

**FORMULATION AND IMPLEMENTATION OF
TRAINING AND DEVELOPMENT PLANS IN COMPANY “A B C”**

A Project Report

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EXECUTIVE SUMMARY

I select ABC Hotel Norton Bridge branch for my project. For every organization motivated employees are one of the best key factors. Those provide competitive advantage for organization by determining the best way to encourage performances in organizations the management ensures success of their company.

In my project focuses on the issue of customized employee motivation more specifically, it deals with demographically determined difference in the motivational profiles of the workers.

Here literature review was conducted to get more knowledge about this study. The purpose of this study is to assess the potential difference in the motivational factors between employees at different age, different gender and different workers. In addition to determine which motivation factors are most important for the specific demographic groups.

For this purpose I collect data from questionnaire. Here questionnaire was distributed among 30 employees out of the total 75 employees. In this project questionnaire was used as research tool for collect data. Here interview method and observation method were conducted to collect most accurate and reliable data.

1. INTRODUCTION

1.1 BACKGROUND OF THE ORGANIZATION

ABC Hotel situated in the high elms of Norton Bridge counts on a heritage exceeding 25years.Enchanted with the tranquility and beauty of the salubrious climes of Norton Bridge, Sir Edward Barnes, and Governor of Ceylon during the era from 1830 to 1850 built the Browns hall at his own expense, which now stands as the legendary “ABC Hotel”

Whilst maintaining the British Coloial architecture, the hotel has evolved to resonate palatial grandeur blended with exceptional hospitality that has surpassed the expectations of many a visitor.

In 2009 the SAGA food award was awarded to the ABC hotel. The award is based on the year’s customer feedback and regular inspections carried out “SAGA Holidays” for consistency and standers maintained for food quality, presentation, variety, hygiene and service.

In 2010 the ABC Hotel was awarded a “Five star” status by the Hotels classification committee of the Sri Lanka Tourism Development Authority.

Undoubtedly the most celebrated of hotels in Nuwara- eliya district; the ABC offers the ultimate blend of old world charm and elegant comfort with 35 cottages and large hall.

HOTEL FACILITIES.....

- Valet Parking
- Concierge Service
- Kids Play Area
- Swimming Pool
- Hotel Club
- Foreign Currency Change
- Billiards &Snooker
- Driver Quarters
- Doctor In Call
- Laundry (Day cleaning)
- Wedding Hall
- Conference Hall

.2 OBJECTIVES OF THE ORGANIZATION

VISION.....

To fill the earth with the light and warmth to hospitality – by delivering exceptional experiences-every hotel, every guest, and every time

MISSION.....

To be the most hospitable company in the word-by creating heartfelt experiences for guests, meaningful opportunities for team members, high value for owners and a positive impact in our communities.

COMMITTED OF ABC HOTEL

- They are committed to their guests
- They are committed to their shareholders
- They are committed to their employees
- They are committed to leadership
- They are committed to best management
- They are committed to practices

LOCATIONS.....

- Norton Bridge
- Polonnaruwa
- Bandarawela

OBJECTIVES.....

1. The ABC Hotel plays an important role in protecting and enhancing our environment for future generations. They can help to ensure this by: Minimizing their waste, energy and water usage. Putting into practice the three R's.(Reduce, Reuse, Recycle)
2. Provide a high standard of services suitable for individuals seeking relaxing, comfortable and memorable experience in the hospitality and tourism industry.
3. Provide the tourist market with the quality personal required by the tourism industry.
4. Produce expeditions and memories that would satisfy each and every single of the customers.
5. Evaluate current cultural, economic and social issues affecting the tourism and travel industry.
6. Participate in both local and regional community service by providing general lectures, consultation and training programs.

1.3 PRODUCTS OR SERVICES AND CUSTOMERS OR MARKET SEGMENT OF THE ORGANIZATION

ABC Hotel marketing strategy's objective is to communicate the unique set of services that they offer to discern hotel guests. They attempt to direct the focus of their guests to the issues of quality and value for the money as opposed to simply the bottom line costs associated with their stay.

Their marketing strategy will allow us to communicate their brand values, develop close working relationships with their customers, suppliers and to identify the needs of their guests in an effective manner. Continued differentiation and growth are two goals they have set for their selves. Growth will take place by targeting new areas of business within both local and national communities.

ABC Hotel offers the best, most personalized service for the corporate traveler. They include business essentials in every cottage, such as a nice desk, internet connection, and wireless access and provide easy to access meeting rooms with all audio-visual and technology needs as well as catering for longer meetings.

They have much strength including their differentiation strategy, their flat structure, highly skilled and well trained staff. Their weaknesses involve the need to communicate their strategy more clearly in the external environment, their high staff turnover and training requirements due to seasonal fluctuations.

Although there is a low to medium threat of a competitive brand entering the market, there are also opportunities as regards the high level of dependency of their guests for their particular service and their strong position within the community with both customers and suppliers.

The ABC Hotel-Sri Lanka is representative of the five star brands with the "Hotels classification committee of the Sri Lanka" All ABC Hotels are boutique properties, offering between 10-15 exclusive rooms. The ABC properties are renowned for their convenient and strategic locations with in major cities throughout the country. Also synonymous with the brand are the high level of personal service guests receive and the extensive range of comprehensive business facilities available in luxurious stings.

1.4 ORGANIZATION STRUCTURE

In order to carry out its mission, every company builds a formal structure depicting outlining different hierarchy of management, supervision and employee (staff level). It outlines the responsibility among positions, departments and divisions within a hotel and representation of relationships between positions.

Organization Structure of the “ABC Hotel”

