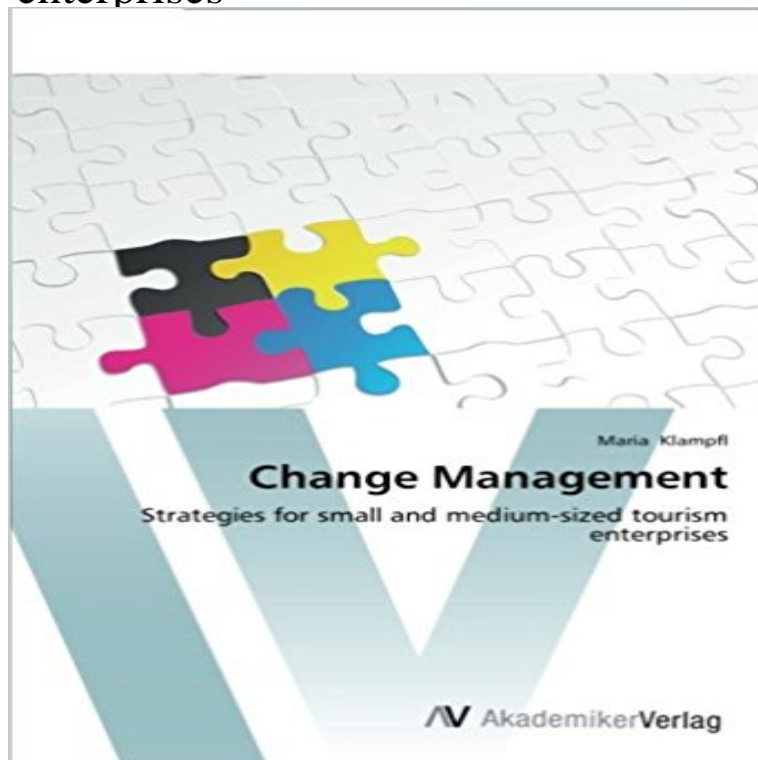


Change Management: Strategies for small and medium-sized tourism enterprises



This book reveals how the full potential of employees in small and medium-sized tourism enterprises can be achieved, by creating a motivational and health enhancing work design. This should maximize the service quality and thus, allow achieving a sustainable competitive advantage. The research indicated that empowerment, participative decision-making processes, autonomy in performing the job, as well as responsibility for the results are important factors affecting the motivation and well-being of workforces. To ensure the health of employees in the long-term, an organization culture that allows staff members to say no or to ask for help is absolutely essential. At the same time, it is necessary to assure that the goals of employees are set realistically and that their competences are continuously promoted and improved. The resultant sense of having control over one's life enables individuals to cope more efficiently with the daily job demands, encouraging them to develop their individual potential which further enhances their quality of living.

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