ASPECTS OF EMPLOYEE'S MOTIVATION IN TOURIST SERVICES

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Abstract

Employee motivation is "a science" whose role has proven, over time, to be a very important one. Sometimes recruiting employees is easy, but keeping them proves more difficult. Keeping employees in the company, creating with their help competitive products on the market, keeping the company in the top, depend to a great extent on how the employer/manager understands the importance of motivating the subordinate staff and knows they must search, discover and apply those motivational techniques that are in line with employees' expectations.

Why the motivation? Because motivation is an essential element in all fields of activity, especially in the tourism industry, where it is a priority coordinate. Motivation comes from within everyone, from the innermost recesses of the human being and is deeply rooted in the desires and needs of man.

Keywords: *motivation, employer, tourism industry, desires and needs, subordinate staff*
JEL: *M52, Z10, Z13, Z32*

Introduction

What is motivation? We can define motivation as an internal, individual, introspective process that energizes, directs, and supports a specific behavior. Motivation is a personal "force" that determines certain behavior, and when we refer, for example, to the method of job rotation to motivate employees, we understand the activation of this inner force. (Cherecheş, I., 2004)

Motivation, morale, and satisfaction of employees' needs are intertwined and, together with productivity, are the most studied subjects. More often than not, a researcher begins a study with a few narrow objectives in mind, but as the research on the subject develops and takes shape, researchers realize that both the objective and the research could be general. The same thing happened with much of the research undertaken in the field of work and labor relations. (Chişu, Viorica Ana, 2005; Novac, Emilia, Abrudan, Denisa, 2010)

Motivation assumes that each individual is a unique being with always-different needs and possibilities, which can be satisfied through activity in accordance with the organization's objectives, thus he also wins the organization. Motivation is based on matching the satisfaction of people's needs and interests with assigned tasks. Sometimes, the reasons are clear: the salary, the work schedule that cannot be shorter or more flexible, existing in a kindergarten where the children are taken care of, and in a restaurant that removes the worry of making food, other times the reasons are less visible, intrinsic. (Sirota, D., Mischkind, L.A., Meltzer, M.I., 2010; Martin, Simona Cristina, 2014)

Motivating someone means understanding what their needs are, and what exactly stimulates them to work better and determine them to achieve better results. If the employees are motivated, the work climate is pleasant; everyone is full of interest and energy. The sources of motivation – the desire to improve, the concern for creating a climate favorable to teamwork, and the desire to

be influential – must condition a person's behaviors and competencies. (Ticu, C-tin, 2009; Deaconu, A., Roscă, L., Chivu, I., Podgoreanu, S., 2002; Prodan, Adriana, 1999)

In order to motivate people, the causes of poor results must be discovered, negative attitudes must be eliminated and the needs of each individual must be understood. (Ziglar, Zig, Savage, Jim, 1998; Deaconu, A., Roscă, L., Chivu, I., Podgoreanu, S., 2002; http://www.biblioteca-digitala.ase.ro)