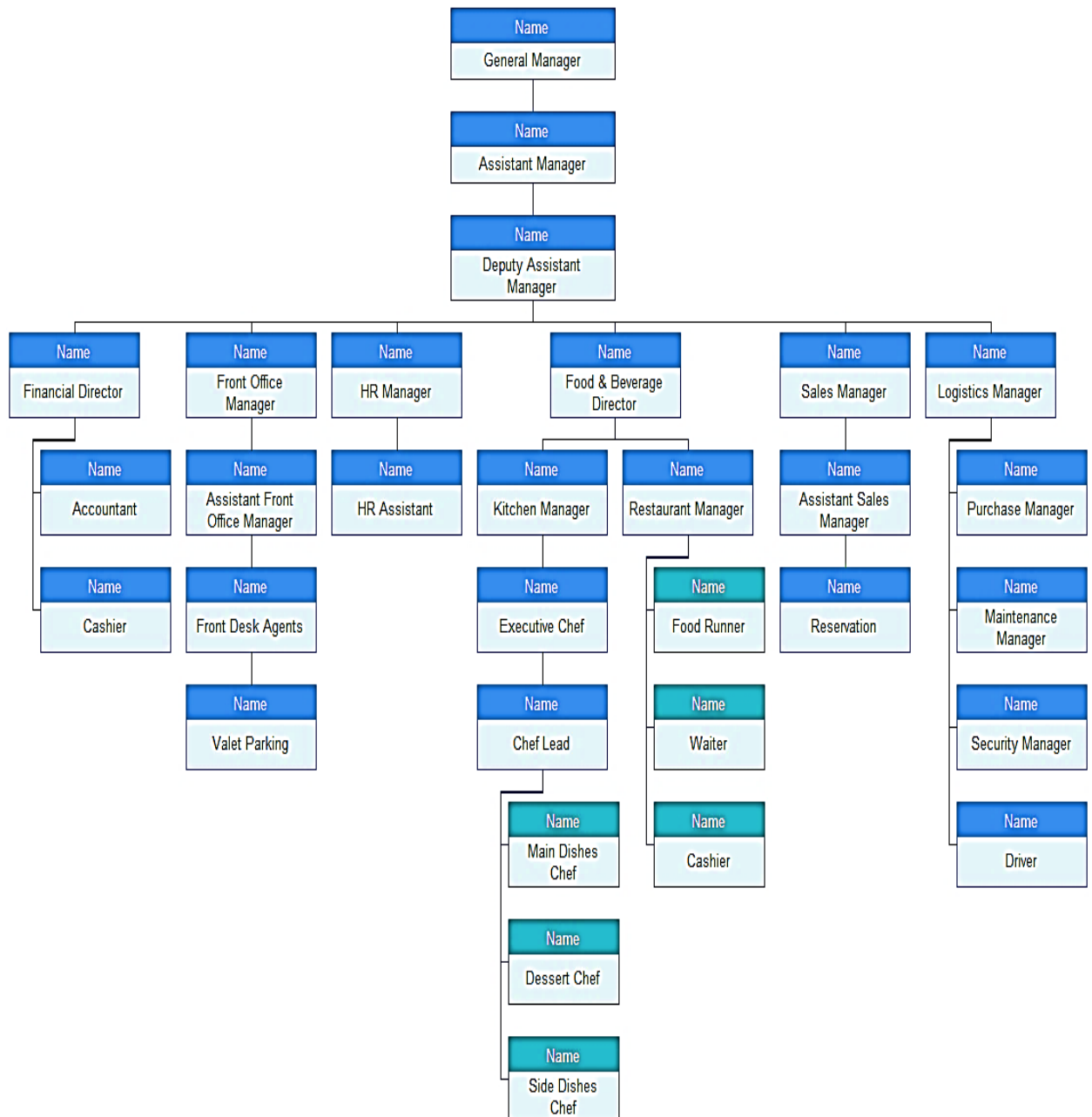


Figure 01: Structure of the organization

2. OBJECTIVES OF THE STUDY.....

2.1 PRESENT HRM PACKAGE OF ABC HOTEL

ABC Hotel present HR package is very technical. They use application software to handle the human resource field. The human resource management software allows a variety of activities. Hotel human resource management deciding what staffing needs, what they have and whether to use independent contractors or hire employees to fill their needs, recruiting and training the best employees, ensuring their high performers, dealing with performance issues , ensuring their personnel and management practices conform to various regulations. Hotel activities also include managing their approach to employee benefits, compensation, and employee records and personnel policies.

Usually small organizations have to carry out these activities themselves because they can't yet afford part-or full time help. However they should always ensure that employees have and aware of personal policies which conform to current regulations. These policies are often in the form of employees manuals, which all employees have, when implementing a training scorecard. It is important to track, collect, compile, analyze and report different types of training data collected over different time periods. These types of data are indicators, reaction, learning, application, business impact and return on investment.

ABC Hotel's human resource application deals with recruiting, payroll, productivity and managing staffs. This application is designed also to handle human resources work in a variety of other areas, such as employee relations, benefits and training in the ABC hotel field.

ABC HOTEL KEY BENEFITS OF USING HUMAN RESOURCE SOFTWARE.....

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure respect for human beings to identify and satisfy the needs of individuals.
- To ensure reconciliation of individual goals with those of the organization.
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.
- To increase to the fullest the employee's job satisfaction and self- actualization.
- To develop and maintain a quality of work life.
- To be ethically and socially responsive to the needs of society.
- To develop overall personality of each employee in its multidimensional aspect.
- To enhance employee's capabilities to perform the present job.
- To equip the employees with precision and clarity in transaction of hotel.
- To inculcate the sense of team spirit, team work and inter-team collaboration.



Figure 02: Covered areas by human resource management

ABC HOTEL PERSONAL MANAGEMENT

Hotel integrated human resource management application provides seamless personnel management by storing each employee (permanent employee, casual employee, part-time employee, full time employee) personnel details like name, address, contact number, bank details with photo attachment facility along with some important professional details like sickness, holidays, maternity and compassionate leave and training.

ABC HOTEL PAYROLL MANAGEMENT

Their on-line HR application offers an efficient payroll system for all employees in an organization (weekly paid, fortnightly paid, four weekly paid and monthly paid) can be maintained all in one go. It caters for holiday pay across-year end. The application also gives the facility to reprint the pay slips from past periods and can track report on key field. Changes for the payroll year using the audit log.

ABC HOTEL REPORTING TOOLS

E-booking plus human resource management system offers different reports those can be customized for each property and new reports may be created as needs using e booking plus's built in report write.

ABC HOTEL TRAINING MANAGEMENT

This could base complete modular solution enables to streamline the corporate and labor intensive processes of administering and managing training courses, events and conference by filtering the employee records and there by gives better control over every aspect of training administration of ABC hotel.

ABC HOTEL RESOURCE MANAGEMENT

Our integrated HRM application is also a strategic and comprehensive approach to managing people and the workplace culture and environment. E-booking plus application effectively enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.



Figure 03: The predictive analytic process must be continuous to ensure effectiveness

2.4. MATTERS OF PRESENT HRM PACKAGE

- Difficult to deal with negative coworkers. It is a negativity matter of ABC hotel.
- Difficult to implement strategic planning. Its mean Vision statement, Mission Statement, and Values.
- If management systems fail, employees don't do what hotel wants them to do.
- Difficult to manage employee's personal courage and conflict resolution at work.
- It is difficult to dealing with different people at work.
- It is difficult to dealing with bad managers.
- HR team must need to look at productivity levels to ensure that the business is operating efficiently.
- Discipline is always one of the least popular issues to tackle in the workplace.
- Impact of rising energy costs on consumer travel and hotel demand.
- Escalating renovation and construction costs.
- A accelerating change and merging of technologies.
- Increasing consolidation of hotel brands and companies.
- Face non-existent policies and procedures.
- Safety problems.
- Employers use Internet (4G) their personnel things.
- Poor feedback to employee.
- Poor measures of performance.
- Negative communication.
- Failure to apply evaluation data.

03. REVIEW OF LITERATURE.....

(In this project my specified topic is Motivation.)

03.1 INTRODUCTION TO MOTIVATION

Motivation is concerned with the “Why?” of human behavior. Why do people behave as they do? From an organizational point of view, it is of utmost importance that we know some answers to the questions,

- Why do people join organizations?
- Why do some employees perform ‘smarter’ and are more productive in quantity than others?
- Why do some people behave counter (opposite purposes) to the objectives of the organization and leave or abandon the organization prematurely?

These are among the most important questions related to the human resources in an organization, which can be answered, at least partly, with an understanding of human motivation. We say partly because human behavior is far too complex, and also the body of motivation research is still at its infancy. Motivation is important to management for three reasons:

- Acceptable level
- Managers themselves must be motivated to do a good job.
- Employees must be motivated to join the organization.

THE PROCESS OF MOTIVATION

An unsatisfied need (sometimes called a felt-need) is the starting point in the process of Motivation. This deficiency can be thought of as the difference between a desired level of satisfaction and the present level experienced in whatever need we are concerned with. The unsatisfied need causes physical or psychological tension within the individual, making the individual to engage in some kind of behavior to satisfy the need, and thereby reduce the tension. The satisfaction of the need is considered as the achievement of a goal. The process of Motivation is completed when a goal is achieved. In other words, motivation is goal-directed. This process can be illustrated as seen in figure 05.



Figure 04: The Process of Motivation

Within an organization context, all members are assigned formal organizational goals to be accomplished. In general, any level of goal accomplishment may be explained by “motivation”, but the term motivated work behavior is applied when people perform their goals at above-average levels, leading to greater productivity and demonstrating levels of excellence.

This is why managers have a prime responsibility to maintain a high level of motivation themselves, and to be able to bring about conditions for increased motivation in their subordinates.

