Chapter 12

The Application of Monetary Awards in Tourist Organizations:
Rent–A–Car Sectors in Buenos Aires, Argentina

Maximiliano E. Korstanje
University of Palermo, Argentina

ABSTRACT

Over years, management and marketing has been influential and useful to organize the working condition in modern corporations in tourism fields. The classical literature suggests that motivated workers enhance their commitment respecting to the goal of corporation. In this process, the assistance of managers is vital to achieve the success. In doing so, the program of incentive (monetary awards) gives to workers a reason to internalize management decisions. This not only is not truth but also we have found in this case-study opposite evidence. The capital somehow, disorganizes the human relations and harmony in service organizations. Of course, outcomes of this review should not be extrapolated to other unit of analysis; this is valid only for this organization.

INTRODUCTION

While specialized literature emphasizes on the needs of motivating workforce to improve the production, the present paper shows the pervasive nature of financial incentives in tourist-organizations. Our outcome evidences that the monetary awards not only trigger the pre-existing conflict but also reduce the confidence and loyalty within organizations. This research is a result of a much broader project of investigation concerning the negative effects of a monetary incentive program in one of the most well-known rent a car companies in Buenos Aires and Argentina. Ethnography was the primary source of research here. The real names of participants and interviewees were covered into anonymity because of

DOI: 10.4018/978-1-4666-9761-4.ch012
ethical issues. Added value is a significant aspect of psychological motivation recommended by marketing and management literature. This was the reason why one day the studied corporation contracted to a consulting advisor. One of the first tips was the implementation of a program based on monetary incentive for workers and employees. This program not only conferred a payment for workers in basis of their production but applied punishments based on the error or misconducts. The final outcome to be paid is transformed in argentine pesos. Although, the production increased, the conflict within workforce and top management obscured the labor Environment.

The history of management reveals that the relationships between workers and capital owners were determined by the conditions of production, which varies from time to time. Originally, the policies to foster production were based on paternalist viewpoints, but with the passing of time, it set the pace to more measure-stricken philosophies. Therefore, it is safe to say the concept of resource management surfaced from the rational needs of organizing works in a stage of centralized production. Whatever the case may be, from harder to softer models, from individual to collective work, the labor policies were implemented by top-management taking seriously the sense of authority (Davis 2006). This begs a more than interesting point of entry for this essay review, is postmodernity effacing the classical notion of authority, by which conflict arises?.

Preliminary Discussion: Can Sociology Explain Conflict?

As the previous argument given, ethnography-related research was conducted during the years of 2004-2008 collating a set of considerable evidence that is synthesized in the present note of research. The role of observer was certainly occulted. The interviews were conducted following the snowball methods tape-recorded and transcribed verbatim. In the existent theoretical framework on managerial studies in tourism fields, many scholars have devoted considerable efforts and time in studying the role played by psychological motivation not only in tourist organizations but also destination-planning. For these studies, motivation is a significant aspects of management only facilitated by atmospheres of cooperation (Zamora Gonzalez et al, 2004; Arkursus and Tarkan, 2002; Lindroth, 2008; Zehrre et al, 2008). In addition, others studies have drawn their attention to the importance of incentive-programs to improve the satisfaction of workers and their connection with consumers (Dominguez, Richert & Castro, 2006; Charles and Marshall, 1992; Hall, 1995; Rodriguez and San Martin, 2008; Mckercher and Lau, 2007; Um, Chon and Ro, 2006; Fuller, Matzler and Faullant, 2006; Ball, 1988; Brymer, 1991; Bigne and Andreu, 2004; Szivas, Riley and Airey, 2003; Muller and Wyss, 2007; Moller et al, 2007; Alonso Ferreras, 2002; Lillo Bañuls et al, 2007). The degree of satisfaction in front-desk employers contributes to create a platform to innovating in new products and services. Of course, there are many ways of motivating the staff but it is unfortunate that less attention was given to the problems caused by material incentive systems in the organizational relationship.

Through an empirical-rich research based on the usage of Culture Assimilator Technique in cross-cultural interaction between Australian airline’s employees and Japanese tourists, Bochner and Couloung demonstrated that complainers follow cultural compatibility in claiming for a “bad service”. The point of discussion seems to be that under unfamiliar situations Japanese tourists opted not to complaint prior to returning at home. Sometimes a complaint may not overtly be expressed at desk by the consumer. In this context, familiarity appears to work as a mechanism capable to bring disputes issues through a safer way (Bochner & Coulong, 1997). In Social Psychology, additional research gained consensus to point out that cross-national culture theories can help policy-makers to design a sustainable framework
Related Content

Assessment of the Internal Control System in the Accommodation Firm and Its Relation to Performance

Information Source Before Travelling and Choice of Traveling Mode
[www.igi-global.com/article/information-source-before-travelling-and-choice-of-traveling-mode/240703?camid=4v1a](www.igi-global.com/article/information-source-before-travelling-and-choice-of-traveling-mode/240703?camid=4v1a)

Interactive Approaches for Sightseeing Route Planning under Uncertain Traffic and Ambiguous Tourist's Satisfaction
[www.igi-global.com/chapter/interactive-approaches-for-sightseeing-route-planning-under-uncertain-traffic-and-ambiguous-tourists-satisfaction/133026?camid=4v1a](www.igi-global.com/chapter/interactive-approaches-for-sightseeing-route-planning-under-uncertain-traffic-and-ambiguous-tourists-satisfaction/133026?camid=4v1a)

Tourism Mobile Application Usability: The Case of iTicino
[www.igi-global.com/chapter/tourism-mobile-application-usability/119230?camid=4v1a](www.igi-global.com/chapter/tourism-mobile-application-usability/119230?camid=4v1a)