In order to make people work, their work must be a source of satisfaction, they must be satisfied with their own activity, and otherwise they will find it useless and boring. People like to possess skills that their work requires, to reach high standards of performance, to have their efforts and achievements recognized. These aspects refer to certain reasons that are under the individual's personal control, but can also be influenced by their managers. There are also aspects that employees have little or no control over, such as company policy, bureaucracy, and working conditions. (Wilson, Jerry R, 2007; Martin, Simona Cristina, 2014; www.consumator.gov; Mironescu, Roxana, 2002)
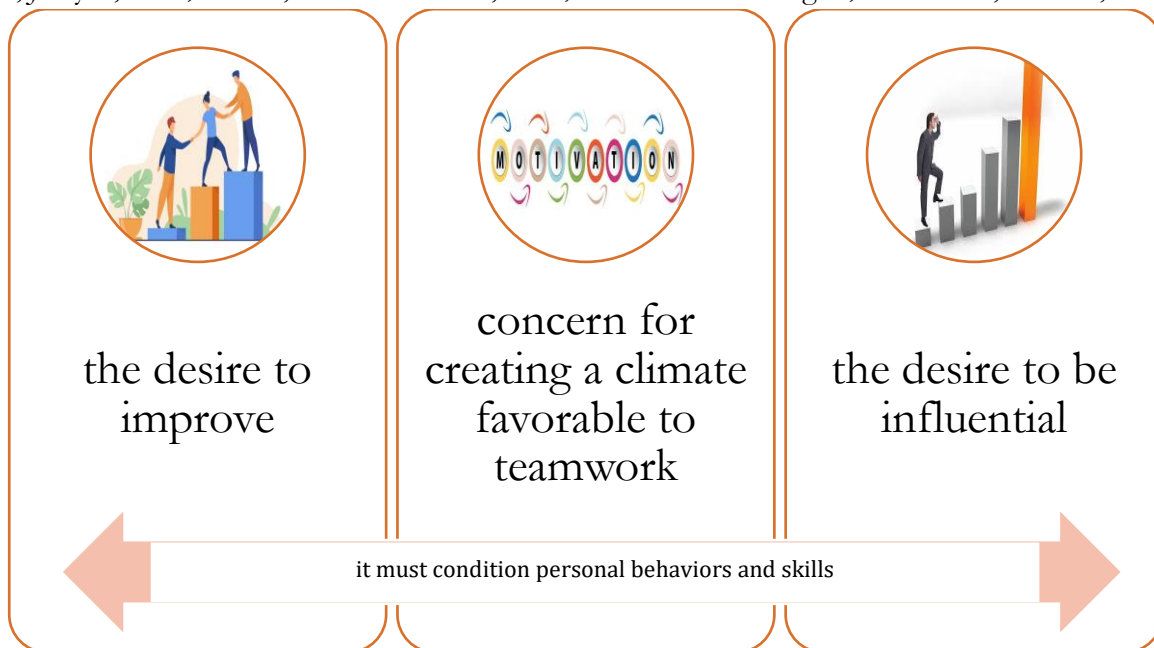

Figure 1. The sources of motivation
Source: own creation

Nothing is more profitable than knowing what your employees want from you and their work, and then helping them achieve those things.

The theory of motivation tries to explain "why" people behave as they do in the work process, no easy task. The difficulty lies in the fact that each researcher must make some assumptions regarding the reasons for the behaviour that he observed, recorded and theoretically systematized. Any of the results of this effort will therefore be influenced, to a greater or lesser extent, by elements of subjectivity. (Wilson, Jerry R, 2007; Sirota, D., Mischkind, L.A., Meltzer, M.I., 2010)

The goals pursued by individuals can be relatively perceptible, tangible, or intangible, such as self-respect or professional satisfaction. The rewards that can be obtained are, in general, classified into two broad categories: intrinsic, which derives from the individual's personal experience, and intrinsic, conferred by the environment external to the self, from the outside. An intrinsic reward is the feeling of personal accomplishment or self-esteem; an extrinsic experience can be a salary increase or a promotion to a better position. Although motivation, considered, is primarily an individual experience, managers, in particular, strive to find the most reliable links between personal motivations and performance activity. (Stephen, P. Robbins, Coulter, May K., 2020; Stoica,

Mihaela, 2009; Verboncu, I., 1999) They also have the task of creating favorable conditions for harmonizing the personal goals of individuals with those of the organization. (Deaconu, A., Roscă, L., Chivu, I., Podgoreanu, S., 2002; http://www.biblioteca-digitala.ase.ro; Sirota, D., Mischkind, L.A., Meltzer, M.I., 2010, Bujdosó-Szűcs, 2012)

Knowledge of motivational theories is quite important, because, through better motivation, employees improve and, thus, increase the chances of success of the organization. (Chişu, Viorica Ana, 2005)

Materials and methods

As the general objective of the work, we decided to research the degree of work motivation among the employees of a hotel. As specific objectives, we consider:

- Identification of the main motivating factors;
- Identification of factors that could threaten the stability of the staff in the hotel;
- identifying all the expectations of the hotel employees regarding the manager/boss-subordinate relationship.

The working hypotheses we formulated were:

- Salary level, appreciation for the work performed as the main motivating factors of the hotel;
- The main threat to the stability of the hotel staff is represented by the difficult possibility of advancement, there being the possibility of a faster advancement at another company;
- The employees' desire to have managers with a democratic-paternalist leadership style.

The method of gathering information for this research was the survey, carried out to achieve the purpose of the research by applying a questionnaire to a sample of 30 employees in the hotel, chosen randomly from different departments.

