

IB Business Management – Human Resource Management

2.4 Motivation and demotivation: Exam Practice Question



IB Business Management: IBBusinessManagement.com

2.4 MOTIVATION: EXAM PRACTICE QUESTION

Read the case study below and answer the questions that follow.

ZINX

EMPOWERMENT

Empowerment is a frequently used buzzword, not just in the hospitality industry. Empowerment means staff can make decisions. If hotels want to remain successful, they need to be driven by their staff on customer service. Independent hotels need to go 'above and beyond' and work harder in a competitive environment. This helps to ensure survival through a high percentage of repeat business, while fostering growth of new clients. Job enlargement and job enrichment can certainly help with staff motivation too.

Guests appreciate dealing with people who are empowered. The last thing an arriving guest needs is to be given the run-around, going through 'layers' of management to get what they need. Empowerment means, rather than becoming defensive, staff assume accountability mistakes and put them right.

Essential to empowerment is the practice of 'trust, but verify'. A balance is necessary because empowerment can backfire especially in the wrong application or misguided interpretation. Owners and managers cannot give responsibility to staff without empowering them. But attention should be given to training staff to ensure empowerment works. Empowerment can work against you if you have a staff member too empowered without direction.

In the hotel industry employees should be seen as part of a team. The terms 'employee' and 'management' create divisions. Such a divide in organisational structure does not foster a sense of teamwork. It is a 'them and me' situation rather than a 'we or us'. Terms such as 'staff member' illustrate teams better and reinforce working together. This creates a culture of 'leadership teamwork' for the staff working with guests. Having fluid organisational structures reduce levels of management, separating President/CEO/General Manager from guests. The more layers you have, the more distant you remain from the guest and the pulse of the staff.

Source: IBBusinessManagement.com

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Zinx is an independent boutique hotel and restaurant in the South East of England. It employs 60 staff. It has always had a very traditional organisation with senior managers, departmental supervisors, head waiters, bar staff, cleaners and administrators. Senior management has read the following article about staff in independent hotels and is considering changing its operations to increase staff motivation.

QUESTIONS: 25 MARKS, 45 MINUTES

1. Define the term '**motivation**' [2 marks]
2. Explain what is meant by:
 - a. Empowerment
 - b. Team working[6 marks]
3. Contrast between **job enlargement** and **job enrichment**. [7 marks]
4. Discuss, using the motivational theory of Herzberg, whether Zinx should increase empowerment at the business. [10 marks]