

The Research on Stimulating Practices for Employees' Taking Charge in Hotel Based on the Error Management Climate

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Abstract: This paper analyzes the relationship among error management climate and taking charge. Based on the theory of planned behavior and self-determination theory, the study constructs management strategies to stimulate taking charge from the error tolerance mechanism and training approach. The hotels should embed the error tolerance mechanism into the human resource management system, build the supportive organization climate and improve an error management ability training plan aimed to stimulate employees' taking charge.

Key words: Taking charge; Error management climate; Stimulating practices

1. Introduction

In the era of mobile internet, the rapid iteration of technology and the rapid upgrading of business models have exacerbated the dynamic complexity and uncertainty of the operating environment in the hotel industry. Hotel transformation has become one of the strategies for enterprises to cope with the competitive environment of uncertainty and achieve sustainable development. The driving force for hotel transformation comes from both macro level organizational strategic adjustments and micro level employee proactive changes. Active change behavior has the characteristics of spontaneity, change orientation, and foresight. Therefore, how to encourage hotel employees to engage in taking charge has become a hot topic of concern in the academic and management practice fields. However, the uncertainty in work and individual cognitive limitations make it inevitable for employees to make mistakes in the process of proactive change, which may have adverse effects on themselves. The attitude of hotel employees towards errors and the way they respond to them may affect their willingness to implement change. This study analyzes the relationship between error management and hotel staff's taking charge and explore the managerial practices to stimulate employees' taking charge.

2. Theoretical Basis for the Research

(1) The theory of planned behavior

Theory of planned behavior describes how can individual change him or her mode of behavior. This theory suggests that human behavior is a result of thoughtful plan. The theory of planned behavior has the following main points: 1) The behavior of non-individual will is not only affected by the intention of behavior, but also by the actual control conditions such as individual ability, opportunity and resources of the execution behavior. In the case where the actual control conditions are sufficient, the intention of action directly determines the behavior. 2) Accurate perceptual behavior control reflects the actual control conditions, so it can be used as an alternative measurement indicator of actual control conditions, directly predicting the possibility of behavior occurrence, and the accuracy of prediction depends on the true degree of perceptual behavior control. 3) Behavioral attitudes, subjective norms and perceptual behavioral control are the three main variables that determine behavioral intentions. The more positive the attitude, the greater the support of others, the stronger the perceptual behavioral control, the greater the behavioral intention, and vice versa.

(2) The self-determination theory

Self-determination theory emphasizes the role of self in the process of motivation. This theory divides human behavior into self-determination behavior and non-self-determination behavior. And it believes that drive, intrinsic needs and emotion are the sources of motivation for self-determination behavior. Self-determination theory focuses on the degree of self-determination of human behavior, and regards motivation as a continuum according to the degree of self-determination. Its foundation is organic dialectical theory, which believes that the social environment can support three basic psychological needs: autonomy, competence and relationship. Satisfaction to enhance human internal motivation, promote the internalization of external motivation, and ensure the healthy growth of human beings. Although self-determination theory has certain limitations, it embodies the trend of motivation research and provides a basis for the integration of many motivational theories.

3. The relationship between error management climate and the hotel staff's taking charge

Firstly, taking charge is a behavior where employees voluntarily make constructive efforts in their own positions, work units, and

organizational contexts, by initiating changes in work methods, policies, and procedures, in order to help organizations achieve functional improvements. According to the theory of planned behavior, behavioral intention is generated under the dual effects of behavioral attitude and subjective norms. The error management climate can amplify the positive impact of errors and reduce the negative impact of errors. When employees realize that the mistake they make in actively advancing their work will not be seen as a monster and will not be rejected and criticized by the outside world, they will be less burdened with external pressure and feel the subjective norms of being supported by the external environment to initiate change behavior. At this point, on the one hand, employees who already have a spirit of change do not have to constantly consider the negative impact of making mistakes on themselves, and can explore and try new things in their work without worrying about it; On the other hand, in this work environment where there is no need to worry about punishment from superiors or blame and blame among colleagues, employees are willing to face mistakes, provide assistance to each other, share experiences, and communicate with each other.

Secondly, according to the four dimensions of error management climate, error learning refers to the process in which employees learn from mistakes that have already occurred. In hotels with a strong learning climate for errors, employees can maintain a more calm and relaxed attitude towards errors, improve their knowledge acquisition and confidence in facing errors. The accumulation of these resources has a positive impact on employees' proactive change; Error thinking requires employees to sort out the errors that have already occurred, through information reprocessing and creative thinking, summarize experience, and explore solutions. After an error occurs, the organization's employees analyze the cause of the error, consider corrective measures, and summarize their experience and mistakes, providing work guidance for other employees to avoid similar errors from happening again. Usually, employees who are good at error thinking will not blindly reject the occurrence of errors and can more easily accept the negative consequences caused by errors, and gain ideological enlightenment and knowledge gain from them, which is conducive to stimulating employees' proactive change awareness; Error tolerance refers to the ability of employees to respond and handle errors. High quality error response helps employees stay calm and calm in times of crisis, stabilize their mindset, and organize their emotions to find ways to cope.

4. The practices for stimulating hotel staff's taking charge

(1) Construct a fault-tolerant system

Hotels should establish a sound fault-tolerant system. On the one hand, organizations need to establish error communication mechanisms to encourage discussion of errors. By establishing direct, confidential, and anonymous communication channels, hotel service personnel can seek help when errors occur, openly discuss and share with colleagues, without worrying about punishment or feeling ashamed. Leaders need to develop feasible organizational activities for these discussions, such as anonymous report emails and fixed discussion modules during group meetings, aimed at guiding, encouraging, and supporting employees to actively communicate errors, accumulating through reflection and summary, and improving through exploration and collision. On the other hand, improve the reward and punishment mechanism for errors. The human resources department can collaborate with various departments to develop quantifiable evaluation standards and use error assessment indicators as a partial basis for employee performance evaluation and salary distribution; At the same time, the company should also recognize, praise, and reward employees who quickly identify and correct errors, assist others in handling errors, and share their experience in spreading errors.

(2) Design and implement an error management ability training plan.

Hotels can deepen employees' understanding and application of error concepts through training, and jointly create an error management atmosphere. Firstly, teach error knowledge and promote corporate culture. By popularizing error knowledge and improving employees' ability to identify errors, this training enables employees to identify the causes of errors, systematically record errors, and report errors through the correct channels. It guides employees to fully perceive the company's error orientation and deepens the concept of error management. Enterprises can try to incorporate error management into their knowledge management system, using past error experiences as empirical knowledge for all employees to learn. Secondly, establish an internal trainer mechanism within the hotel and regularly conduct error training lectures. Train employees on how to handle and respond to errors, enabling them to understand the company's error related policies and make rational and correct handling based on specific regulations and policies.

5. Conclusion

This study suggests that error management climate can positively influence the staffs' taking charge behavior in hotel. The higher the error management climate, the greater the ability of employees to cope with errors, the more they dare to take the risk of making mistakes, and the more they can communicate with leaders or colleagues in a timely manner to analyze the causes of errors and actively correct them,

which is more likely to occur before taking charge behavior. Hotels should focus on the factors that can stimulate employees' taking charge behavior. Managers should pay attention to the error management and employees' perceptions of support from the organization.

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