03.2 INTRINSIC MOTIVATION AS A PERSONAL RESOURCE.

To date some personal resource variables including personality traits have been suggested as correlates of emotional exhaustion and job outcomes. As discussed by Mowen (2000), such traits are enduring dispositions and determine individual actions within context-specific situations. In this study I contend that intrinsic motivation, a personal resource (Cf. Pelletier et al., 1995) and a key trait that the best frontline employees have (Brewer 1994), may be potentially related to employees’ emotional exhaustion and turnover intentions. Intrinsic motivation refers to an individual’s “feeling of challenge or competence derived from performing a job” (Keaveney 1992, p.151). Intrinsically motivated employees seek enjoyment and self-expression (Amabile 1993) they perform an activity for itself in order to experience the pleasure, stimulation and joy inherent in the activity (Van Yperen & Hagedoorn, 2003) such employees have better problem-solving skills and are more innovative (Miller, 2002)

Given such characteristics, we reason that intrinsic motivation may temper frontline employees’ emotional exhaustion. In other words, employees’ level of intrinsic motivation may create a positive countervailing effect and alleviate the detrimental impact of stress emanating from long working hours, irregular work schedules etc. That characterizes frontline jobs in hotels. We add that a high level of intrinsic motivation will provide employees with coping mechanisms that will enable them self-regulate and stunt the dysfunctional effects of adverse work conditions on their emotional exhaustion. In contrast, those employees who exhibit low intrinsic motivation are more vulnerable to emotional exhaustion.

Intrinsic motivation may also dampen frontline employees’ turnover intentions. We suggest that intrinsically motivated employees are less likely to think about quitting their jobs since they perform an activity to experience the pleasure inherent in the activity. As Deci and Ryan (1985) argue, intrinsic motivation indeed stimulates continued performance of a job. We also reason that frontline employees who have a greater disposition towards meeting customer demands and solving challenging customer problems innovatively are able to deal with adversity better, and are more likely to remain in their jobs. Because frontline employees high in intrinsic motivation have better problem-solving skills and innovativeness to deal with customer needs, they can also cope with adversity in a more positive way. In contrast, those employees who exhibit low intrinsic motivation are more vulnerable to adversity and will respond in a more negative way such as thinking about quitting their jobs. The foregoing discussion prompts the following hypotheses:

H5: Intrinsic motivation is negatively related to frontline employees' emotional exhaustion.

H6: Intrinsic motivation is negatively related to frontline employees' turnover intentions.

03.3 IMPORTANCE AND ADVANTAGES OF MOTIVATION OF EMPLOYEES WITHIN ORGANIZATION

One of the main responsibilities of the Human Resources and other management professionals in a hotel is to achieve competitive success and advantage through the employees they have hired. "The managers who can create high level of motivation can get more work from five employees than their less inspiring counterparts can get out ten, and this is a form of competitive advantage that is hard to deny" (Wagner and Hollenbeck, 2010, Page 81). Successful placement of an employee and employer must take and give the best of the position that was failed. Otherwise, both sides are losing money and time and are becoming dissatisfied. The motivation as career growth and business development factor is very important at this post recruitment stage and is one of the factors that catalyze the process of "giving the best" by the worker and "taking the maximum" by the employer.

Achieving success by working with people, motivating them and constantly improving their performances not by constantly replacing them and hiring new staff or limiting the scope of their activities

It entails seeing the workforce as a source of strategic advantage, not just as a cost that tries to minimize or avoid. Motivated workforce is a powerful business asset and in any given workplace, a team of people who are motivated, positive and enthusiastic about their work makes a tremendous difference to the atmosphere, the quality of work and level of productivity. It is better to work on the improvement of work conditions, Providing satisfying compensation and benefits packages or other incentives, all in order to retain then motivate the already hired staff, rather than terminating non performing employee.

By applying efficient motivation tools and techniques and by generating motivated workforce can contribute to higher staff retention-leading to reduce recruitment costs and also have higher levels of productivity, more innovation and creativity, higher profits and better reputation among potential employees, suppliers and customers. It is important to realize that in this era of the information superhighway, employers should seek to meet their employee's needs, in order not to lose their talented and creative professionals to other organizations. This would finally lead to spilling over the profits and the competitive advantage to competitors. Those companies that would choose to hire and terminate more often rather than to dedicate time and effort to the quality of recruitment, retention and motivation processes are more likely to lose the battle on the hotel field.

The way that the technological and scientific development goes today, and the way it affects the businesses in terms of replacing the unskilled workforce with new sophisticated equipment, it is more likely that those who retain the best brains and the more productive forces will win on the hotel field. Eventually, in the cases "Where competitive advantage

through technology, a superior product or entry barriers is not possible, people are often what differentiates a successful organization from an unsuccessful one”. In this regard, the goal of most companies are to find exactly what drives each employee and build reward systems around the drivers, taking advantage of each person’s unique set of interest and values.

To summarize, the importance of motivation is high, as is the role it plays. When it comes to employee retention and performance improvement within organizations. Moreover, it can lead to business development, increasing profits and building competitive advantage.

IMPORTANCE AND ADVANTAGES OF MOTIVATION.....

- 1) Improves productivity
- 2) Motivation ensures better utilization of resources and reduce wastage
- 3) Motivation will bridge the gap between “capacity to work and the willingness to work”
- 4) Reduces problems like absenteeism, labour turnover, indiscipline and grievances
- 5) Improves cooperation and team spirit
- 6) Improves knowledge and skills among employees
- 7) Acceptance of organizational change
- 8) Reduces conflicts and misunderstanding between the employer and the employees

03.4 MOTIVATION THEORIES

01). HIERACHY OF NEEDS THEORY BY ABRAHAM MASLOW.

Abraham Maslow suggested that human needs exist at a number of different levels. According to Maslow, there are five levels of needs. These needs are:

1. Physiological needs
2. Safety needs
3. Affection needs (Social needs)
4. Esteem needs
5. Self-actualization needs

These levels are arranged in a hierarchical order from lower-order needs to higher-order needs. Figure 06 shows this arrangement in hierarchy.

