hotel establishments are supposed to offer a form of organization in order to meet consumers' needs for accommodation, catering, entertainment and rest in a healthy, secure and enjoyable atmosphere. The employees at a hotel establishment also have personal goals within the organization. As for the organizations, they are both a result of these individual goals and a means to reach these goals. When it is assumed that there are organizations in which individual and organizational goals are achieved, and there is cooperation and harmony between the employers and employees, it can also be assumed that an individual whose needs are met will contribute in productivity (Serpil Aytac, 2003; p. 8-9).

Even if the attitudes of the administrators are not the only factor in motivating the employees, they have a direct influence. Administrators who are effective in ensuring the motivation should take the needs of the employee into consideration and they should also consider how these needs are perceived within the organization and be aware of the fact that the employee needs will be satisfied. Administrators can increase the motivation and morale of the employee by adopting a communication technique which is based on elegance and respect. Motivation affects the productivity by ensuring the loyalty of the employee to the job and the organization as a result of a successful combination of leadership role and an appropriate communication technique (Mescon, Bovee and Thill; 1999, p.259).

As a matter of fact that motivation is an important factor in productivity in the information age, an employee centred understanding should be adopted both at organizational and national level. Nations contribute in professional life by motivation-boosting regulations. Involving the employees in the decision-making process together with the employers is included in the social policies by most of the European countries. For instance, being beyond a business policy, this issue takes its place in everyday life as a compulsory state policy in the EU nations (Uslu, 2000, p.950, İKV, 2000, p.3). The importance given to the concrete entities - as a characteristic of industrial economy and society - has now given its place to intellectual capital which is regarded as abstract entities such as knowledge, competence and communication (<http://entelektuel.com/entelektuel-sermaye/> access. 10.04.2012). To be able to use the knowledge effectively in accordance with the aims of the enterprise can be

considered to be directed to motivation of the employees who possess this knowledge. Below mentioned points regarding the motivation within these organizations come to the fore (İpçioğlu and Tunca, 2002, p. 11);

- A viewpoint which encourages and improves employees,
- Being an authority in their jobs,
- Emotional attachment which depends on guiding,
- Rewarding which depends on knowledge sharing,
- Human-centeredness,
- Emotional environment.

Some of the indicators which determine the satisfaction level of the employees at tourism establishments - in other words, indicators that are used to measure the level of motivation of the employees by enterprises are as follows (Tavmergen, 2002, p. 84-89):

a. Factors for job satisfaction:

- Education and capacity to improve personal competence
- Adopting the individuals and groups
- Absenteeism and illness rates
- employee discontent
- Turnover rate
- Rate of job accidents
- Additional benefits and social opportunities offered to the employees such as healthcare, education and resting

b. Factors for employee involvement:

- Involvement in improvement groups,
- Involvement in suggestion sessions and measurable contribution of group works directly affect the motivation in a positive way.

Motivation tools and methods

It is observed that in order to increase the productivity of the employee, employers use some encouragement tools. Organizational motivation tools can differ as individual needs are different and they may change over time. On the other hand, it should be accepted that an individual may be struggling to meet more than one need at a time and the satisfaction of these needs may depend on multiple motivation tools at the same time.

Factors motivating individuals can be categorized in nine groups. These are (Bingöl, 1998, p.269): instinctive, physiological, social, psychological, socio-psychological, success, energy, attachment, belief and attitude factors. These factors can easily be used by others in motivating individuals. For each individual, a different factor can be adopted as a motivation tool.

In general, it is possible to increase the number of motivation tools for most of the enterprises and specifically for hotel establishment. Encouraging tools which play a motivating role for employers can be mentioned as sufficient income, secure workplace, job security, promotion opportunities, attractiveness of the job, a job identity worth possessing, status, personal authorization, respect for private life, opportunity to be involved in decision-making process, existence of a fair and sustainable disciplinary system (Batmaz, 2002, p.47). It is possible to categorize motivation tools into three groups (Bingöl, 1998, p.273):

- Economic motivation tools,
- Psychosocial motivation tools,
- Organizational-administrative motivation tools.

