Motivational Behaviour of Tourism Industry Employees in Relation to Organisational Culture

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Abstract

The productivity and effectiveness of any organisation depends mainly on the performance level of the employees in the organisation. Human behaviour scientists over the years have conducted various studies and have concluded that, the performance of employees in any organisation depends largely on their motivational behaviour. Reviews of related literature confirm the role of various factors in the motivational behaviour of employees including organisational culture. The title of the present study is "Motivational Behaviour of Tourism Industry Employees in Relation to Organisational Culture". The major objective included ascertaining the relationship between motivational behaviour and organisational culture of employees working in these types of businesses. The population of the study consisted of 323 employees working in travel agencies, tour operations, airlines and hotels and resorts in Bangalore. The sampling technique employed was judgment sampling. For the present study two tools namely: Motivational Analysis of Organisations- Behaviour (MAO-B) by Pareek (2003) and Organisational Culture Survey by Pareek (2003) were used to collect data. The findings of the study show that most of the organisations in the tourism industry hold Internal and Narcissistic aspects of organisational culture reflecting the sad state of affairs prevalent in these organisations.

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Introduction

Background of the Study

Tourism plays a significant role towards socio economic changes in a destination (Dasgupta, Mondal and Basu, 2006). It plays a very important role in economic development and creation of jobs in India. The 12th Five Year Plan highlights the need to adopt "pro-poor tourism" for increasing net benefits to the poor and ensuring that tourism growth contributes to poverty reduction. Tourism plays a key role in socio-economic progress through creation of jobs, enterprise, infrastructure and revenue earnings (Annual report 2011-12, Ministry of Tourism Govt. of India). During the year 2011, the number of Foreign Tourist Arrivals (FTAs) in India reached the level of 6.29 million, registering a growth of 8.9% over the FTAs of 5.78 million in 2010. The growth rate of 8.9% in tourist arrivals in India was almost double the growth of 4.4% in tourist arrivals worldwide. Foreign Exchange Earnings from tourism in India during 2011 were $16.56 billion as compared to $14.19 billion in 2010, showing a growth rate of 16.7% (Annual report 2011-12, Ministry of Tourism Govt. of India).

The government of India's ambitious plan in February this year to extend visa-on-arrival facility to almost all countries barring a few is aimed at making it easier for tourists to visit India. Implementation of this ambitious plan hinges on boosting infrastructure and staff at immigration counters across Indian airports. This decision will also be a big boost and also challenge to organisations engaged in the provision of tourism service and infrastructure, like travel agencies, tour operators, airlines and hotels and resorts.

The working of any organization especially those engaged in provision of service like tourism depends on the culture that prevails in such organisations and the ability of this culture to motivate the employees working in such organisations. Since tourism industry is a conglomeration of various sub sectors, such as travel agencies, tour operations, airlines, hotels and resorts,

managing culture in such industry becomes a Herculean task. The challenge is to integrate these sectors with a common thread of identification (culture), so that predictable behavioural outcome (motivation) could be achieved. It was therefore desired that a study needs to be conducted to find out the type of culture the employees in these organizations pursue and the extent to which they are motivated. Understanding the culture and the level of motivation of employees would help the administrators to implement effective strategies for the industry.

Literature Review

Motivation is a basic psychological process (Luthans, 1998), and an important element of organisational behaviour. It is identified as an energising force. It is that force that induces action in employees. This force also has implications for the form, direction, intensity, and duration of behaviour of employees, that is, it explains what employees are motivated to accomplish, how they will attempt to accomplish it, how hard they will work to do so, and when they would stop. The designing of organisational roles and the entire process of leading people is based on knowledge of motivation. Since the level of motivation varies among individuals from time to time, maintaining a highly motivated workforce has become the most challenging task. Achievement, recognition, advancement, responsibility, interesting work, verbal praise, expectancy, judgment, affective experience, loyalty, commitment, engagement, satisfaction, intention to quit, accomplishment, affiliation, power, control and dependence as correlates have been studied in the context of motivational behaviour.