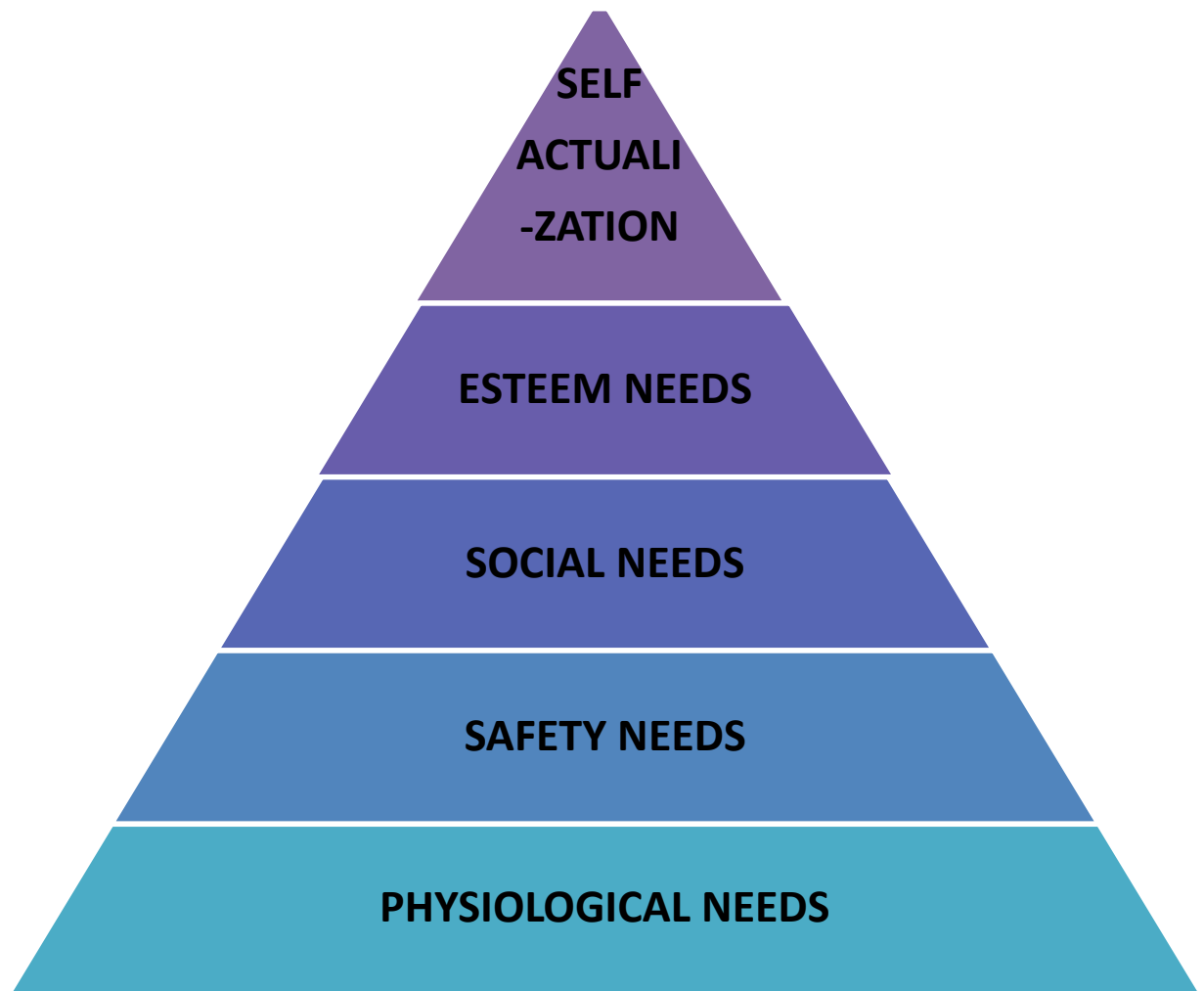


Figure 05: Needs Theory of Abraham Maslow

01. PHYSIOLOGICAL NEEDS

This category consists of the human body's primary needs—for example the need for food and water. Physiological needs will dominate when they are unsatisfied, and no other needs will serve as a basis for motivation. For example a person in need of food will seek to satisfy this need before catering to that person's need for shelter.

02. SAFETY NEEDS

When physiological needs are adequately met, the next higher level of needs assumes importance. Safety needs include protection from physical harm, ill health, economic disaster and the unexpected. From a managerial point of view, safety needs show up in an employee's attempts to ensure job security and other benefits.

03. AFFECTION (SOCIAL) NEEDS

These needs are related to the social nature of people and their need for companionship. Here, the hierarchy departs from the more or less physical needs of the two previous levels. It is believed that non-satisfaction of this level of needs may affect the mental health of the individual.

04. ESTEEM NEEDS

The need for both awareness of importance to others (self-esteem) and actual esteem from others is included. Esteem from others must also be felt as warranted and deserved. Satisfaction of these needs leads to a feeling of self-confidence and prestige.

05. SELF-ACTUALIZATION NEEDS

Maslow defines these needs as the “desire to become more and more of what one is, to become everything one is capable of becoming”. This means that the individual will realize fully the potentialities of talents and capabilities. Maslow assumes that satisfactions of the self-actualization needs are possible, only after the satisfaction of all other needs. He also proposes that the satisfaction of the self-actualization needs will tend to increase the strength of those needs. Thus, when people are able to achieve self-actualization, they tend to be motivated by increased opportunities to satisfy those needs.

02). TWO FACTOR THEORY BY FREDICK HERZBERG

Frederick Herzberg advanced another content theory in 1959, referred to as the “two factor theory of motivation”. He based his theory on a study of need satisfaction and on the reported motivational effects of these satisfactions on 200 engineers and accountants. In this study, Herzberg and his associates asked the subjects to think of times both when they felt especially good and when they felt especially bad about their jobs. Each employee was then asked to describe the conditions that led to these particular feelings. It was found that the employees named different kinds of conditions as causes of each of the feelings. For example, if recognition led to a good feeling about the job, the lack of recognition was seldom indicated as a cause of bad feelings. Based on the study, Herzberg reached two conclusions:

Table 01 shows the two factor theory of Fredrick Herzberg

MOTIVATORS	HYGIENE FACTORS
Achievement	Working Conditions
Recognition	Company policies and administration
Responsibility	Salary and other benefits and job security
Personal Growth	Interpersonal Relationship
Work Itself	Quality of supervision

Table 01: Two factor theory of Fredrick Herzberg

(a). MOTIVATORS

Some job conditions build high levels of motivation. The presence of these conditions will motivate, and the absence of these conditions will not lead to much dissatisfaction. Herzberg called these motivators.

(b). HYGIENE FACTORS

Some conditions of a job operate primarily to dissatisfy employees when they are not present. However, the presence of these conditions does not build strong motivation. Herzberg called these conditions maintenance factors. The importance of these hygiene factors is that when present, they lead to satisfaction, and when absent they act as dissatisfies. Herzberg called these maintenance (hygiene) factors.

03). X AND Y THEORY BY DOUGLAS MC GREGOR

This theory was based on two assumptions. Theory “X” was more traditional and Theory “Y” was more human relation oriented.

“X” Theory

- Employees inherently dislike work and, whenever possible, will attempt to avoid it.
- Since employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.
- Employees will avoid responsibilities and seek formal direction whenever possible.
- Most workers place security above all other factors associated with work and will display little ambition.

“Y” Theory

- Employees can view work as being as natural as rest or play.
- People will exercise self-direction and self-control if they are committed objectives.
- The average person can learn to accept, even seek, responsibilities.
- The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those in management position.

04). ERG THEORY BY CLAYTON ALDERFER

Clayton Alderfer of Yale University has reworked Maslow’s need hierarchy to align it more closely with the empirical research. His revised need hierarchy is labeled **ERG theory**. Alderfer argues that there are three groups of core needs.

- Existence Needs
- Relatedness Needs
- Growth Needs

EXISTENCE NEEDS

The existence group is concerned with providing our basic material with existence requirements. They include the items that Maslow considered to be physiological and safety needs.

RELATEDNESS NEEDS

The second groups of needs are those of relatedness-the desire we have for maintaining important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow’s social need and the external component of Maslow’s esteem classification.

GROWTH NEEDS

Finally, Alderfer isolates growth needs-an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

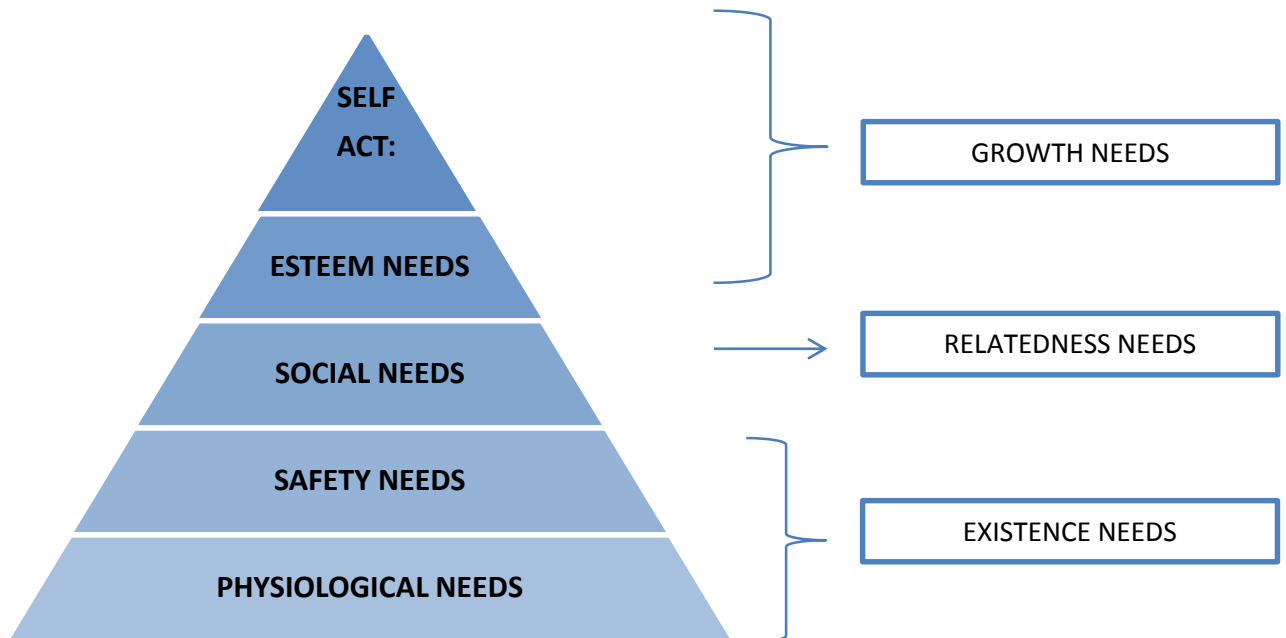


Figure 06: ERG Theory by Clayton Alderfer

05). THEORY OF NEEDS BY DAVID MC CLELLAND

McClelland's theory of needs was developed by David McClelland and his associates. The theory focuses on three needs: *Achievement*, *Power*, and *Affiliation*

- Need for Achievement

The drive to excel, to achieve in relation to a set of standards, to strive to succeed

- Need for Power

The need to make others behave in a way that they would not have behaved otherwise

- Need for Affiliation

The desire for friendly and close interpersonal relationships

06). EXPECTANCY THEORY

Expectancy theory says that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance appraisal: that a good appraisal will lead to organizational rewards such as a bonus, a salary increase, or a promotion: and that the rewards will satisfy the employee's personal goals.



