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Abstract

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Organizations of the hospitality industry vary by function and description while serving a multi-segmented, although common, market. However, managers of food service and lodging establishments share many of the same concerns: achievement of a profit objective, satisfaction of the guests, development of both competency and commitment of employees, and a facility in proper condition. To accomplish these concerns, the manager in the hospitality organization is called upon to perform diverse roles while exercising varied functions.

Managers and their positions have been described in a variety of ways. Peter Drucker describes the manager as "...the dynamic, life-giving element in every business."[1] He goes on to say "...the quality and performance of the managers determine the success of a business, indeed they determine its survival."[2] The importance of the manager is further emphasized by Steers: "...the manager emerges as the primary facilitator of organizational effectiveness through his or her actions and behavior."[3]

The skills of the manager have been categorized by Katz as being conceptual, human and technical in nature.[4] The emphasis on the particular skill varies with the change in location in the hierarchy and/or function of the manager. Minzberg observed managers in action to describe the various roles they demonstrated. He placed these roles in three categories, which are, in turn, further divided. The roles are defined as the interpersonal roles of figurehead, leader, liaison; the informational roles of monitor, disseminator, spokesperson; and the decisional roles of entrepreneur, disturbance handler, resource allocator, and negotiator.[5]

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The leadership orientation of managers has been investigated in an attempt to define effective leader behavior.[6] Much of this literature has centered around the personality of the individual and the forces in the situation.[7,8]

The effectiveness of the manager will often depend on the manner in which he or she is socialized into a full membership in the organization.[9] This, in turn, may influence the ability of the manager to present a socialization process to fully, and in a positive manner, integrate new employees into the unit.

Technical, Human Skills of Value to Managers

In the hospitality industry, managers have been considered from a variety of orientations. The management competencies identified by Katz were investigated by Mariampolski, Spears, and Vaden.[10] The purpose of the study was to determine those competencies most useful to beginning restaurant managers. It was concluded the technical skills relating to food production and purchasing, and those human skills relating to staffing and employee relations, were of most value. Many of the conceptual skills studied were beyond the need of beginning restaurant managers, although necessary at higher levels.

Ley observed the daily activities of hotel general managers and classified these activities using the Mintzberg model of managerial roles. The study reported that those managers judged as highly effective spend more time in performing entrepreneurial activities than do less effective general managers. It was also found that the highly effective managers actually spent less time in the leadership role than the less effective general managers.[11]

The Mintzberg model was used by Ferguson and Berger to describe restaurant managerial roles and activities. It was found the amount of time spent in the various categories was quite different from that of the managers observed by Mintzberg. The restaurant managers had spent significantly more time in unscheduled meetings, tours, and telephone calls. They had fewer desk sessions which were shorter in duration and fewer and shorter scheduled meetings than those in the Mintzberg study.[12]

Nebel and Stearns examined the leadership style and management effectiveness of hotel and restaurant managers. They suggest that due to the structure of the environment, the use of a task-oriented leadership style rather than a participative one would be most effective for hospitality managers.[13] Whitney could find no basis for this approach as being best, and rather favored a coaching approach.[14] In a study using the case-method approach, Downey concluded that restaurant managers could not be "typed" as adherents to particular management philosophies.[15]

The unit manager is seen in a variety of portraits. This hospitality unit manager is often called on to be an analyzer of the market, provider of products and services, and congenial host to the community. He or she is to be a recruiter of potential employees, trainer of efficient workers, and facilitator in the development of committed team mem-

bers. At the same time the unit manager must manage both the business and the physical facility in an efficient manner, one in which the customer perceives value is being received.

While performing their traditional and organizationally defined activities, hospitality managers have the opportunity to function as both caretakers of the organization and as change agents within the organization. These roles are not additional roles or functions, but a method of viewing many of the traditional functions in a manner as to be more effective. Reconceptualizing the roles in this manner leads to greater consistency in manager behavior and competency in performance through demonstration of company image.

The managers may behave in such a way as to perpetuate and pass on the culture of the organization. In doing so, they may also help to change the job-related behavior of the personnel of the organization. In performing the caretaker and change agent roles, the managers assist the employees in becoming more productively committed to the organization. It is hoped this increased capability (ability and willingness) to perform would result in greater organizational effectiveness.

Managers As Caretakers Maintain Image

The manager as a caretaker may be described as the representative of the organization who is responsible for the maintenance of the culture and image the organization wishes to project to both employees and public. Caretaker, in this instance, does not refer to "just taking care of what is here," but is a more proactive form of management. This holds true whether the unit is part of a chain operation or a single independently-owned food service or lodging enterprise.

The organization has defined itself in a unique manner and attempts to differentiate itself from its competition while projecting an identifiable image to the public. A responsibility of the unit manager is to encourage the demonstration of this desired image of the organization. The observed behaviors of both managers and employees are important in this demonstration.