We designed the questionnaire in such a way that it tracks the primary aspects regarding the degree of motivation, satisfaction of the work performed and demotivation of the staff. The main aspects related to the degree of motivation, job satisfaction and demotivation:

- the importance of needs and their satisfaction;
- salary motivation and satisfaction;
- working conditions and climate;
- job design and career management;
- Job satisfaction.

We conducted the survey during one week, in April of the current year, wanting, in this way, to include in the study all the subjects who work in different shifts without affecting the production process.

As a working method, we opted for the application of the questionnaire through its self-administration method, self-administration carried out in our presence, trying, in this way, to avoid or eliminate non-answers. In order for the chosen sample to be valid, the following conditions were simultaneously met:

- the respondents belong to all the existing age categories within the unit;
- the subjects are both male and female.

Results and discussion

Following the analysis of the questionnaires, it was found that there are similar behavioral aspects among the employees, although, as a way of deciding or reacting to the various situations experienced, they are different taking into account the personality of each one and the circumstances experienced. When it comes to the perception of the workplace and the problems they face, employees can fit, quite simply, into a single typology, a typology that emphasizes the employee whose work habits do not change, who regardless of where work and regardless of the degree of satisfaction they have dissatisfaction, they do not hesitate in any way to leave work early or do everything possible to avoid certain work tasks. According to the majority of answers, the employees are aware of the slow pace of work, and the long breaks for themselves or their colleagues, but they do not try in any way to remedy this aspect, but continue, no matter how this approach can lead to the reduction of the company's results. For them, they are not interested in the image of the ensemble, but only in their own duties, which, by the way, they try to escape more easily and, categorically, as easily as their colleagues to whom, by the way, they refer so often. In addition, the majority of complaints, as well as the solutions to them, are found, for them, in the work group and in the actions of the other employees. this type of employee, as the exponent of the answers found in the questionnaires, believes that business is, in fact, a world full of sharks that must swallow those around them, regardless of the price, therefore they do not make any effort to do something more than their colleagues, than those around them, and if they break the rules of ethics and morality, they do not hesitate to act in the same way, to obtain personal gains. The lack of motivation greater than that of personal and immediate gain, as well as indifference to the work itself, we find that they speak for themselves in this case.

We performed an analysis of the employees' answers with the aim of discovering the causes of their lack of motivation, but, above all, what are the aspects that determine the majority to have this deviant behavior? This type of behavior is encountered extremely often among the employees of companies in Romania, perhaps due to the lack of education at work, the lack of ethical codes; to motivate employees to respect themselves and those around them, but also due to the low level of salaries that make them, in most cases, stop taking work seriously.

We chose the questionnaire questions in accordance with Maslow's theories on needs. According to these theories, the needs of security, safety, job security conditions, and job stability, must be satisfied before social, esteem, and personal fulfillment needs. According to Álderfer's ERG theory, the needs related to human existence are those that aim to ensure the basic requirements of material existence, and salary, working conditions, and job stability refer exactly to these needs.
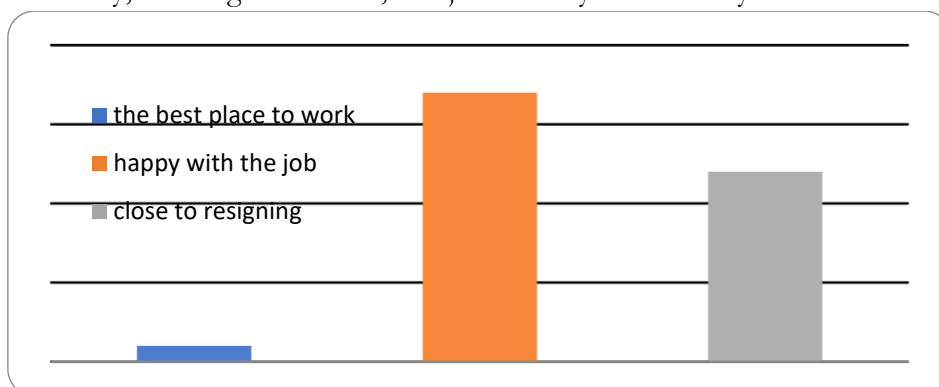

Figure 2. Aspects regarding job satisfaction and stability
Source: own creation following the interpretation of the questionnaire