Economic motivation tools

It is a common knowledge that the reason for working is basically economic concerns both for employers and employees. While the employees try to meet the expectations of the employer in order not to lose their jobs which is their main source of income, employers may use some economic motivation tools to make the best use of their employees. These tools can be higher income, increase in salaries, premium pay, participation in the profit, and economic reward (Bingöl, 1998, p.274, Şimşek, Akgemici and Çelik, 2001, p.117-118).

Higher income: in some organizations, the more efforts put by the employers, the more income they gain and thus further motivating the employees. Salary rises approved by the unions increase the motivation. It can also be observed that the motivation increases if the employer distributes a portion of the income to employees in accordance with the participation-in-the-profit system. Rewarding system, on the other hand, requires granting various awards to the employees in order to encourage them to work and ensure the attachment to their jobs. It is important to give appropriate awards to employees for a lot of enterprises.

Psychosocial motivation tools

In general (usually) most of the organizations see only the economic motivation tools to motivate the staff. In the other hand staff may be motivated by the psychosocial motivation tools. According to Bingöl, 1998 and Şimşek, Akgemici and Çelik indicates some of the primary psychosocial motivation tools as autonomous working, personal power and carrying authority, social status, respect for personality and life, job and psychological security.

Organizational-administrative motivation tools

Just like at hotel establishments, success of an establishment is closely related with the productivity of employees. Structure of the organization can be a factor in ensuring this productivity. The organizational and administrative understanding of the enterprises should be in a way that enables the contribution to employee motivation. Administrative understanding of the organization, organizational relations, rewarding systems and the job itself may be effective in this sense (Yılmaz and Yıldırım, 2008, p.62).

One of the fundamental aspects of employee motivation is to build an organizational structure based on mutual trust between the administrators and the employees (Çiftçi, 2009, p. 60-61). When employees are regarded as trusted individuals as they contribute in the organization they work for, they find the working atmosphere more satisfactory, and as a result, motivation is achieved (Çiftçi, 2009, p. 61-62). Moreover, as an indicator of the trust for the employees, making the employees gain personal authority and power through function deployment is an important tool in motivating employees. Within this context, thanks to the function deployment, at Ritz Hotels, each employee has the authority to spend 2000\$ on behalf of the consumers without the approval of a higher unit taking the satisfaction of consumers into consideration. This not only provides an extraordinary experience to consumers, but it also makes a positive contribution to the motivation of the employees (Kandampully and Hu, 2007, p. 436-447).

It can be considered as a fundamental set-up for motivation to set goals within the organization, explain how to reach them, ensure goal congruence, distribute authority and responsibility in a balanced manner and create educational and promotional opportunities. General organizational and administrative tools are as follows (Şimşek, Akgemici and Çelik, 2001, p. 119):

Goal congruence: Organizations are founded to achieve common goals and there are mutual expectations between the employees and organization. While individuals work for organizational

goals, organization contributes in meeting the needs of individuals. This fact result in motivation for the individual, and the mutual expectations are met. Within needs hierarchy, which take part in scope theory, a working individual takes action according to internal motives to gain physical success and financial income (Daft, 2000, p.538).

Manpower planning: Offering promotional and educational opportunities with the help of job performance detection and development planning. **Authority and responsibility equivalence:** Administrators should be able to transfer some of their authority and responsibilities to their subordinates. Being in charge can also be considered as a part of vocational training. This responsibility will eventually help the employee find his/her identity and boost her/his morale

Loyalty to job and involvement in decision-making process: Employees usually find it more satisfactory if they are offered the opportunity to contribute in the organization (Çiftçi, 2009, p. 61-62). Employee contribution can also be through involvement in decision-making process. Otherwise, if the employee is not allowed to be a part of this process as an individual, s/he feels alienated and hidden dissatisfaction may arise. When involvement is adapted to organizational structures from political systems within the enterprise (www.aku.edu.tr access: 24.04. 2012), it can be witnessed that decision-making authority becomes monopolized by professionals or experts, which result in an imbalance between the individual demands and organizational system. If an individual realizes that this sphere of the organization is not allowed to set foot in, it creates value conflict and may result in depression and finally resignation.

