

### READING PASSAGE 3

You should spend about 20 minutes on Questions 27-40 which are based on Reading Passage 3 below.

## Motivational factors and the hospitality industry

A critical ingredient in the success of hotels is developing and maintaining superior performance from their employees. How is that accomplished? What Human Resource Management (HRM) practices should organizations invest in to acquire and retain great employees?

Some hotels aim to provide superior working conditions for their employees. The idea originated from workplaces – usually in the non-service sector – that emphasized fun and enjoyment as part of work-life balance. By contrast, the service sector, and more specifically hotels, has traditionally not extended these practices to address basic employee needs, such as good working conditions.

Pfeffer (1994) emphasizes that in order to succeed in a global business environment, organizations must make an investment in Human Resource Management (HRM) to allow them to acquire employees who possess better skills and capabilities than their competitors. This investment will be to their competitive advantage. Despite this recognition of the importance of employee development, the hospitality industry has historically been dominated by underdeveloped HR practices (Lucas, 2002).

Lucas also points out that 'the substance of HRM practices does not appear to be designed to foster constructive relations with employees or to represent a managerial approach that enables developing and drawing out the full potential of people, even though employees may be broadly satisfied with many aspects of their work' (Lucas, 2002). In addition, or maybe (30-40%) as a result, high employee turnover has been a recurring problem throughout the hospitality industry. Among the many cited (= aforementioned=前述の) reasons are low compensation, inadequate benefits, poor working conditions and compromised employee morale and attitudes (Maroudas et al., 2008).

Ng and Sorensen (2008) demonstrated that when managers provide recognition to employees, motivate employees to work together, and remove obstacles preventing effective

コメントの追加 [Y1]: A critical ingredient = 重要な要素

コメントの追加 [Y2]: practices = [理論や計画などの] 実践、実行、履行 [日常的な] 活動、行為

コメントの追加 [Y3]: retain = maintain = ~を持ち続ける、~を保っている

コメントの追加 [Y4]: aim to = ~に狙いを定める  
~に目標を設定する

コメントの追加 [Y5]: extend = [区域・勢力・土地・言葉の意味などを] 広げる、伸ばす、拡張する、拡大する、拡大

コメントの追加 [Y6]: address = 問題などに] 対処する、取り組む

コメントの追加 [Y7]: competitors = 競争相手たち

コメントの追加 [Y8]: ☆be to 構文は「~することになっている」と訳すと全て解決する

コメントの追加 [Y9]: competitive advantage = 競争上の優位性

コメントの追加 [Y10]: represent = [ものが] ~を表す [示す・象徴する・意味する]

コメントの追加 [Y11]: managerial approach = 管理 [経営] 方法

コメントの追加 [Y12]: a recurring problem = 繰り返し発生する問題

コメントの追加 [Y13]: cited = aforementioned = 前述した

コメントの追加 [Y14]: low compensation = 低賃金

コメントの追加 [Y15]: inadequate benefits = 不十分な福利厚生

コメントの追加 [Y16]: morale = [同じチーム・組織などに属する人たちの] やる気、気力、士気、モラル

コメントの追加 [Y17]: recognition = 感謝(の言葉)、お礼、表彰

performance, employees feel more obligated to stay with the company. This was succinctly summarized by Michel et al. (2013): '[Providing support to employees gives them the confidence to perform their jobs better and the motivation to stay with the organization.] Hospitality organizations can, therefore, enhance employee motivation and retention through the development and improvement of their working conditions. These conditions are inherently linked to the working environment.

コメントの追加 [Y18]: obligated to =《be ~》~する義務がある

コメントの追加 [Y19]: succinctly = briefly = 簡潔に

コメントの追加 [Y20]: inherently = essentially = 本質的に、もともと(は)

While it seems likely that employees' reactions to their job characteristics could be affected by a predisposition (=tendency) to view their work environment negatively = dislike, no evidence exists to support this hypothesis (Spector et al., 2000). However, 接続詞+ many people + are given the opportunity, many people will find something to complain about / in relation to =related to = regarding their workplace (Poulston, 2009). There is a strong link between the perceptions of employees and particular factors of their work environment that are separate from the work itself, including company policies, salary, and vacations.

コメントの追加 [Y21]: job characteristics = 職務特性

コメントの追加 [Y22]: perceptions = [感覚器官による] 知覚、認知 知覚

コメントの追加 [Y23]: requiring a sophisticated approach to HRM  
•HRMに複雑な方法[やり方]を要求する

Such conditions are particularly troubling for the luxury hotel market, where high-quality service, requiring a sophisticated (=complicated) approach to HRM, is recognized as a critical source of competitive advantage (Maroudas et al., 2008). In a real sense, the services of hotel employees represent their industry (Schneider and Bowen, 1993). This representation has commonly been limited to guest experiences. This suggests that there has been a dichotomy between the guest environment provided in luxury hotels and the working conditions of their employees.

コメントの追加 [Y24]: competitive advantage = 競争上の優位性

コメントの追加 [Y25]: represent = ~を象徴する

コメントの追加 [Y26]: limited to =《be ~》~に限定[限局]される、~に限られる

It is therefore essential for hotel management to develop HRM practices that enable them to inspire and retain competent employees. This requires an understanding of what motivates employees at different levels of management and different stages of their careers (Enz and Siguaw, 2000). This implies that it is beneficial for hotel managers to understand what practices are most favorable to increase employee satisfaction and retention.