In general, according to figure 2, the majority of employees are satisfied with their current job and are not in the mood to change them. However, a large part of them would prefer to resign to change their job for a better one.
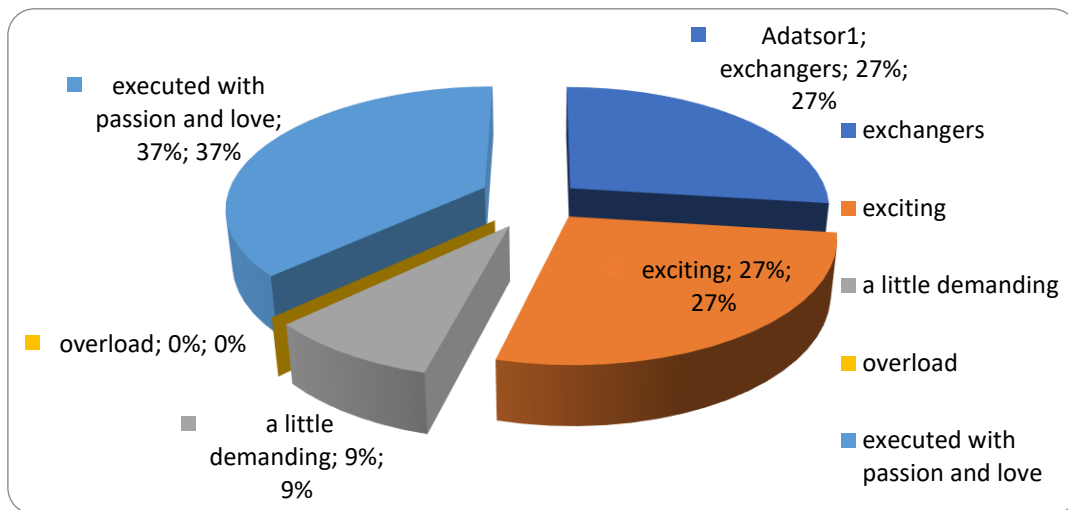

Figure 3. Aspects of exercising personal activity in the company
Source: own creation following the interpretation of the questionnaire

Regarding the appreciation of the personal activity inside the unit, we easily notice that a percentage of 37% of employees enjoy working within the hotel, employees who show a relatively high degree of satisfaction compared to the 9% of employees who feel very little request (according to figure 3). Equally, a percentage of 27%ise the employees who consider their work within the company to be extremely interesting or changing.
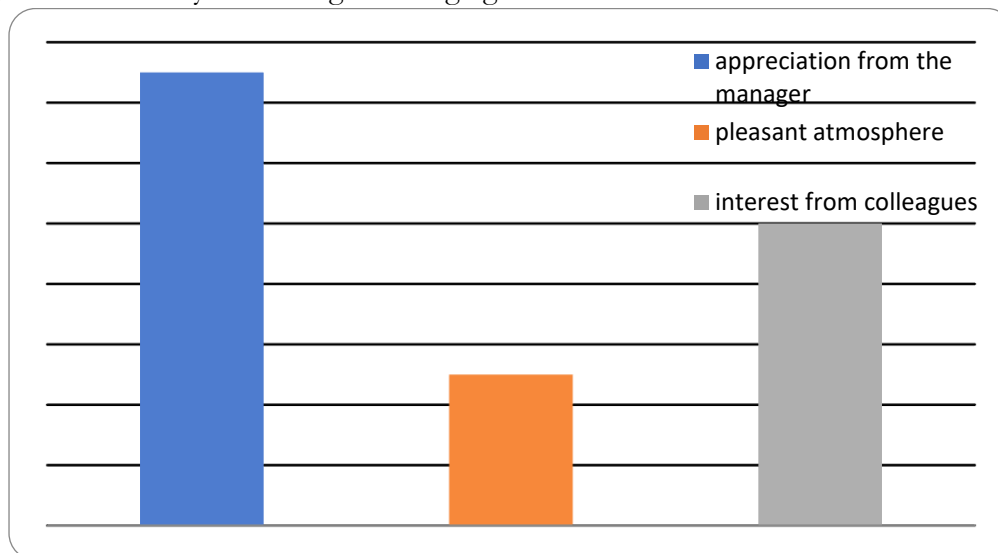

Figure 4. Working conditions
Source: own creation following the interpretation of the questionnaire

Approximately half of the interviewed employees believe that they would work more and at the same time be much more devoted to their job and the employing company if they received much more appreciation from their managers, according to figure 4. The other half prefers, however, a more pleasant climate at the place of activity and an increased interest from colleagues, considering that the work should be divided equally.