Various studies confirm that intrinsic factors are more motivating than extrinsic factors (Myers,1964; Pinder, 1976; Eskildsen, Kristensen & Anders, 2004; Cameron & Pierce, 1994; Venkatesh, 1999; Nawab, Ahmad & Shafi, 2011; Dysvik & Kuvaas, 2008; Cınar1, Bektas & Aslan, 2011; Grant 2008; Grant & Berry, 2011) and that motivation is to be studied in relation to individual needs (Dixit, 1971; Schmidt, 1976; Zinovieva, et.al, 1993; Benabou & Tirole, 2003; Nygard, 1975; Nohria, Groysberg, & Lee, 2008). Individuals were highly motivated by achievement, recognition, and advancement in their profession. These needs are dominant in

the motivational hierarchy and are significant in determining satisfaction. The need for achievement motivation was stressed by all. Abdel-Halim (1980), Koovach (1995), and Nandi (2008), are all of the opinion that it is not money that motivates workers - but it is interesting work. Employment relationship was considered to be more important than pay. Jurkiewicz, Massey Jr. & Brown (1998), and Grant (2008), did comparative studies on motivation in public and private organisations and concluded that the motivation of public service employees can be enhanced by connecting them to their pro-social impact.

Academicians and researchers on organisational behaviour relate the causes of behaviour of individuals with motivation along with other factors such as perception, personality, attitudes and learning. While recognising the central role of motivation many organisational behaviour theorists think that it is important to re-emphasise behaviour, (Meyer, Becker & Vandenberghe, 2004). Work motivation means inspiring the personnel with zeal to do work for the accomplishment of objectives of the organisation. It is an important function of the management to motivate people working in tourism organisations to perform the work assigned effectively and efficiently. Motivated personnel are always looking for better ways to do a job and are more quality oriented. Highly motivated workers are more productive than apathetic workers. Work motivation as a concept represents a highly complex phenomenon that affects and is affected by, a multitude of factors which exist in the organisations.

Most of the research on motivational behaviour has mainly been limited to the content theories and process theories. All these literature substantiate the fact that people in all organisations experience Need Hierarchies (Maslow), encounter factors that prevent dissatisfaction and lead to motivation (Herzberg) and are associated with a level of Achievement Motivation (McClelland). It is not that these theories disappear or are not relevant across organisations, but rather that they have different forms of content that must be incorporated when applying them with various cultures especially in a country like India.

The review of related literature on organisational culture helped to arrive at the following inferences. The various dimensions of

organisational culture such as "sense making actions", 'sense giving actions", shared perceptions, autonomy/independence, external orientation, interdepartmental coordination, human resource orientation, improvement orientation, ethical values, involvement, adaptability, mission, consistency, hierarchy, clan, adhocracy, shared meanings etc. are all studied as social phenomena. Culture is reflected in the ways adopted to deal with basic phenomena. But in the case of organisations existing in the modern world, addressing these basic phenomena alone may not be enough to gauge whether an organisation has a strong or a weak culture. In trying to identify whether these cultural dimensions affect the motivational behaviour of employees in the modern organisations, confining the dimensions of culture to these basic phenomena alone may not be sufficient. Similarly, the researcher has also observed that the literature has not addressed the various aspects of organisational culture such as internal, ambiguity tolerant, context sensitive, narcissistic, future orientated, individualistic, inner directed, universal, role bound, androgynous, power parity, expressive, conserving, assertive and expanding identified by Pareek (2003) in explaining the motivational behaviour of tourism employees.

Methodology

This investigation was undertaken to study the motivational behaviour of tourism employees working in travel agencies, tour operations, airlines, and hotels and resorts in relation to organisational culture.

Employee motivation is a tricky thing. It is also one of the important, if not the most important factor that determines an organisation's success. Organisations, especially those engaged in the provision of services to customers, need to invest in their human resource in terms of training, team building etc. All these measures without the backdrop of organisational culture may not result in significant improvement in employee motivation. Studies have shown that in motivating the employees of an organisation, the culture prevailing in that organisation plays a very important role. Keeping these in mind, the problem identified for the study was, 'Motivational Behaviour of Tourism Employees working in

travel agencies, tour operations, airlines and hotels and resorts in relation to organisational culture'.