Fombrum has described the culture of the organization as the pattern of beliefs, behaviors, and interaction that uniquely characterizes the organization.[16] Organization culture, as described by Schein, is a pattern of basic assumptions which evolve as the organization learns to cope with its problems of external adaptation and internal integration. These assumptions are considered valid and ought to be passed on to new members as the correct way to perceive, think, and feel in relation to those problems.[17] Davis refers to the guiding beliefs (culture) of the organization as giving rise to the daily beliefs (climate) of the company.[18] The measurement of climate is really a determination of the fit between the prevailing culture and the individual values of the employees.[19]

Tichy writes of the cultural system as the glue which binds the organization together.[20] A strong successful culture, according to Hickman and Silva, unites people behind a common purpose and leads

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to superior performance with skills being passed on to others.[21] Sherwood has found that when cultures promote performance and quality, the role of management shifts to supporting culture rather than controlling the work force.[22]

In discussing those companies demonstrating excellence, Peters and Waterman found the dominance and coherence of culture proved to be an essential quality. They state "... the stronger the culture and the more it was directed to the marketplace, the less the need for policy manuals, organization charts or detailed procedures and rules."[23] When discussing successful service organizations, Haskett defines values as relating to an honest concern for employees and customers.[24] Kanter refers to a culture of pride leading to success, innovation, and commitment between person and organization.[25]

The culture may be described in terms of the philosophy and ideals of the company. Fostered and demonstrated by the respected persons of the organization, it represents the values and patterns of expected behaviors which aid the organization in being the unique entity that it is.

Just as the culture of the organization is passed to the unit level managers, the unit level managers pass it to the employees. This transmission is performed through the behavior of the managers and the manner in which the managers speak of the heroes, myths, and rituals of the organization. While Deal and Kennedy refer to the cultural network as being informal in nature,[26] the unit managers become a vital part of the expression and maintenance of the ideals of the organization.

The manner in which the unit level managers act as "carriers" of the culture will impact the employees and their willingness to accept the culture. Byrd writes of the need for the "value-congruence" skills needed by effective managers. He identifies these skills as "...knowing and understanding the organization's guiding beliefs, being able to act consistently as a person of principle, and having and using the ability to teach others the organization's values."[27]

The importance of culture as a force that affects employee behavior is presented in a study by Tidball.[28] Restaurant managers who have an understanding of the culture of the organization and live that culture will be in a better position to develop a congruence between what the organization wants and what the employees see as being wanted. Glover refers to the proactive characteristics of the corporate culture in developing quality performance.[29] The proactive behaviors of the unit manager work to increase the quality of the products and services.

Manager's Behavior Impacts on Employee Commitment

The behavior of the manager will have an impact on employee willingness to develop a strong positive behavioral commitment to the organization, one which will be cultivated to the extent the modeled behavior is accepted by the employees. Schneider, in his study of organizational climate and the service function, found that a customer service

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oriented management will help to reduce role ambiguity and conflict in employees.[30] This employee acceptance is reflected in the manner in which they carry out their activities and demonstrate the image of the establishment.

The unit physically displays artifacts and illustrations of the history of the organization, the heroes who created the firm, and those who are outstanding in it. Other evidence of the values and success of the organization may be evident. The manager of the unit explains the meaning of the examples, and by personal example of both words and works influences the behavior of the employees. These employees are positively influenced by this evidence to the extent it is consistent with the observed behavior of others. If there is an acceptable consistency, the employees will form a more positive psychological contract with the organization. The resulting behavior will lead to greater effectiveness of the unit and its effect on the effectiveness of the total organization.

While the organization must make known those who contribute, it is the responsibility of the unit manager to lead the unit in the demonstration of the culture. However, because the display of physical evidence is not enough, it is the unit level manager who is the primary demonstrator of values and "cheerleader" in the encouragement of unit members toward the desired level of performance. The willingness of the unit level manager to accept and pass on the culture of the organization will affect the willingness of the employees to demonstrate what the organization is all about.

Organizations must be clear as to the culture they wish to pass on and the manner in which it is to be passed, lest mixed and confusing messages be sent. The organization must have defined itself in terms of its business environment and values. Schein refers to culture as a pattern of "automatic assumptions," and says that the manager must be helped to better understand what the indicators mean.[31]

Managers Are Change Agents

In a related role, the unit level manager must also perform the activities of a change agent in the organization. In this role, the manager is responsible for bringing about a change in the behavior, as well as a reinforcement of the desired behavior of the employees of the unit. Behavior change in this instance refers to the development of both job knowledge and the ability to perform as desired.

This change agent activity is to assist the newly-hired personnel to become fully functioning, effective employees of the organization. They are to become individuals who are capable of providing the type of service necessary to meet the needs of the customers. Any attempts to change behavior may be influenced by initial contacts of the employee with the formal organization and its membership.[32]

When examining the service function, Martin describes the two sides of service. The first defines how the job is performed, what is to be done, and how it is to be accomplished. Martin refers to conviviality, as the second side of service, the personality projected into the perfor-

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mance of the job.[33] The desired conviviality might be related to the culture or the personality of the organization. Is the organization formal or informal as it relates to its customer base and way of doing business? Therefore, as Kantor states, it is necessary to learn not only the job, but the culture of the organization to be successful.[34] The unit level manager becomes a vital link in the integration of culture and performance.