Figure 07: Expectancy Theory

03.5 IMPORTANCE OF THE DIFFERENT DEMOGRAPHIC GROUPS WITHIN ORGANIZATION

Different demographic groups can be motivated by different things. We examine the issue of motivation related to different age and different gender of employees, and will indicate how important those demographic groups are for the hotels.

Within the literature, there are many authors that indicate the importance of young and old employees and the values they bring to the companies (Helgesen, 2010: Latupalli, 2011: Pitt-Catsouphe and Smyer, 2005 : Wong, et al, 2008, etc). For instance, Pin-Catsouphe and Smyer, 2005 argue that employing older workers may help businesses address talent shortages, recruitment challenges and unwanted turnover. They help employers to improve workforce performance, to cope with skill shortages and also, older workers add value to relationship with the customers when experience matters. The old employees are valuable because of their long experience and great knowledge gained due to the hotel's investment of money and time in them, knowledge, which they can pass-on to the younger employees. The young employees, on the other hand, are as valuable as the old ones, since they bring fresh ideas and energy, more creativeness, desire to learn and advance the forces that drive one organization forward and prevent it from getting old and being out dated. Any industry is built and driven on two major forces: people and their ideas, irrespective of their rankings (Latupalli, 2011). Hence, the more young and fresh brains and the ideas that come with them- the better opportunities are available to advance the organization.

The contribution of this thesis is to examine the possible differences between the older and younger employees' motivation profiles, as well as to determine some of the tools or motivating factors that can be practically applied. As Wong, et al. (2008, p.3) pointed out, ".....to maintain a high-performing and satisfied workforce across (all three) generations of employees, organizations need to understand the key generational differences across the personality preference". In addition, when we observe the age factor, besides generational differences the career stage of the employee should be considered as well, since every employee has different driver at the different career stage.

03.6 DIFFERENCES IN MOTIVATIONAL PROFILES RELATED TO AGE OF EMPLOYEES

It cannot be expected to see the same motivations being equally important to workers at different age. We suppose that older employees are driven by secure, challenging and stable positions, with higher compensation, and this is related to the fact that they have families to take care of, they have learned enough during the career flow, they already changed positions and now, they need stable, well compensated and calm positions that provide challenging and interesting tasks. The young ones should be more motivated by advancement opportunities and jobs that provide creative and interesting tasks. Learning and upgrading programs support from supervisors and co-workers. In this section we will elaborate research studies of authors who examined the age differences in motivation, in different countries.

Lord's (2006) research discovered that there is significant difference in the level of importance of motivational job factors, between younger and older workers, in the US. Employees aged less than 50 years place more importance on advancement, security, and how their supervisor relates to them, while the older workers (more than 50 years) place more importance on independence. The research of Lunsford (2009) analyzed the differences in motivational preference between four generations in the US. She divided the workers into four groups: Traditionalists (born before 1947), Baby Boomers (born between 1947 and 1964), Generation X (born between 1965 and 1980) and Generation Y/Millennial workers (born after 1980). His results reveal some differences regarding the most important motivator in their career. The Traditionalists most frequently choose self-fulfillment (45%) to be their motivator.

To conclude, many studies (Cooper, 2008; Kovach, 1995; Lord, 2006; Stead, 2009; Wong, et al., 2008; Worthley, et al., 2009) shows that the age has an important effect on motivation. Still, in some research studied, the authors suggest that there are some motivating factors that do not have significantly different importance for employees at different age (Ross, 2005; Stead, 2009). Considering the age distribution with in national statistics regarding the age structure of employees, we will use classification similar to Lindstrom's age ranges and also to the research that City & Guilds (2008) conducted. The three age groups that will be used in our research are:

- Subgroup 1, from 20 to 29 years (early stage)
- Subgroup 2, from 30 to 39 years (mid stage)
- Subgroup 3, above 40 years (late stage)

The Subgroup 1 employees have just finished their education process and are actively looking for opportunities to prosper, to find better employers, to learn new things, to improve their skills and abilities. Subgroup 2 should already be working on desired positions, with up to 10 years of experience, should be experts in their field and would strive for stability. Subgroup 3 is determined by employees in their 5th decade of life and later, who should already be settled down on secured positions, and later on, would expect their retirement

03.7 DIFFERENCES IN MOTIVATIONAL PROFILES RELATED TO GENDER OF EMPLOYEES

The gender influences the behavior of a person in everyday life as well as work. According to Helgesen (2010) cited in Thrmel (2010), one of the major differences in behavior at work is that women are highly skilled multitasks, while men are able to concentrate on one thing for more concentrated periods. Another major difference between the sexes, that concerns managers, is that women are (in general) more likely to speak up if they're unhappy about their immediate circumstances and environment, while men tend to suffer in silence (Turmel, 2010). According to many authors (Rynes, et al., 2004; Stead, 2009; Vaskova, 2006; Wagner and Hollenbeck, 2010), differences between the two genders exist, regarding their motivation at workplace.

According to the motivation research of Vaskova (2006), in Czech Republic men place higher value on basic salary and bonuses (money) as motivational factors, while women place more importance on inter-personal relationships at workplace, respectful treatment by employer and the possibility of reconciling work and family life (good work environment and the location of the work place). Similarly, Wagner and Hollenbeck (2010, p. 84) suggested that "the (white) males tend to place higher value on pay and would change jobs only if some higher compensation was offered, while the women are more likely to change employers for other reasons".

To assume, if managers successfully determine the specific motivators that drive the different age and gender groups, their work will provide more benefit for the companies, since all generations and the two genders are important and do have an impact on the business.

03.8 CHALLENGES OF MOTIVATION

Interesting and challenging work is self-actualization factor according to Maslow's Motivation Theory and intrinsic/motivating factor, according to Herzberg's Theory. The challenge induced motivation comes from the job itself and is a result of employee's inner drives, and not because of external rewards. Nowadays companies break difficult and complicated work into smaller tasks and enable organized groups of people to accomplish tasks that would otherwise be beyond their physical or mental capacities as individuals. This process called "division of labor" in the industrial engineering world contributes to and significantly improves the organization's profitability by building competitive advantage (Wagner and Hollenbeck, 2009). But it also creates monotonous, oversimplified and unchallenging jobs, which for some employees have negative motivating effects. Many employees are mostly motivated by having challenging, different and interesting tasks constantly.

HR MANAGEMENT CHALLENGES



Figure 08: Challengers of HR management

04. ANALYSIS

04.1 METHODOLOGY

Questionnaire was used as main tool to collect data. Besides filling in general personal information. Such as age, Gender, marital status..... etc. The participants were asked to make (✓) at appropriate cage for the question regarding Money, Challenge, Location, Security, Benefits, Advancement and Work Environment. Here Question No 03, 04, 05, 06, 07, and 08 were assigned to check motivation factors: Challenge, Location, Security, Benefits, Advancement and Work Environment respectively more points.

The answers of the questionnaire were analyzed after being converted into points, “Strongly Agree” was assigned as 3 points, “Agree” – 2 points, “Neither Agree nor Disagree” and “Disagree” were assigned 1 & 0 point accordingly. Hence the higher priority of the motivator, the more points it gets in overall calculation.