Objectives of the Study

1. To study the relationship between motivational behavior and organisational culture of tourism employees working in travel agencies.

2. To study the relationship between motivational behaviour and organisational culture of tourism employees working in tour operations.

3. To study the relationship between motivational behaviour and organisational culture of tourism employees working in airlines.

4. To study the relationship between motivational behaviour and organisational culture of tourism employees working in hotels and resorts.

Hypotheses

Based on the objectives of study, the researcher formulated the following null hypotheses.

1. There is no significant correlation between each dimension of motivational behaviour and each aspect of organisational culture in travel agency business.

2. There is no significant correlation between each dimension of motivational behaviour and each aspect of organisational culture in tour operations business.

3. There is no significant correlation between each dimension of motivational behaviour and each aspect of organisational culture in airlines business.

4. There is no significant correlation between each dimension of motivational behaviour and each aspect of organisational culture in hotels and resorts.

Design of the Study

The design of the study is descriptive, which is marked by the prior formulation of specific hypotheses, having a preplanned and structured design. Descriptive research is used when the objective is to provide a systematic description that is as factual and accurate as possible.

Tools of the Study

For the present study the investigator has used two tools namely:

1. Motivational Analysis of Organisations- Behaviour (MAO-B) by Pareek (2003)

2. Organisational Culture Survey by Pareek (2003)

Validation Procedure

As the tools used to collect data with regard to Motivational Behaviour and Organisational Culture were tools developed and standardised under the Indian context whose validity and reliability were already established, no separate validation process was carried out for these two tools.

Population and Sample of the Study

The population for the study was employees working in travel agencies, tour operations, airlines and hotels and resorts in Bangalore. Only employees having a work experience of at least two years in the company were selected for the sample. The total sample size gathered for analysis was 323 as depicted in the table below.

Sampling Technique

The sample was drawn from registered and unregistered organisations functioning as travel agencies, tour operations, hotels and resorts, and airlines in Bangalore. As there is no standardized directory for reference for travel agencies, tour operations, hotels and resorts, and airlines in Bangalore, the decision on the number of sample size was carried out on the principles of judgment sampling rather than probability sampling technique. The

researcher has taken adequate care to ensure representation of population from the above mentioned sectors.

Table 1 Details of the Sample

Type of Organisation	Gender		Total
	Male	Female	
Travel Agencies	63	56	119
Tour Operations	51	32	83
Airlines	40	18	58
Hotels and Resorts	36	27	63
Grand Total	190	133	323

For the present study Correlation Analysis was used

Analysis and Interpretation

Hypothesis 1

There is no significant correlation between each dimension of Motivational Behaviour and each aspect of Organisational Culture in travel agency business.

Table 2: Correlation between each dimension of motivational behaviour and organisational culture aspects in travel agency business

From Table 2, it can be seen that a significant positive correlation is observed between Achievement dimension of motivational behaviour and Ambiguity Tolerant (r = 0.20*), Narcissistic (r = 0.28*) and Future Oriented (r = 0.40*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the aspects Ambiguity Tolerant, Narcissistic and Future Oriented of organisational culture increase or decrease the Achievement dimension of motivational behaviour of employees in travel agency business.

A significant negative correlation is observed between Achievement dimension of motivational behaviour and Individualistic (r = - 0.29*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Achievement dimension of motivational behaviour decreases when Individualistic aspect of organisational culture increases. A significant positive correlation is observed between Affiliation dimension of motivational behaviour and Ambiguity Tolerant (r = 0.22*) and Future Oriented (r = 0.35*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the aspects Ambiguity Tolerant and Future Oriented of organisational culture increase or decrease the Affiliation dimension of motivational behaviour of tourism employees.