More than half of the employees, about 57%, declare that they are very exhausted because of the work they have done, but, as we found and highlighted in the graph above, an almost equal percentage of the respondents consider themselves perfectly healthy and full of energy.
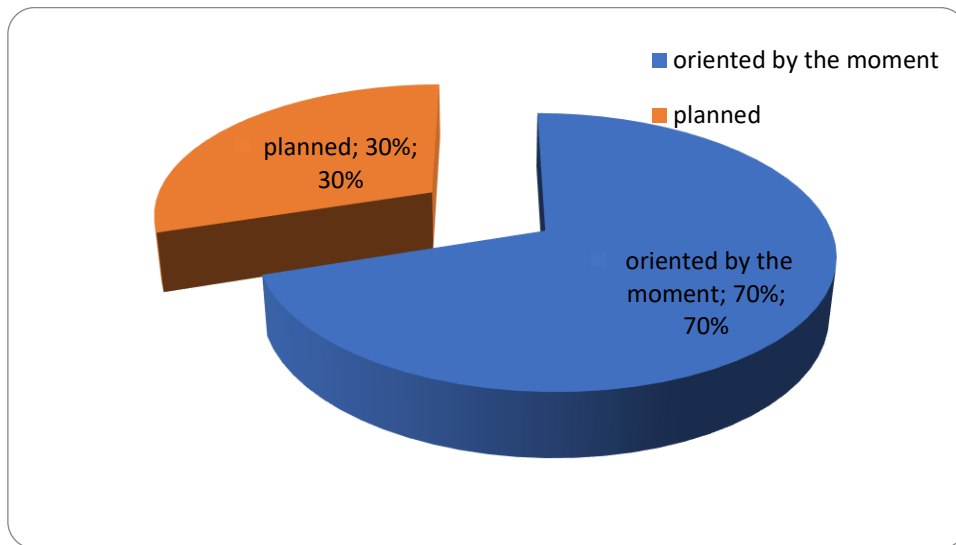

Figure 5. Employee objectives
Source: own creation following the interpretation of the questionnaire

A relatively high level among those interviewed is represented by employees who, in their hard work, orientate themselves according to the requirements of the moment, compared to 30% of those who have set themselves clear, realistic objectives, the fulfillment of which they want to fully achieve and regardless of efforts (figure 5).
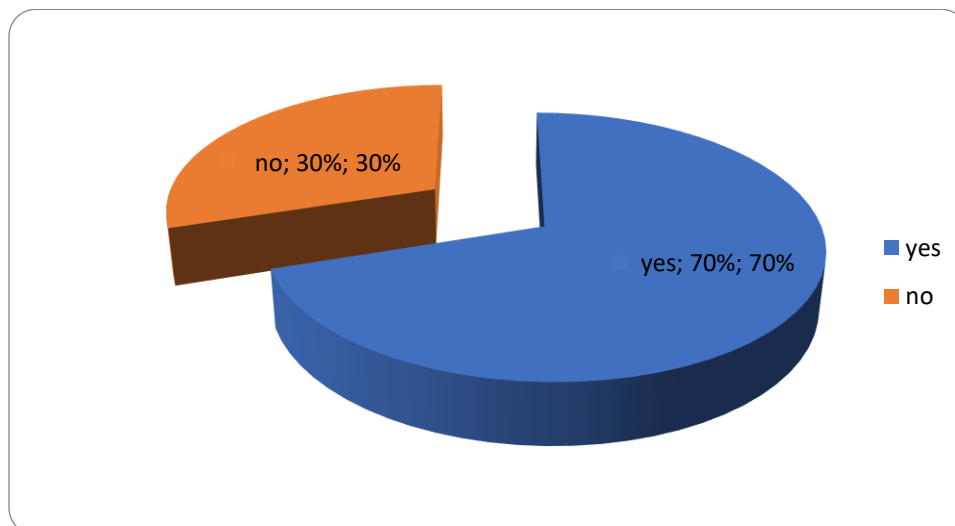