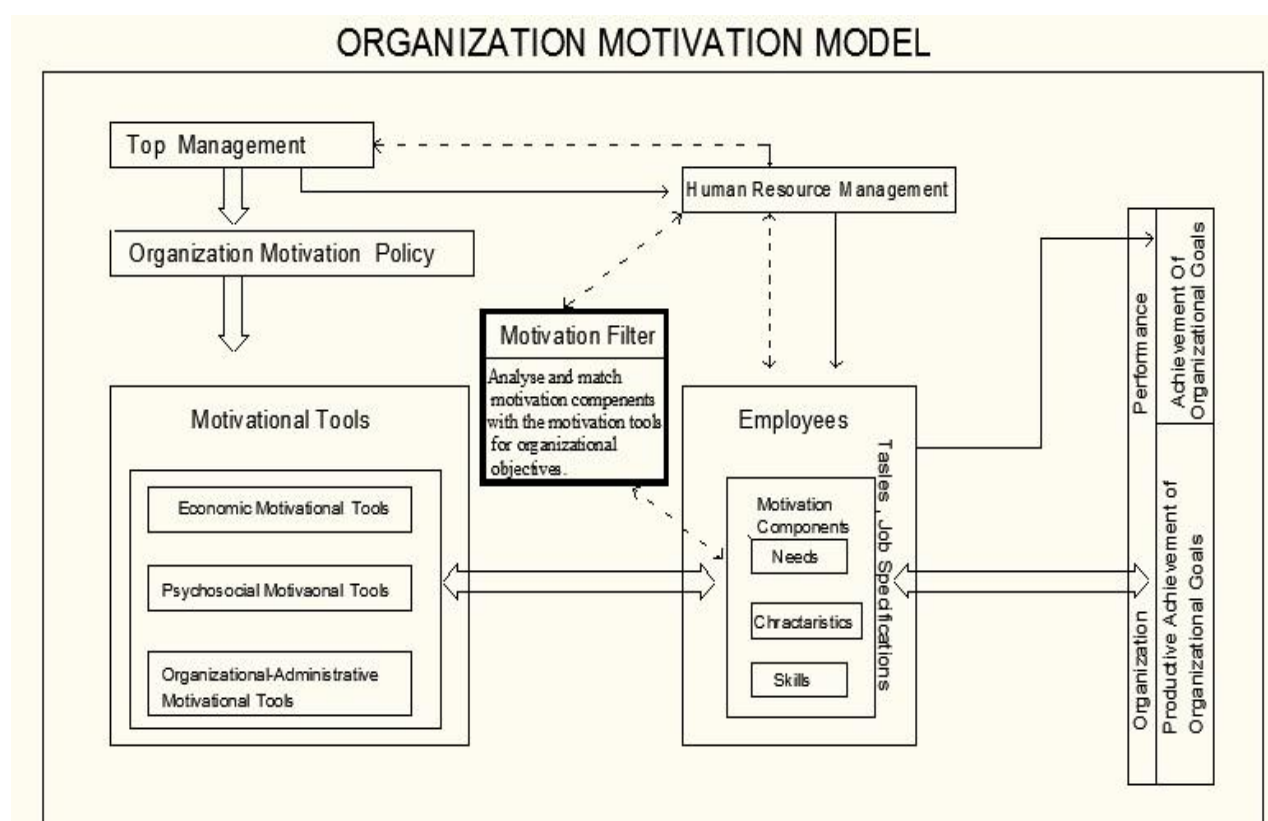
A well-established communication network within the organization motivates both employees and administrators. While having information about the matters related with the organization and being able to discuss on various topics make it possible to structure a strong communication network, these facts also help employees create the perception that they are actually valued and also create and develop attachment to the job. Furthermore, it can be observed that with the motto "We are Ladies and Gentlemen serving Ladies and Gentlemen", Ritz Hotels offer a positive image for its customers and it also shows that they use a motivation tool for internal organizational communication (Kandampully and Hu, 2007, p. 436-347). By this means, it can be estimated that employees are affected positively as they are given equal value with customers/guests.

Conclusion and Recommendations

Economic and social changes have brought about the changes in the use and evaluation of business sources. While concrete entities used to be of great importance for enterprises in industrial society, this fact has left its place to abstract entities such as knowledge and competence of employees as a result of the transition to information society and age. Issues such as being able to possess, use and manage abstract entities which are regarded as intellectual capital have aroused with this change. As for the hotel establishments, after this change, surviving in national and international markets has become extremely depended on being able to create an advantage in competition, gaining additional value and being able to use this capital. Problems such as absenteeism, low productivity, non-attachment to job, reluctance, high turnover rate, and low service quality can be overcome by motivation. Not being the only factor in increasing the productivity, it is one of the important factors which has a direct impact on it. Therefore, hotel establishments should create an employee-centred motivation system. Administrative understanding of the organization, organizational relations, rewarding systems and the job itself may be effective on staff motivation (Yılmaz and Yıldırhan, 2008, p.62). One of the most considerable aspects of employee motivation building an organizational structure (Çiftçi, 2009, p. 60-61).

