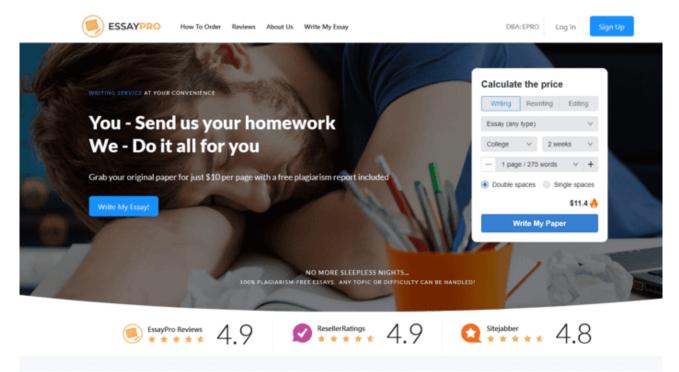# Moral and motivation report - Working with people in teams.

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Moral and motivation report - Working with people in teams.

TERMS OF REFERENCE

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I Amanda Robinson, Assistant Personnel Manager with James Watt Hotel,

have been asked by the Personnel Manager to submit a report on the

subject of Moral and Motivation within the organisation. This report

is a result of problems that have been highlighted by a preliminary

survey conducted by an independent body. Report to be submitted by 28

January 2003.

PROCEDURE

After studying the preliminary report I spent 2 weeks researching the

problem of Moral and Motivation within the hotel. My research took the

form of observations and face-to-face interviews. Also researched were

the [personnel](#) records of staff within the hotel.

My observations gave me insight into how staff interacted with each

other, management and our customers.

Face- to- face interviews randomly selected from various departments

within the hotel gave me great insight into more detailed problems and

grievances felt by a number of staff.

My reasoning for researching personnel records was to collect

information on indicators of low moral such as level of [absenteeism](#),

level of grievances, [incidence](#) of complaints and the high level of

staff turnover.

FINDINGS

The following problems have been identified from the preliminary

survey conducted by an independent body.

* Staff believe they are overworked.

* Staff believe pay is low.

* Staff believe promotion prospects are poor.

* Staff believe little/no training is given.

* Staff believe they are not encouraged to air grievances.

* Staff perceive a "them and us" attitude between them and

management.

* Staff believe communications are very formal.

* Staff are concerned that they are not consulted when new

investments/equipment is ordered.

* An analysis of customer complaints suggests "unpleasant

atmosphere" "miserable staff" and "poor service" throughout the

hotel.

The survey also revealed a wide cross-section of managerial styles.

Some members of management were only concerned about getting work

completed, with no regard to the welfare of employees, some were

concerned with only the welfare of employees with no concern for the

standard of work, and then a few were neither concerned for the

employees or the standard of work.

After spending 2 weeks conducting my own rese...

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...peak at length.

It helps employees to unload problems and it's believed that the

employee benefits psychologically. Outside agencies should be used to

give the interviews to eliminate interviewer bias.

EXIT INTERVIEWS- This is given when an employee is leaving the

organisation. This benefits the organisation as they receive a more

honest reply as the leaving employees feels he can speak more easily.

This can provide essential information on moral and motivation problems throughout the hotel.

CONCLUSION

Simply by making a few adjustment in our working procedures can have great impact on others. Simply by saying please and thank you can lift a person's spirits. At the end of the day the loser is the hotel, as customers just wont return. It is vital to remember that all changes must be on going and monitored to judge their effectiveness. Remember that a happy customer will tell only 3 people, whereas an unhappy customer will tell nine other people. For the continued success of this organisation we cannot ignore these problems.

For clarity on any aspect of this report please do hesitate to contact myself, Amanda Robinson, Assistant Personnel Manager, ext 1888

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