A significant negative correlation is observed between Affiliation dimension of motivational behaviour and Context Sensitive (r = - 0.22*), Individualistic (r = - 0.37*), Universal (r = -0.24*) and Expanding (r = -0.19) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Affiliation dimension of motivational behaviour decreases when Context Sensitive, Individualistic, Universal and Expanding aspects of organisational culture increase.

A significant positive correlation is observed between Influence dimension of motivational behaviour and Narcissistic (r = 0.32*), Future Oriented (r = 0.26*) and Role Bound(r = 0.31*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the

aspects Narcissistic, Future Oriented and Role Bound of organisational culture increase or decrease the Influence dimension of motivational behaviour of tourism employees.

A significant negative correlation is observed between Influence dimension of motivational behaviour and Individualistic (r = -0.36*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Influence dimension of motivational behaviour decreases when individualistic aspect of organisational culture increases.

A significant positive correlation is observed between Control dimension of motivational behaviour and Role Bound (r = 0.21*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Role Bound aspect of organisational culture increases or decreases the Control dimension of motivational behaviour of tourism employees. A significant negative correlation is observed between Control dimension of motivational behaviour and Individualistic (r = - 0.18*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Control dimension of motivational behaviour decreases when Individualistic aspect of organisational culture increases.

A significant positive correlation is observed between Extension dimension of motivational behaviour and Internal (r = 0.29*), Narcissistic (r = 0.35*) and Future Oriented (r = 0.39*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the aspects Internal, Narcissistic and Future Oriented of organisational culture increase or decrease the Extension dimension of motivational behaviour of tourism employees.

A significant negative correlation is observed between Extension dimension of motivational behaviour and Individualistic (r = - 0.34*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Extension dimension of motivational behaviour

decreases when Individualistic aspect of organisational culture increases.

A significant positive correlation is observed between Dependence dimension of motivational behaviour and Future Oriented (r = 0.25*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Future Oriented aspect of organisational culture increases or decreases the Dependence dimension of motivational behaviour of tourism employees.

A significant negative correlation is observed between Dependence dimension of motivational behaviour and Expanding (r = - 0.23*) aspect of organisational culture. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Dependence dimension of motivational behaviour decreases when Expanding aspect of organisational culture increases.

A significant positive correlation is observed between total motivational behaviour and Internal (r = 0.24*), Ambiguity Tolerant(r = 0.19*) and Future Oriented (r = 0.48*) aspects of organisational culture. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the aspects Internal, Ambiguity Tolerant and Future Oriented of organisational culture increase or decrease the total motivational behaviour of tourism employees.

A significant negative correlation is observed between total motivational behaviour and Individualistic (r = - 0.45*) and Expanding (r = - 0.20*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the total motivational behaviour decreases when Individualistic and Expanding aspects of organisational culture increases.

Hypothesis 2

There is no significant correlation between each dimension of Motivational Behaviour and each aspect of Organisational Culture in tour operations business.

Table No. 3: Correlation between each dimension of motivational behaviour and organisational culture aspects in tour operations business

From Table 3, it can be seen that a significant positive correlation is observed between Achievement dimension of motivational behaviour and Internal (r = 0.29*), Ambiguity Tolerant (r = 0.27*), Narcissistic (r = 0.35*), Future Oriented (r = 0.23*) and Universal (r = 0.22*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the aspects Internal, Ambiguity Tolerant, Narcissistic, Future Oriented and Universal of organisational culture increase or decrease the Achievement dimension of motivational behaviour of employees in the tour operation business.

A significant positive correlation is observed between Influence dimension of motivational behaviour and Expressive (r = 0.22*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Expressive aspect of organisational culture increases or decreases the Influence dimension of motivational behaviour of employees in the tour operation business.

A significant negative correlation is observed between Influence dimension of motivational behaviour and Individualistic (r = -0.21*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Influence dimension of motivational behaviour of employees in the tour operation business decreases when Individualistic aspect of organisational culture increases.