コメントの追加 [Y27]: guest experiences = customer experiences

企業や企業ブランドと顧客との間で生じる一連のやりとりを通じて顧客が意識的・無意識的に得る満足度やロイヤルティ、およびその度合い、あるいは、それを...

コメントの追加 [Y28]: dichotomy = [完全な]二分、両...

コメントの追加 [Y29]: hotel management = ホテル経...

コメントの追加 [Y30]: inspire = ~を動機付ける、~に...

コメントの追加 [Y31]: competent employees = 有能な...

コメントの追加 [Y32]: 色々な管理職

Herzberg (1966) proposes that people have two major types of needs, the first being extrinsic motivation factors relating to the context in which work is performed, rather than the work itself. These include working conditions and job security. When these factors are unfavorable, job dissatisfaction may result. Significantly, though, just fulfilling these needs does not result in satisfaction, but only in the reduction of dissatisfaction (Maroudas et al., 2008).

コメントの追加 [Y33]: retention = 人材の維持 (確保)

コメントの追加 [Y34]: the context = 状況

コメントの追加 [Y35]: Significantly = 意義深く、有意に...

Employees **also** have intrinsic motivation needs or **motivators**, which include such factors as achievement and **recognition**. Unlike extrinsic factors, motivator factors may ideally result in job satisfaction (Maroudas et al., 2008). Herzberg's (1966) theory discusses the need for a 'balance' of these two types of needs.

コメントの追加 [Y36]: motivators = 人に行動を起こさせる)きっかけ、動機付け要因

コメントの追加 [Y37]: recognition = 正当評価されること、認められること、感謝されること

The impact of fun as a motivating factor at work has also been **explored**. **For example**, Tews, Michel, and Stafford (2013) conducted a study focusing on staff from **a chain of themed restaurants** in the United States. **It was found that** fun activities had a favorable impact on performance and management support for fun had **(also)** a favorable impact in reducing turnover. Their findings support the view that fun may indeed have a beneficial effect, but the **framing of** that fun must be carefully **aligned with** both organizational goals and employee characteristics. 'Managers must learn how to achieve the **delicate balance** of allowing employees the freedom to enjoy themselves at work while simultaneously high levels of performance' (Tews et al., 2013).

コメントの追加 [Y38]: explore = 「詳しく」～を調査  
[研究] する

コメントの追加 [Y39]: a chain of = 一連の

コメントの追加 [Y40]: themed restaurants = テーマ・レストラン

コメントの追加 [Y41]: 1.framing of = ～の骨組み、組み立て、立案、構成、構想

コメントの追加 [Y42]: aligned with = 《be ～》～に足並みをそろえる

コメントの追加 [Y43]: delicate balance = 微妙なバランス

コメントの追加 [Y44]: staff functions = スタッフ機能

コメントの追加 [Y45]: well-being = 健康で安心なこと、満足できる生活状態、福祉(welfare)、福利、幸福

Deery (2008) has recommended several actions that can be adopted at the organizational level to retain good staff as well as assist in balancing work and family life. Those particularly appropriate to the hospitality industry include allowing adequate breaks during the working day, **staff functions** that involve families, and providing health and **well-being** opportunities.

### Questions 27-31

Look at the following statements (Questions 27-31) and the list of researchers below. Match each statement with the correct researcher, A-F.

Write the correct letter, A-F, in boxes 27-31 on your answer sheet.

**NB You may use any letter more than once.**

- 27 **Hotel managers** need to know what would **encourage good staff to remain**.
- 28 **The actions of managers** may make staff feel (that) they **shouldn't** move to a different employer.
- 29 **Little is done in the hospitality** industry to help **workers improve their skills**.
- 30 Staff are **less likely to change jobs** if **cooperation** is encouraged.
- 31 **Dissatisfaction with pay** is not the **only** reason why **hospitality workers change jobs**.

List of Researchers

- A Pfeffer
- B Lucas
- C Maroudas et al.
- D Ng and Sorensen
- E Enz and Siguaw
- F Deery

**Questions 32-35**

Do the following statements agree with the claims of the writer in Reading Passage 3?

In boxes 32-35 on your answer sheet, write

- YES                      if the statement agrees with the claims of the writer  
NO                        if the statement contradicts the claims of the writer  
NOT GIVEN            if it is impossible to say what the writer thinks about this

32 One reason for high staff turnover in the hospitality industry is poor morale.

33 Research has shown that staff have a tendency [=predisposition] to dislike their workplace [=work environment].

34 An improvement in working conditions and job security makes staff satisfied with their jobs.

35 Staff should be allowed to choose when they take breaks during the working day.

**Questions 36-40**

Complete the summary below.

Choose ONE WORD ONLY from the passage for each answer.

Write your answers in boxes 36-40 on your answer sheet.

### Fun at work

Tews, Michel, and Stafford carried out research on staff in an American chain of 36..... They discovered that activities designed for staff to have fun improved their 37....., and that management involvement led to lower staff 38 ..... They also found that the activities needed to fit with both the company's 39 ..... and the 40 .....of the staff. A balance was required between a degree of freedom and maintaining work standards.

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- 27. E
- 28. D
- 29. B
- 30. D
- 31. C
- 32. YES
- 33. NO
- 34. NO
- 35. NOT GIVEN
- 36. restaurants
- 37. performance
- 38. turnover
- 39. goals
- 40. characteristics

#### 構成の種類

- ① 因果関係

- ② 对比·並列
- ③ 抽象·具体
- ④ 時系列·順番