Figure 6. The desire to achieve the proposed or imposed goals
Source: own creation following the interpretation of the questionnaire

Within the hotel, 70% of employees managed to achieve their professional goals step by step, compared to 30% who work just to have a job, according to figure 6.
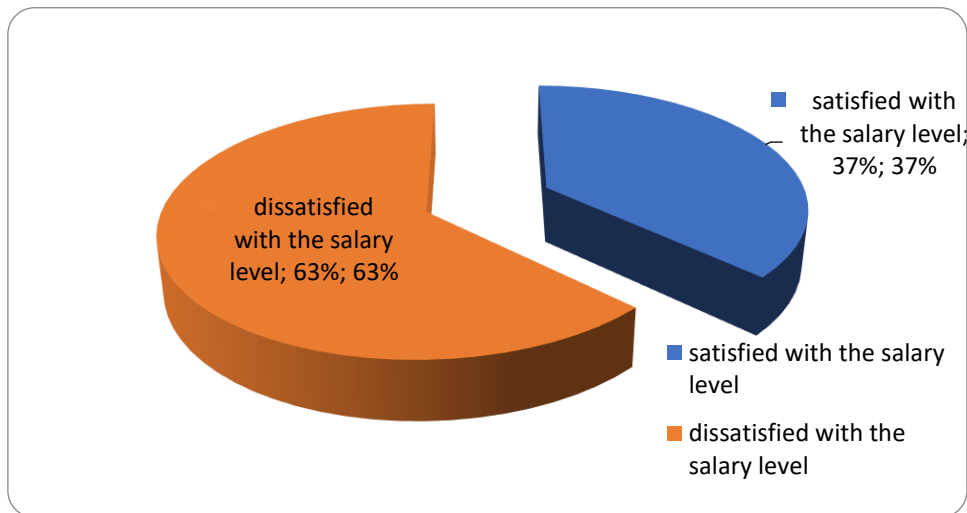
Figure 7. Salary motivation
Source: own creation following the interpretation of the questionnaire

The salary obtained, according to figure 7, as the first motivational factor, is, unfortunately, not in accordance with the requirements of the employees, it is not to the liking of more than half of the employees and respectively a percentage of 63% of those questioned declare themselves dissatisfied with the salary level.
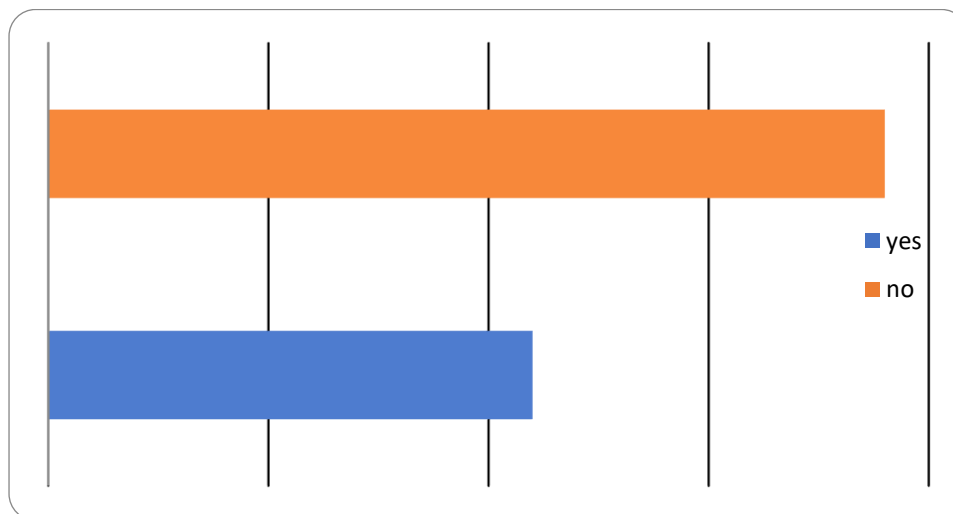

Figure 8. Desire for a career in the field
Source: own creation following the interpretation of the questionnaire

According to the previous graph (figure 8), the majority of employees are not interested in making a career in the field, stating that they work only for the simple fact that they want a secure job.