A significant positive correlation is observed between Control dimension of motivational behaviour and Narcissistic (r = 0.29*) and Universal (r = 0.23*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Narcissistic and Universal aspects of organisational culture increase or decrease the Control dimension of motivational behaviour of employees in the tour operation business.

A significant positive correlation is observed between Extension dimension of motivational behaviour and Internal (r = 0.22*) and Universal (r = 0.24*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Internal and Universal aspects of organisational culture increase or decrease the Extension dimension of motivational behaviour of employees in the tour operation business.

A significant negative correlation is observed between Extension dimension of motivational behaviour and Expanding (r = -0.24*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Extension

dimension of motivational behaviour decreases when expanding aspect of organisational culture increases.

A significant positive correlation is observed between total motivational Behaviour and Androgynous (r =0.23*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Androgynous aspect of organisational culture increases or decreases the total motivational behaviour of employees in the tour operation business.

A significant negative correlation is observed between total motivational behaviour and Individualistic (r =-0.24*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the total motivational behaviour of employees in the tour operation business decreases when Individualistic aspect of organisational culture increases.

Hypothesis 3

There is no significant correlation between each dimension of Motivational Behaviour and each aspect of Organisational Culture in Airlines Business.

Table No. 4: Correlation between each dimension of Motivational behaviour and organisational culture aspects in airlines business

From Table 4, it can be seen that a significant positive correlation is observed between Achievement dimension of motivational behaviour and Assertive (r = 0.30*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Assertive aspect of organisational culture increases or decreases the Achievement dimension of motivational behaviour of employees in the airline sector.

A significant negative correlation is observed between Achievement dimension of motivational behaviour and Expressive (r = - 0.27*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Achievement dimension of motivational behaviour decreases when Expressive aspect of organisational culture increases.

A significant negative correlation is observed between Dependence dimension of motivational behaviour and Narcissistic (r = - 0.27*), Role Bound (r = - 0.28*) and Power Parity (r = - 0.32*) aspects of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Dependence dimension of motivational behaviour of employees in the airline sector decreases when Narcissistic, Role Bound and Power Parity aspects of organisational culture increase.

A significant positive correlation is observed between total motivational behaviour and Inner-Directed (r = 0.30*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Inner-Directed aspect of organisational culture increases or decreases the total motivational behaviour of employees in the airline sector.

Hypothesis 4
There is no significant correlation between each dimension of Motivational Behaviour and each aspect of Organisational Culture in Hotels and Resorts.

Table No. 5: Correlation between each dimension of motivational behaviour and organisational culture aspects in Hotels and Resorts business

Table No. 5: Correlation between each dimension of motivational behaviour and organisational culture aspects in Hotels and Resorts business

From Table 5, it can be seen that a significant positive correlation is observed between Achievement dimension of motivational behaviour and Universal (r = 0.34*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Universal aspect of organisational culture increases or decreases the Achievement dimension of motivational behaviour of employees in the Hotels and Resorts business.

A significant positive correlation is observed between Influence dimension of motivational behaviour and Narcissistic (r = 0.28*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Narcissistic aspect of organisational culture increase or decrease the Influence dimension of motivational behaviour of employees in the Hotels and Resorts business.

A significant positive correlation is observed between Control dimension of motivational behaviour and Expressive (r = 0.29*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Expressive aspect of organisational culture increase or decrease the Control dimension of motivational behaviour of employees in the Hotels and Resorts business.

A significant positive correlation is observed between Extension dimension of motivational behaviour and Universal (r = 0.39*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Universal aspect of organisational culture increases or decreases the Extension dimension of motivational behaviour of employees in the Hotels and Resorts business.

A significant positive correlation is observed between Dependence dimension of motivational behaviour and Context Sensitive (r = 0.35*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Context Sensitive aspect of organisational culture

increases or decreases the Dependence dimension of motivational behaviour of employees in the Hotels and Resorts business.

A significant positive correlation is observed between total motivational behaviour and Universal (r = 0.31*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Universal aspect of organisational culture increases or decreases the total motivational behaviour of employees in the Hotels and Resorts business.