Total weight = $\sum W_i R_i$

W_i = assigned weight

R_i = number of responses

Average = $\frac{\sum W_i R_i}{N_i}$

N_i = total number of participants of appropriate demographic groups

In addition,

Observation Method was used to get more information about study.

Interview Method was used to clarify accuracy of collected data.

Hotel web site was used to get information about organization background and policies.

04.2 Analysis

These all consists of 30 employees.

According to that the below table number 02 shows distribution of surveyed employees by age sub groups.

Table 02: Distribution of Surveyed employees by Age

AGE SUB GROUP	NO OF EMPLOYEES	PERCENTAGE (%)
Early Career Stage (20-29 years)	13	43.30
Mid-Career Stage (30-39 years)	12	40.00
Late Career Stage (above 40 years)	05	16.70

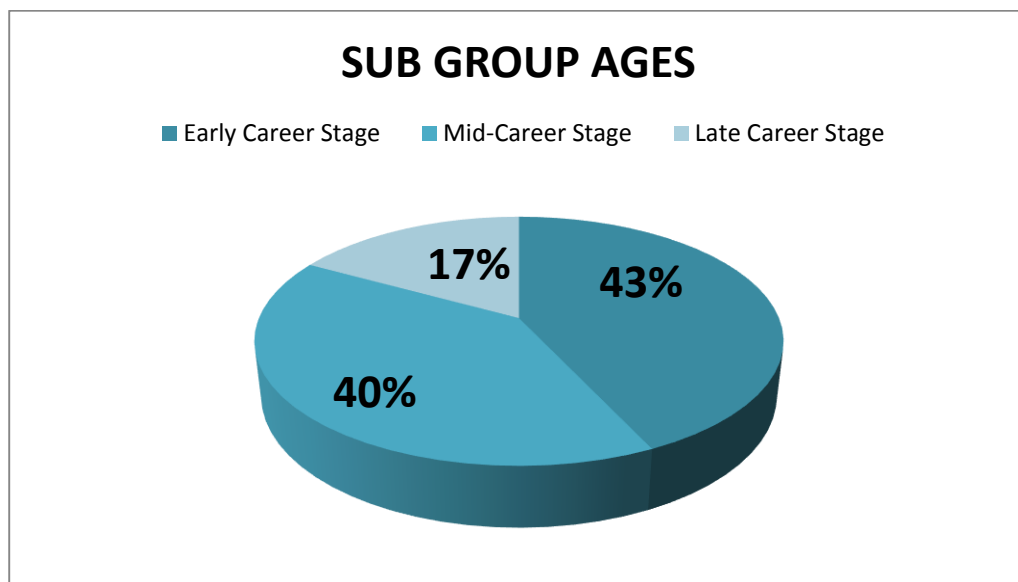


Figure 09: Distribution of Surveyed employees by age sub group

MOTIVATIONAL FACTOR	NO: OF RESPONSES				TOTAL WEIGHT	AVERAGE	RANK
	Strongly agree	Agree	Neither agree nor disagree	Disagree			
Benefits	03	05	06	06	25	1.25	6
Money	07	07	03	02	38	1.90	4
Location	07	08	02	03	39	1.95	3
Advancement	10	06	03	01	45	2.25	1
Security	06	05	06	03	34	1.70	5
Work Environment	09	07	01	02	42	2.10	2

EARLY CAREER STAGE

Table 03: Distribution of Surveyed Early Career Stage employees by Age

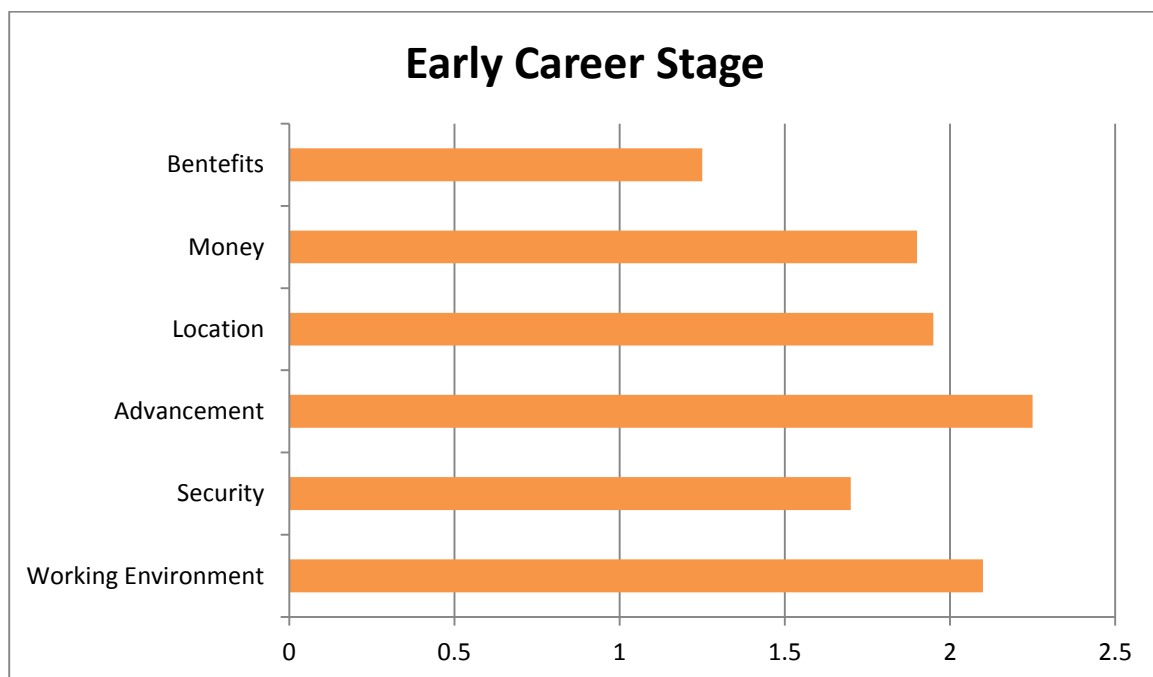


Figure 10: Distribution of Surveyed Early Career Stage employees by Age

MOTIVATIONAL FACTOR	NO: OF RESPONSES				TOTAL WEIGHT	AVERAGE	RANK
	Strongly agree	Agree	Neither agree nor disagree	Disagree			
Benefits	03	04	01	04	18	1.50	5
Money	06	03	02	01	26	2.17	3
Location	06	05	00	01	28	2.33	2
Advancement	07	05	00	00	31	2.58	1
Security	02	03	04	03	16	1.33	6
Work Environment	04	02	03	03	19	1.58	4