A high percentage of interviewed employees, 70% of them, put a special emphasis on the appreciation from colleagues, managers, and customers.
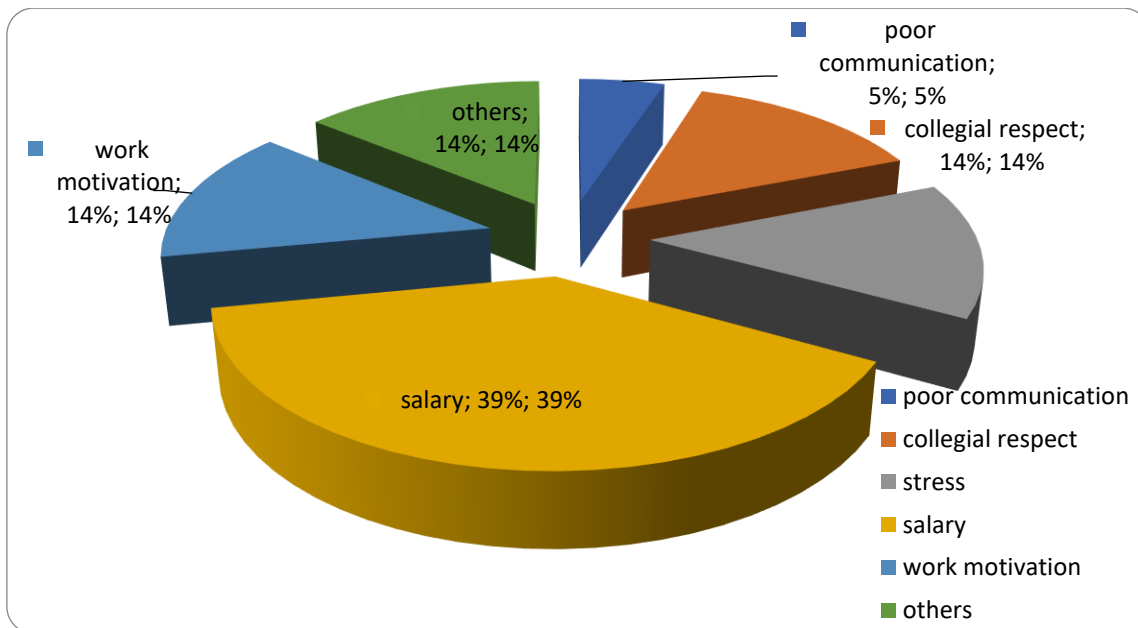
Figure 9. Demotivational aspects within the company
Source: own creation following the interpretation of the questionnaire

The salary and its level, in the proportion of 39%, being followed, with an equal percentage, of 14%, by the conditions of stress, record the highest share in the obtained results and the respect offered (figure 9).

The lack of communication is itself a demotivating factor for employees. In addition to the 86% of employees who are not motivated to work according to the imposed norms, a percentage of 14% of them claim that there is sufficient motivation from all points of view and, as a result, nothing prevents them from working unmotivated.

Since all aspects related to work motivation and effort, as well as professional and personal satisfaction, are sensitive subjects in the framework of organizational investigations, in order to ensure a maximum degree of objectivity of the opinions of all people, the answer sheets to this questionnaire were not nominalized (employees were not asked for identification information or its confirmation). Moreover, the preservation of confidentiality and anonymity presupposes the processing and interpretation of the results obtained on each grouping variable separately.

The questionnaires were distributed to each employee, asking them to complete them on the spot. 30 questionnaires were distributed, of which all 30 were recovered (respectively a percentage of 100%). Of the questionnaires recovered, 0 were invalidated (that is, 0% of the total questionnaires that were distributed). The remaining valid questionnaires, respectively 100% of the total questionnaires that were distributed, ensured the obtaining of relevant statistical results, and their interpretation can therefore be extended to the entire hotel staff.

