BASIC ORGANIZATIONAL BEHAVIOUR REQUIRED IN ATTAINING HOTEL’S GOALS

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ABSTRACT

Organization Behaviour in Hotels is said to involve motivation and reward, leadership and empowerment, individual and interpersonal behaviour, group behaviour, change and its effects on employees in the process of achieving organizational goals of Hotels. This study aims at basic understanding of employees’ behaviour at Hotels and is in empirical research design where data collected are based on secondary methods- Journals, Books, Magazines, Internet Libraries, and Newspapers.

Key words: Employees, Hotel, Organizational Behaviour, Organizational goals.

Introduction

The Hospitality Industry is much broader than most other industries. The majority of business niches are composed of only a handful of different businesses, but this industry applies to nearly any company that is focused on customer satisfaction and meeting leisurely needs rather than basic ones.

A commercial establishment providing lodging, meals, and other guest services. In general, to be called a Hotel, an establishment must have a minimum of six letting bedrooms, at least three of which must have attached private bathroom facilities. Hotels are establishment that provide lodging paid on a short-term basis. Facilities provided may range from a basic bed and storage for clothing, to luxury features. Larger hotels may provide additional guest facilities such as a swimming pool, business centre, childcare, conference facilities and social function services.

Literature Review

Organizational behaviour is the study of human behavior in the organizational settings (K. Aswathappa, 2008) (Ackroyd, S. and Thompson, P, 2003). Organizational behaviour refers to the behaviour of individuals and

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groups within organizations and the interaction between organizational members and their external environments (Curtis W. Cook and Phillip L. Hunsaker, 2001) (Wilson, F, 2014) (Huczynski, A, A., & Buchanan, D, A, 2010). With regard to organizations, the three key concepts are social systems, mutual interest and employees’ ethics (Biazzo, S, 2002).

Managers need employees to help them reach organizational objectives; people need organizations to help them reach individual objectives (Ivancevich, J., Konopaske, R., & Matteson, M, 2011). Early emphasis on the human resources approach to organizational behaviour is provided by Raymond E. Miles (1965). The distinction between Autocratic, Custodial, Supportive and collegial models of Organizational Behaviour was originally published by Krith Davis (1967). The trend towards the Supportive, Collegial and System models will probably continue.

Despite rapid advances in computers and management information systems, top managers of giant, complex organizations cannot be authoritarian in the traditional sense and also be effective. Because they cannot know all that is happening in their organization, they must learn to depend on other centers of power nearer to operating problems. They are often forced to literally redefine the old psychological contract and embrace a newer, more participative one (Sandra L. Robinson, Mathew S. Kraatz and Denise M. Rousseau, 1994).

The management of workforce diversity is vital organizational challenge today. The term diversity refers to difference among work force which may be reflected along numerous dimensions, but most managers tend to focus on age, gender, ethnicity, physical abilities and disabilities (Patricia L. Nemetz abd Sandra L. Christensen, 1996).

Personalities are the relatively stable sets of psychological and behavioural attributes that distinguishes individuals. The personality traits are agreeableness, conscientiousness, negative emotionality, extraversion, openness, locus of control, self-efficacy, authoritarianism, Machiavellianism, self-esteem and risk propensity. Attitudes are based on emotion, knowledge and intended behaviour. Cognitive dissonance results from contradictory or incongruent attitudes, behaviours or both. Job satisfaction or dissatisfaction and organizational commitment are important work related attitudes. Employees’ moods assessed as positive or negative effectively impact attitudes in organizations.

Perception is the set of processes by which a person becomes aware of and interprets information about the environment. Perception and attribution are closely related and perceptual processes are selective perception and stereotyping. Creativity in an individual is the ability to generate new ideas or new perceptions on existing ideas which are the resultant of that individual’s background experiences, personal traits, and cognitive abilities after subsequently going through preparation, incubation, insight and verification steps.