As a conclusion, this study suggest Organization Motivation Model to the hotel organizations which is shown on the figure 1. The model is fostered from the concepts mentioned and explained in the literature, brings the motivation tools with the motivation components at the same platform of organization structure and the model is also supported with the motivation filter as originally or differentially even brings the antecedents related to motivation. The model, contains three different form of lines shows, and explains the strongly support of top management for employee motivation and considerable productive achievement of goals. Shows or explains routine work process without setting any motivation policy and weak work performance. <- - - -> shows very, tight and close relation amongst, top management, human resource management and employees.

Figure1: Organization Motivation Model



In this study, Organization Motivation Model explains the structure of the relations amongst top management, organizations policy of motivation, human resource management, employees and motivation tools. The model contains a unit named as motivation filter and has unique role between employees and motivational tools. The model suggests productive achievement of organizational goals through the implementation of motivation policy with the support of motivation filter. The contribution of motivation filter to motivation model here plays a critical and unique role. Mainly, motivation filter is the organizer, embedder and distributor of the roles to the motivation tools according to the motivation components with the scientific approach of human resource management in an intellectual manner. The differences in motivational tools and the differences in employees motivation components are balanced with the scientific support of analysed results of employees' needs, characteristics and skills. Motivation filter loads on human resource management to acquire of each of employees' psychological, sociological, psychosocial and other related characteristics during the work process. Hotel establishments, like other establishments, should develop an organizational structure to achieve their goals. In this study "organization motivation model" facilitates achievement of organization's goals. Organization at a hotel establishment is created by hotel employees and it has a structure which takes action in accordance with a common goal with the hotel establishment. The

role of the organization structure at a hotel establishment in motivation is to create an environment where organizational goals can be achieved and needs of employees are met. Behaviours of individuals working in this structure are formed by organizational behaviour and needs of the employees are met as a result of successful motivation and as a result of individual satisfaction, organizational goals are also achieved. This structure should be based on mutual trust between the administrators and the employees (Çiftçi, 2009, p. 60-61). Organizational form of hotel establishments should be created in a way that includes many concrete and abstract elements which can assure individual satisfaction and increase organizational productivity.

It is primarily required that management should understand the importance of motivating working staff to increase the overall motivation level of staff. In this content at the top level decision makers at should set an organization structure which enable and support staff motivation. After that, the organization structure should define appropriate motivation policy. Choosing the best motivation policies it is vital analysing the characteristics, skills and needs of staff. It may not be possible to get the expected success of staff motivation without analysing and determining characteristics of staff. Tools used to motivate individuals may have the different effect on person to person because of the differencies of personal value judgments, environmental factors, and social-educational status.

Achieving the expected success in motivation depends on the leader administrator and his/her selection of appropriate motivation tools after analysing the employees. In some cases economic tools may become more important than the psychological elements. Organizations leaders should chose the right tool by considering those factors which effect on staff. For the possibilities of decrease of effect or loosing the importance of motivation in a time period it is suggested that the same motivation tool should not be used repeatedly and organizations should use those tools flexibly; a motivation tool may be replaced by the other.

Organization culture and leaders should enable a team and a team player ambiance and contain every personnel. Motivation system should give successful personnel opportunity and to promote themselves. Right time, right ambiance and right form of motivation should be choosen. In the hotel the departments as naturally different skilled employee hired and each should be treated equally and continually be trained. Setting a network system and informing them about their success or failure and when the problems encountered leaders dealt with it. Moreover, as an indicator of the trust for the employees, making the employees gain personal authority and power through function deployment is an important tool in motivating employees. Within this context, thanks to the function deployment, not only provides an extraordinary experience to consumers, but it also makes a positive contribution to the motivation of the employees (Kandampully and Hu, 2007, p. 436-347).

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