A significant positive correlation is observed between total motivational behaviour and Individualistic (r = - 0.30*) aspect of organisational culture at 0.05 level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. It means that the Individualistic aspect of organisational culture increases or decreases the total motivational behaviour of employees in the Hotels and Resorts business.

Outcome, Relevance, Implications and Suggestions

The outcome of correlation analysis shows that the motivational behaviour of employees working in travel agencies is greatly influenced by future oriented and ambiguity tolerant aspects of organisational culture. It implies that these employees give a lot of importance to planning for their future tasks. They want to plan well in advance to deal with issues that might arise in the future. At the same time they want to look at different ways of solving problems. This may be very evident in the nature of work of the employees of travel agencies, who in spite of planning well in advance, may have to come up with new perspectives at the last moment like change in the travel plan due to events which are beyond the control of the customer or the service provider.

A very significant negative relationship is found between the motivational behaviour of employees of travel agencies and individualistic aspect of organisational culture. It implies that employees of travel agencies prefer to have a closely knit social framework in their workplace. The individualistic culture may result in more of competitive strategies which may be seen as a reason for the negative motivation. Tourism sector should engage more of affiliation strategies rather than control strategies.

In case of employees working in tour operations business, a significant positive relationship is found between achievement, control and extension dimensions of motivational behaviour and universal aspect of organisational culture. A significant positive relationship is also found between achievement and extension dimensions of motivational behaviour and internal aspect of organisational culture. It implies that employees of tour operations want to be treated based on the merit of their working assignments, and not on the basis of kinship, caste, etc.

A significant negative relationship is found between motivational behaviour and individualistic aspect of organisational culture. It implies that employees of tour operations want to work under closely knit social framework. The managements of these organisations should ensure that their employees are given more avenues to work in teams rather than as individual members.

In contrast to the notion of the general public about the airlines business, the study has found out that there is no significant relationship between organisational culture and motivational behaviour of employees working in airlines. In creating infrastructure airlines appear to be maintaining high standards. But there is lack of achievement motivation and a tendency to withdraw from the peer group interactions among the employees working in airlines.

In case of employees working in hotels and resorts, a significant positive relationship is found between the universal aspect of organisational culture and motivational behaviour. It implies that employees of these organisations can be motivated if the managements of these organisations are able to balance the needs and aspirations of their employees with those of their other stakeholders. The managements of these organisations should ensure that the needs and aspirations of their employees are taken care of while satisfying the needs and aspirations of the other stakeholders.

Conclusion

The role of tourism in the national economy is proven without any doubt. All the components of tourism industry such as travel agency, tour operations, airlines and hotels and resorts play a

significant role in transforming the economy of a nation. The role of Organisational Culture in affecting the behaviour of the employees is emphasised in various literature available. The importance of these constructs is very high in the context of tourism industry as it is a constellation of various service sectors. Being the constituents of a large industry it is expected that the tourism organisations share a common culture to mutually complement the growth of the industry.

The study reveals that most of the organisations in the tourism industry hold Internal and Narcissistic aspects of organisational culture reflecting the sad state of affairs being prevalent in the organisations. There is a lack of future orientation to create a strong culture aligned with the value systems of the founders. This in most of the cases has made a negative motivation among the employees as evident in the study. Though there is a strong achievement and affiliation motivation, the prevailing culture does not support to the extent to which they expect the organisations to facilitate.

Having seen the situation prevailing in the culture, and motivational behaviour of tourism employees, it is strongly felt that a thorough revamping of the existing practices in these organisations is needed to ensure desired level of employee motivation. There should be deliberate efforts by the organisations to build and sustain a strong organisational culture which in turn can help to motivate the employees. Such an environment would be highly motivating and rewarding for each and every employee of the organisations.

Suggestions for Future Research

More variables such as organisational climate, organisational socialization etc. could be included in the future studies. A path analysis (SEM modelling) might bring out better results. Rather than finding the direct correlations between the variables, the mediating and moderate effects of the variables used in the study could be tested using SEM modelling.

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