Workplace behaviour is a pattern of action by the members of an organization that directly or indirectly influences organizational effectiveness (Thompson, P., & Ackroyd, S, 1995). Dysfunctional behaviours are absenteeism, turnover, theft, sabotage and violence. Organizational citizenship is the positive contribution to any organization. Low productivity, turnover, absenteeism, tardiness, theft and violence are all typically negative behaviours, for they harm the organization and sometimes its members. Many employees hold positive attitudes toward their work and organization and these pay off in both obvious and more subtle ways. In particulars, employees sometimes demonstrate organizational citizenship behaviour, which are discretionary actions that promote the organizations success (Mitchell Lee Marks et al., 1986). In fact there may be negative consequences of whistle-blowing to managers, their organizations and in some instance to society (Janet P. Near and Marcia P. Miceli, 1995).
Motivation is that force that causes individuals to behave as they do; this motivation starts with a need which varies in degrees. This need in an individual may be in the form of primary needs—food, water, shelter or secondary needs more of psychological in nature which is a reason for an individual to behave from among many choices of behaviour. Given the proper situation and motivation, anyone would tend to become active on the grapevine. Evidence shows that the grapevine is influential, both favourably and unfavourably (John W. Newstrom, 1974). Motivation – Reward Systems- some evidence says that unless the two lower-order needs (physiological and security) are basically satisfied, employers will not be greatly concerned with higher-order needs (Richard M. Steers and Lyman W. Porter, 1991) (Simons, R, 2013).

Learning plays an important role in employee motivation. Various types of reinforcement provided can increase or decrease social learning processes by motivated behaviour in an individual. Organizational behaviour modification is a strategy for using learning and reinforcement principles to enhance employee’s motivation and performance levels along with attribution processes.

Today the emerging opinion is that employees’ job perceptions and attitudes are jointly determined by objective task properties and social information. Participative management and empowerment can help improve employee motivation in many business organizations. Alternative work arrangements are compressed workweeks, flexible work schedules, job sharing and telecommuting.

Performance management is the process by which work behaviours are measured and compared with established standards and the results recorded and communicated to provide information for organizational uses such as compensation, personnel planning, employee training and development. The purpose of the reward system is to attract, retain and motivate qualified employees and to maintain a pay structure that is internally equitable and externally competitive. Managing rewards entails dealing with issues such as flexible reward systems, employee participation in the pay systems, the secrecy of pay systems and expatriate rewards.

Stress is an adaptive response to an external situation that results in physical, psychological and/or behavioural deviations for organizational participants. Stress is a person’s adaptive response to a stimulus that places excessive psychological or physical demands on that person. Stress can be caused by many factors. Major organizational stressors are task demands, physical demands, role demands and interpersonal demands. Life stressors include life change and life trauma. Stress has many consequences- individual consequences like behavioural, psychological and medical problems; organizational level consequences like withdrawal and burnout. Primary individual mechanisms for managing stress are exercise, relaxation, time management, role management and support groups. Organizations use both institutional and collateral programs to control stress. When these dimensions are interrelated, individuals must decide for themselves which are more important and how to balance them. Job, Family, Leisure, Politics & Religion are some related elements of life satisfaction. Spillover effect occurs in both directions between job & life satisfaction. Managers need to monitor not only the job and immediate work environment but also their employee’s attitudes toward other parts of life.

Managing communication in organizations involves understanding the numerous problems that can interfere with the communication process itself and from organizational factors such as status differences. A group is two or more people who interact so as to influence one another. Groups may differentiate on the bases of relative performance and degree of formality. The three types of formal groups are command, task and affinity groups. Groups develop in four stages: mutual acceptance, communication, decision making, motivation, productivity, control and organization. Four additional factors affect group performance: composition, size, norms and cohesiveness.
Managing communication—E-mail and Voice mail are efficient, but face to face contact is still essential to true communication by Edward M. Hallowell (1999). In spite of the important of performance feedback, many managers fail to provide enough of it on an ongoing basis. They may feel too busy, they may assume that employees are already aware of their performance level, or they may be reluctant to share bad news because of the negative reaction they expect it to generate. Another possible reason not having enough valid information to create a substantial conclusion can be overcome by the fast growing practice of 360 degree feedback/full-circle feedback (Mary N. Vinson, 1996) (Emmanuel, C., Otley, D. and Merchant, K, 1990).