MID- CAREER STAGE

Table 04: Distribution of Surveyed mid- career stage employees by Age

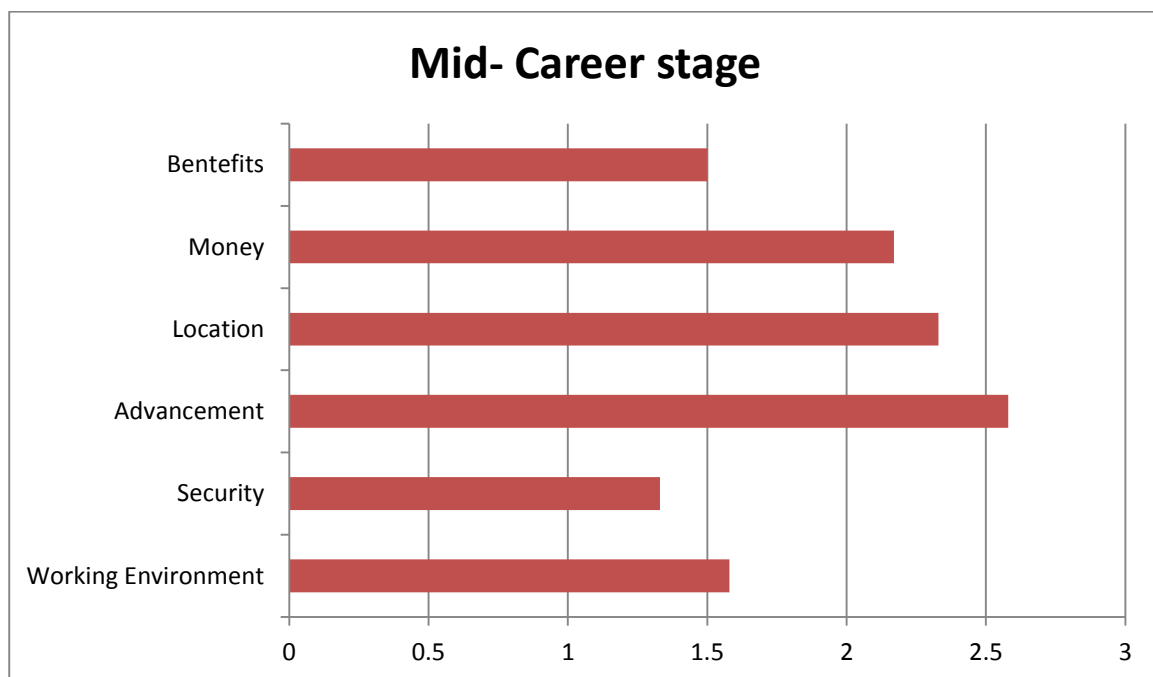


Figure 11: Distribution of Surveyed Mid- career Stage employees by Age

MOTIVATIONAL FACTOR	NO: OF RESPONSES				TOTAL WEIGHT	AVERAGE	RANK
	Strongly agree	Agree	Neither agree nor disagree	Disagree			
Benefits	00	00	03	02	03	0.60	6
Money	01	04	00	00	11	2.20	2
Location	00	04	01	00	09	1.80	3
Advancement	03	02	00	00	13	2.60	1
Security	01	02	01	01	08	1.60	4
Work Environment	02	00	01	02	06	1.20	5

LATE CAREER STAGE

Table 05: Distribution of Surveyed Late career stage employees by Age

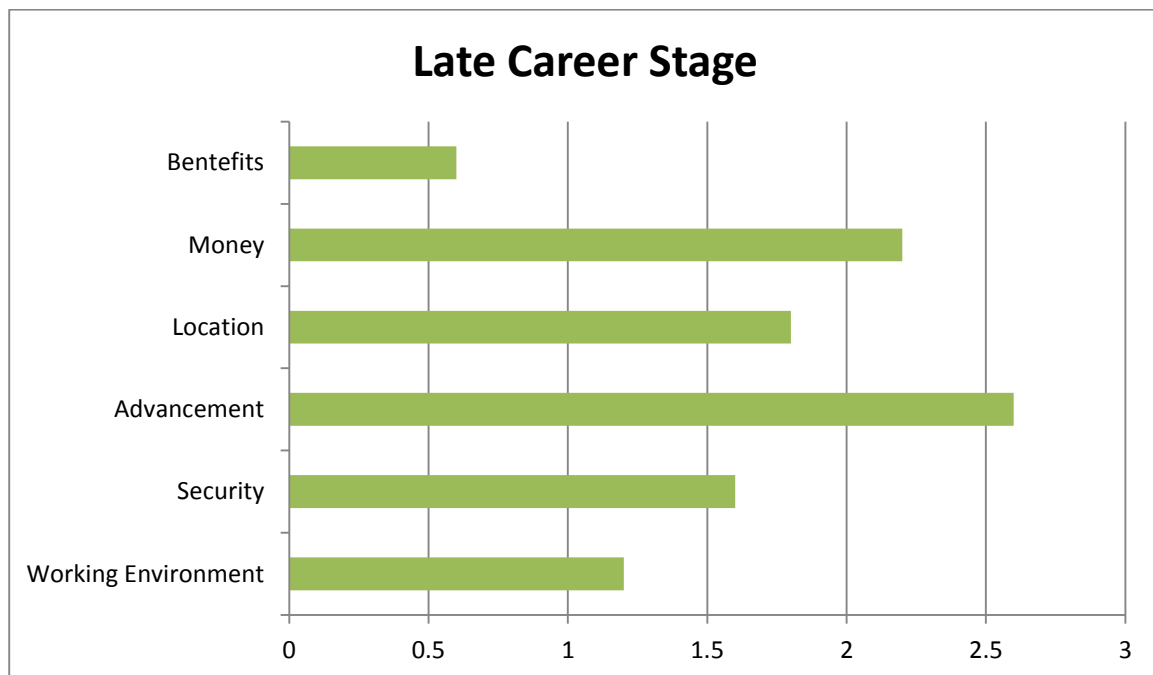


Figure 12: Distribution of Surveyed Late Career Stage employees by Age

Table 06: Distribution of Surveyed employees by Gender

GENDER	NO OF EMPLOYEES	PERCENTAGE (%)
Female	20	66.66
Male	10	33.34

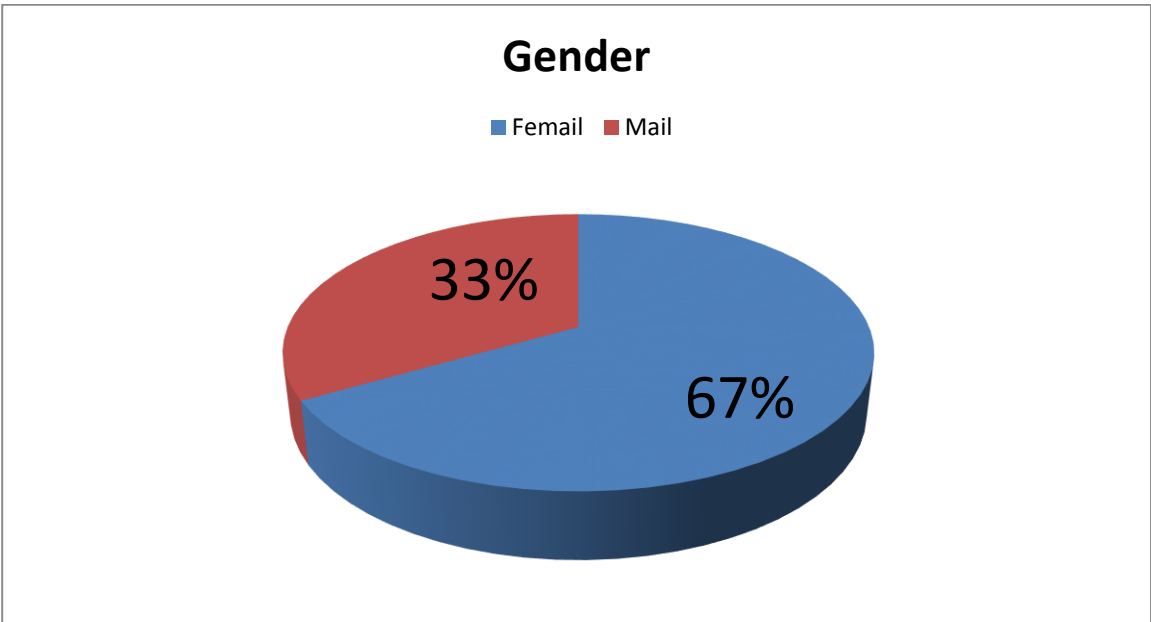


Figure 13: Distribution of Surveyed employees by gender

MOTIVATIONAL PROFILE

GENDER – FEMAIL

MOTIVATIONAL FACTOR	NO: OF RESPONSES				TOTAL WEIGHT	AVERAGE	RANK
	Strongly agree	Agree	Neither agree nor disagree	Disagree			
Benefits	03	05	06	06	25	1.25	6
Money	07	07	03	02	38	1.90	4
Location	07	08	02	03	39	1.95	3
Advancement	10	06	03	01	45	2.25	1
Security	06	05	06	03	34	1.70	5
Work Environment	09	07	01	02	42	2.10	2