As new individuals enter a work group, they bring a variety of personal feelings regarding work and performance. There are often questions relating to the accomplishment of individual needs and identity as well as individual and group performance norms.[35] How does one "fit in" and what is important here?

The hospitality unit manager, as a change agent, is able to influence the socialization of the new member in a variety of ways. This may be accomplished through the interviewing process and an organized orientation to the company and unit. With systematic job training and a continuing follow-up, the manager will be better able to ensure the desired performance levels, both task procedures and conviviality. Organization culture learning may be combined with the use of audio-visual aids and on-the-job training to meet performance standards. The active participation of the unit management, in particular that of the senior manager, will help to reinforce the organization image.

When new procedures, products, and services are introduced, the manager again assumes the change agent role. The unit manager works with present employees in changing selected behaviors to meet the new demands of the organization or position. An understanding by the manager of the change process may have an impact on the willingness and ability of employees to change.

The effectiveness of the change process will depend on this ability of the manager to accept and perform this change agent role. The unit will be effective to the extent the manager is able to accept and instill in others the culture and performance needs of the organization.

Unit Managers Must Be Prepared

While the culture may be very evident at the corporate headquarters, its value is limited unless passed on to the unit level manager who must be in a position to learn and then to pass on the ideals of the organization. The organization must give the unit level manager the opportunity to learn and practice, as well as the incentive to pass on the culture of the organization.

Generally, organizations do a "good job" of training the future managers to perform the technical tasks of the unit and do talk about the management of people. However, it is in the specific area of intentional culture passing that the organization is often remiss. Often much of the culture is visible in the form of rituals and symbols, but these have little impact unless the meanings and values are understood. It is a responsibility of the manager to pass these on to those who do not have the opportunity to visit the center of culture (corporate

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headquarters). Meaning is added to what is seen so that inappropriate or inaccurate perceptions are not formed, resulting in unacceptable behaviors.

The influence process for the new manager as a caretaker and as a change agent begins prior to formal entry into the organization. Initial impressions regarding the organization are gained with formative feelings being generated during pre-employment visits to the property. Observations of the physical environment and of employee behavior will begin to influence the individual regarding the culture and climate of the organization. Managers, like unit employees, may be influenced by the physical environment and the behavior of others. They begin to see how things are done—the expression of "attitudes" and performance norms.

Initial interviews and orientation programs give impressions as to how the organization functions. The structure, depth, and manner in which these are conducted will help the new individual determine what is valued and how tasks are really accomplished. These discussions will often indicate the pride and spirit of the organization. The formal training program, its content and process, along with the modeling behaviors of the trainers and significant others will influence the new individual in the formation of the psychological contract the individual forms with the organization. This contract will influence, if not govern, the future task behavior and conviviality of the future manager.

The manner in which the new manager is taught to select, orient, train, and supervise the activities of employees will impact his or her behavior as both a caretaker and a change agent of the organization. To the extent the verbal instruction is consistent with the behaviors observed by the future manager, the modeling will be effective, with greater opportunity for continued positive performance.

In learning the skills necessary to become a successful change agent, the new manager acquires a more thorough understanding of the change process and human behavior. The development of an understanding of the difference between the need for a change in skill and a change in "attitude" along with the appropriate implementation methods of each is of importance. The contribution of each, as well as their interdependence in delivering quality service, is necessary.

In comparing restaurant managerial style with operational effectiveness, Whitney found that those managers high on a "coaching" style had higher operational scores in the areas of facility cleanliness, repair, and safety. Coaching was defined as a developmental process.[36] The manager would assist employees to improve their performance. In acting as a change agent, the manager might use coaching skills to involve employees in the change process. The non-directive counseling skills of listening, reflection, and restatement might be used in helping to overcome resistance to change. The employees would be encouraged to participate and take greater ownership for their performance.

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The use of the organization's heroes, those who made it what it is and stand out in the daily operations, speaking with pride in the enterprise, help to emphasize the culture of the organization. As the manager trainee sees and hears these people and learns of the beliefs and values of the organization, and finds them believable, he or she will act as a positive link in transmitting the information to new employees. The heroes will act as role models for the new manager, with the new manager developing the skills to act as a role model for the employees of the unit.

The manager is a change agent in assisting employees in the learning of a new job-related functions and relationships, a change agent in bringing about improved performance relating to both skill and non-skill behaviors. In this activity the manager attempts to develop a climate in which employee needs are compatible with organizational productivity and performance needs.

The manager begins to learn these roles with the initial observations of the organization and continues to compare what is formally presented by the organization and by what is seen in the behavior of others. The organization makes a conscientious attempt to present a coherent and consistent philosophy of doing business. If there is a congruency and an acceptance by the new manager, a positive psychological contract will be made. This contract will result in greater willingness to bring about change and perpetuation of organizational culture and image at the unit level.

The value of this reconceptualization is that there is the potential for greater consistency of behavior and presentation of the desired image of the organization. Managers are able to act as a more effective link between the formal organization and the employees of the organization. Employees become more willing to accept their roles as representatives of the organization to the customer. The efforts of all members leading to increased organizational (unit) effectiveness.

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