To comprehend intergroup dynamics, we must understand the key characteristics of groups: that each group is unique, that the specific organizational setting influences the group and that the group’s task and setting have an effect on group behaviour. The five bases of intergroup interactions determine the characteristics of the interactions among groups including their frequency, how much information is exchanged and what type of interaction occurs. Interactions among work groups involve some of the most complex relationships in organizations which are based on five factors—location, resources, time and goal interdependence, task uncertainty and task interdependence (Metcalfe, D, 2014).

Conflict is disagreement between parties/groups which is the common cause of stress in organizations. Five types of reactions to conflict are avoidance, accommodation, competition, collaboration and compromise. The types of interactions are determined by the compatibility of goals and the importance of the interaction to group goal attainment. Managers should recognize that conflict can be beneficial as well as harmful. Managers must be aware of the many factors that affect group performance and understand the individual as well as the group issues.

Groups and teams are not the same. A team is a small number of people with complementary skills who are committed to a common purpose, common performance goals and a common approach for which they hold themselves mutually accountable. Teams differ from traditional work groups in their job categories, authority and reward systems. Teams are used because they make sense for a specific organization. Organizational benefits include enhanced performance, employee benefits and reduced costs among others. Members of virtual teams usually meet via teleconferencing, may never actually sit in the same room together and often have a fluid membership.

For teams to succeed, the change must start with top management who must decide why the change is needed, communicate the need for the change and support the change. Management must not expect too much too soon because team performance tends to decrease before it returns to prior levels and then increases to record levels. A mentor is a role model who guides another employee (a protégé) by sharing valuable advice on roles to play, behaviours to avoid and expedite protégé’s career progress. The advantages of mentoring programs include stronger employee loyalty, faster movement up the learning curve, better succession planning through development of replacements and increased level of goal accomplishments (Rebecca Ganzel, 2000). Several problems in mentoring programs were discussed (Terri A. Scandura, 1998). A rapidly emerging metaphor for the leader is that of a Coach. The specific areas that most managers admit needing coaching in are improving their interaction style, dealing more effectively with change and developing their listening and speaking skills (John O. Burdett, 1998).

Leadership is both a process and a property. Leadership as a process is the use of non-coercive influence to direct and coordinate the activities of group members to meet goals. As a property, leadership is the set of characteristics attributed to those who are perceived to use such influence successfully. Leadership and management are related but distinct phenomena. Leaders’ influence can be defined as the ability to affect the
perceptions, attitudes or behaviours of followers. So, influence is a cornerstone of leadership which affects subordinates'/followers satisfaction and performance levels (O'Loughlin, D, 2013) (Middleton, J, 2007). Super-leadership occurs when a leader gradually and purposefully turns over power, responsibility and control to a self-managing work group. Power is the potential ability of a person or group to exercise control over another person or group (Gregory Moorhead & Ricky W. Griffin, 2005). Five bases of power are legitimate power, reward power, coercive power, expert power and referent power. Attempts to use power can result in commitment, compliance or resistance.

Organizational politics is activities people perform to acquire enhance and use power and other resources to obtain their preferred outcomes in a situation in which uncertainty or disagreement exists. Impression management is a direct, intentional effort by someone to enhance his/her image in the eyes of others. People engage in impression management for a variety of reasons. Sometimes people too strongly motivated by impression management become obsessed by it and resort to dishonest or unethical means. Decision making is the process of choosing an alternative from among several alternatives. The basic elements of decision making include choosing a goal; considering alternative courses of action; assessing potential outcomes of the alternatives, each with its own value relative to the goal and choosing one alternative based on an evaluation of the outcomes. Information is available regarding the alternatives, outcomes and values. Decision making may be classified according to the information available – certainty, risk and uncertainty reflect the amount of information available regarding the outcomes of alternatives. Group decision making involves problems as well as benefits.