Table 07: Motivational Profile of Female Employers

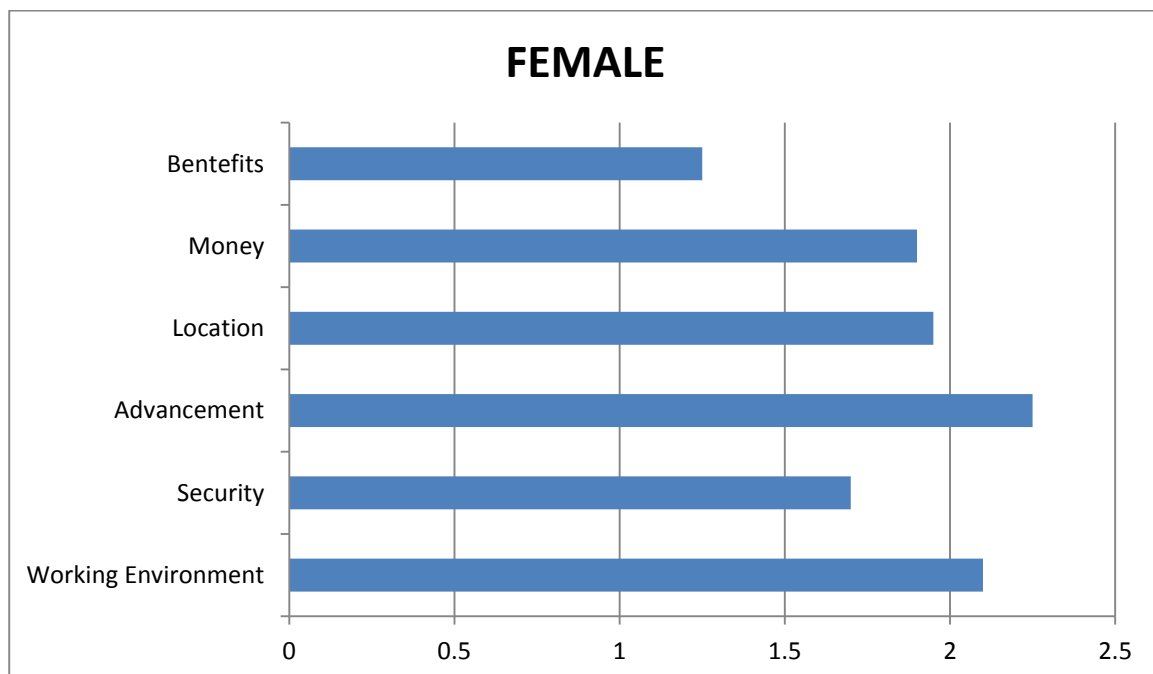


Figure 14: Motivational Profile of Female Employers

GENDER – MAIL

MOTIVATIONAL FACTOR	NO: OF RESPONSES				TOTAL WEIGHT	AVERAGE	RANK
	Strongly agree	Agree	Neither agree nor disagree	Disagree			
Benefits	02	04	05	09	19	0.95	6
Money	07	07	03	02	38	1.90	4
Location	07	08	02	03	39	1.95	3
Advancement	10	06	03	01	45	2.25	1
Security	03	05	06	06	25	1.25	5
Work Environment	09	07	01	02	42	2.10	2

Table 08: Motivational Profile of Male Employers

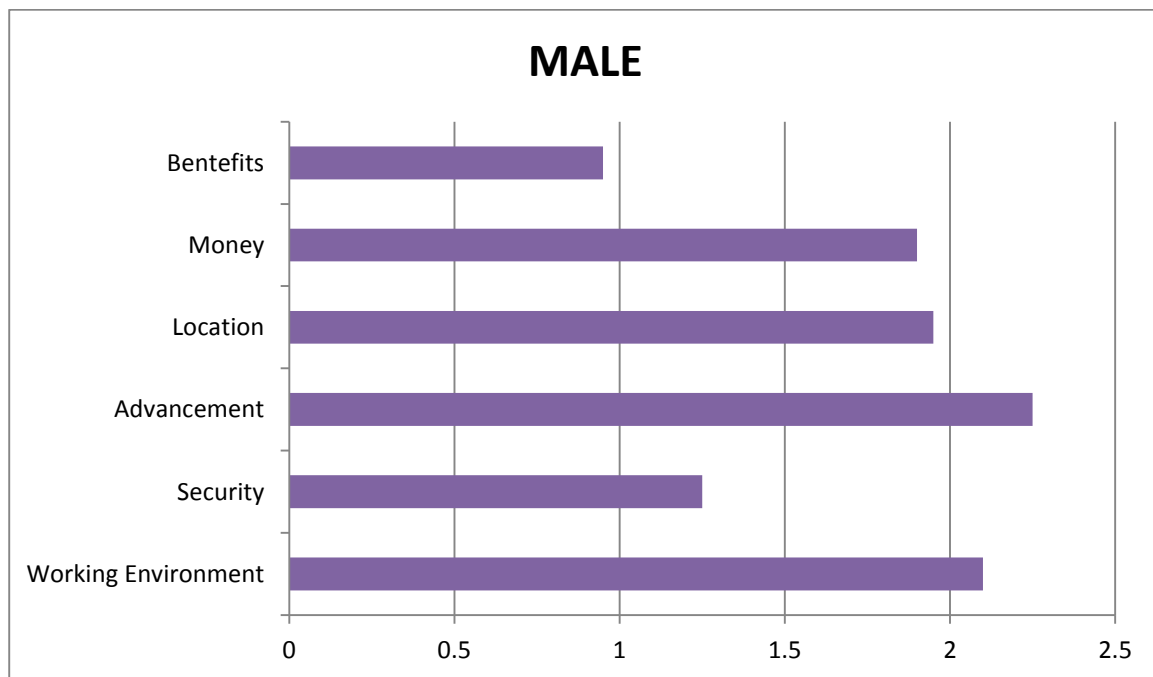


Figure 15: Motivational Profile of Male Employers

06). FINDINGS.....

FINDINGS FROM GENDER ANALYSIS

- Both genders have the same top four motivators (Challenge, advancement, and money and work environment) and the same bottom three motivators (Security, benefits and location). The statistically significant difference between the motivational profiles of the female and male employees is regarding the importance the two genders give to benefits as a motivator. Women rank it on the 6th place, and higher than security and location, while man rank it on the 5th after security.
- There is a difference in the motivational profiles of the two genders regarding the ranking of work environment (it can be seen by comparing the two profiles)

FINDINGS FROM SUB GROUP ANALYSIS

- The early career stage employees (subgroup 1) rank the work environment at the first place, putting it before money, challenge and advancement opportunities. The mid and late career stage employees rank this factor on the 4th place, and instead rank challenge on top, followed by money and advancement.
- Significant difference between the age subgroups 'motivational profiles are regarding the security as motivator. The employees in the mid-career stage are less concerned with secure jobs (6th place ranked). Compared to their early and late career stage coworkers (5th place ranked).

06). RECOMMENDATIONS.....

Appendix I COMPANY DATA PROFILES

Considering the limitations of the study elaborated earlier, it must be acknowledged that the findings and recommendations of the thesis will refer to a group or type of employees and not the Macedonian working population, generally. Mostly in the hotel office employees (Management) highly educated, English speaking and computer literate are those who took part in the survey. This work does not exclude all other employees, but still, broader and more specific research needs to be conducted in order to generalize the results. Also, considering the surveyed employees work in (Hotel / Finance / Banking / Logistics / IT / Telecommunication / Sales / Marketing / etc.), it is more likely that the service companies would have more benefit from these recommendations.

Appendix ii SURVEY QUESTIONNAIRE

I am V.A.S.M.Jayalath. I am from Institute of Personnel Management Kandy branch. I am following Certificate Course in Human Resource Management there. I need some information about your hotel because complete to my CCHRM project. I promise to save your information and I use it only for my project.

1. Full Name :
2. Age :
3. Gender :
4. Service Period :
5. Facilities :
6. Benefits :
7. Location :
8. Advancement :
9. Security :
10. Work environment:

LIST OF REFERENCES

BOOKS

- Motivation Theories and Principle – C.Beck
- Key to the Business World – J.Bandaranayaka

WEBDITES

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