Negotiation is the process through which two or more parties reach agreement even though they have different preferences. Negotiation have subjugated with individual differences, situational characteristics, game theory and cognitive approaches. The Win-Win approach provides a simple four-step model to successful negotiation: planning, relationships, agreement and maintenance.

The structure of an organization is the system of task, reporting and authority relationships within which the organization does its work. Organization structure are needed for dividing available labour according to the tasks to be performed and combining and coordinating divided tasks to ensure that tasks are accomplished. Structural policies prescribe how employees should behave in their organizational activities. Such policies include formalization of rules and procedures and centralization of decision making.

Initially strategy was seen as the determinant of structure: the structure of the organization was design to implement its purpose, goals and strategies. The managers design the structure to accomplish organizational goals, guided by an analysis of the context factors, the strategies of the organization and personal preferences. Organization designs can take many forms rely on the administrative hierarchy for communication and directing activities. Factors influencing design decisions are the changing technological environment, concern for people as valued resources, the need to keep in touch with customers and global impacts on organizations.

Organization culture has become one of the most discussed subjects in the field of organization behaviour. The process of changing an organization’s culture starts with a need for change and moves through a transition period in which efforts are made to adopt new values and beliefs. In the long run, an organization that successfully changes its culture will find that the new values and beliefs are just as stable and influential as the old ones. Values systems tend to be self-reinforcing; changing them requires an enormous efforts. Thus, if an organization can change its culture from performance-reducing to performance-enhancing, the new values are likely to remain in place for a long time. The effect of organizational culture on employee behaviour is difficult to establish.
Some research indicates that there must be and is a positive relationship between certain organizational cultures and performance (John Sheridan, 1992).

Change may be forced on an organization or an organization may change in response to the environment or an internal need. Currently, the areas in which the pressures for changes seem most powerful involve people, technology, information and communication, competition and social trends. Organizational development is the process of planned change and improvement of organizations through the application of knowledge of the behavioural sciences. Team building programs are designed to help a work team or group develop into a mature, functioning team by helping it define its goals or priorities, analyze its tasks and the way they are performed and examine relationships among the people doing the work.

Resistance to change may arise from several individual and organizational sources. Resistance may indicate a legitimate concern that the change is not good for the organization and may warrant a reexamination of plans. To manage change in organizations, international issues must be considered and managers should take a holistic view of the organization and start small. Top management support is needed and those most affected by the change must participate. Open communication is important and those who contribute to the change effort should be rewarded.

Although it is commonly accepted that organizations expect employees to do a number of things at work, these expectations are not always met and fulfilled. Thus, managers constantly face new challenges at work. Employees are bringing more and more diverse standards of behaviour into workplace. This obviously causes great concern for the managers who readily see degradation of behaviour as destructive and harmful for the organization as a whole.

Research Methodology
The study is in empirical research design where data collected are based on secondary methods- Journals, Books, Magazines, Internet Libraries, and Newspapers.

Finding
All behaviour – whether manager’s or workmate’s or subordinate’s is entirely rational and a series of questions about one saw and felt like:

- Why do people behave as they do at work?
- How can individuals, groups and whole organizations work together more effectively within the increasing pace of corporate change, dramatic restructurings and downsizings and advancing global competitions?
- What can managers do to motivate employees towards greater productivity?
- What responsibility do managers have for ensuring employees satisfaction?
- What can be learnt from theory, research and the experiences of other managers to help one become an effective future manager?

These and many more other questions are answered in brief in this paper: Organizational behaviour – human behaviour at Hotel work.
Many features of Organizational Behaviour- human behaviour at hotel work stand out in the eyes of its users. The most notable is its careful blending of theoretical information with real life practice as theory without practice is sterile and practice without theory is blind, so that its basic theories come to life in a realistic way which can be practiced and applied easily. This paper can guide one to learn to apply concepts and models of organizational behaviour in real world in building better organizations for better society. The ideas and skills learned in organizational behaviour can help readers cope better with every aspect of their lives.

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