The structure of the group of employees whose answers were obtained, processed and interpreted following the application of the questionnaire is as follows:
-   according to gender:
    -   men – 6 people
    -   women – 24 people
-   according to age:
    -   20-25 years – 10 people
    -   25-30 years – 11 people
    -   >30 years – 9 people

- according to seniority in the institution:
  - <1 year – 7 people
  - 1-5 years – 13 people
  - 5-10 years – 7 people
  - >10 years – 3 people
- according to the level of training:
  - secondary education – 20 people
  - higher education – 10 people

The main motivating factors of the employees within the company are represented by the collective in which they work, the desire to be able to offer the family a decent, better life, the appreciation of the work done and for some of the interviewees even the salary (figure 10).
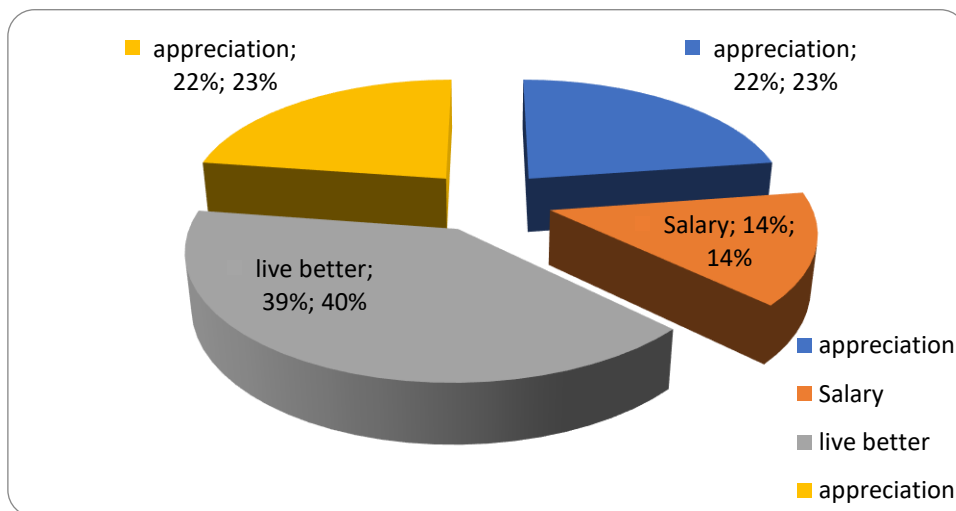

Figure 10. Motivational factors
Source: own creation following the interpretation of the questionnaire

Among the factors that threaten the stability of the staff in the hotel are salary, stress, lack of respect from superiors towards employees and poor communication (according to figure 11).
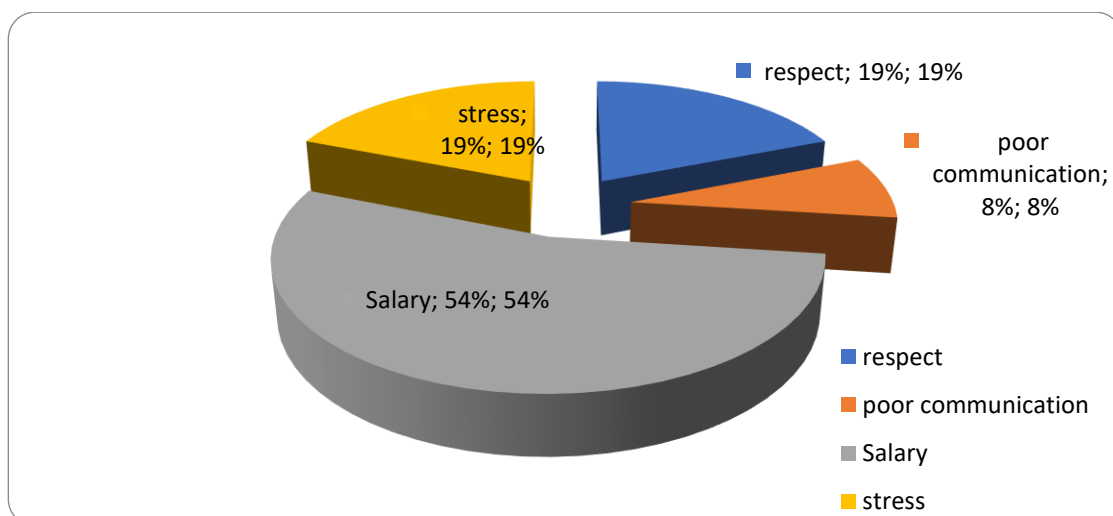

Figure 11. Factors that threaten staff stability
Source: own creation following the interpretation of the questionnaire

The third objective, according to figure 12, regarding employee expectations regarding the manager/boss-employee relationship, half of the respondents mentioned that they wish for better communication.
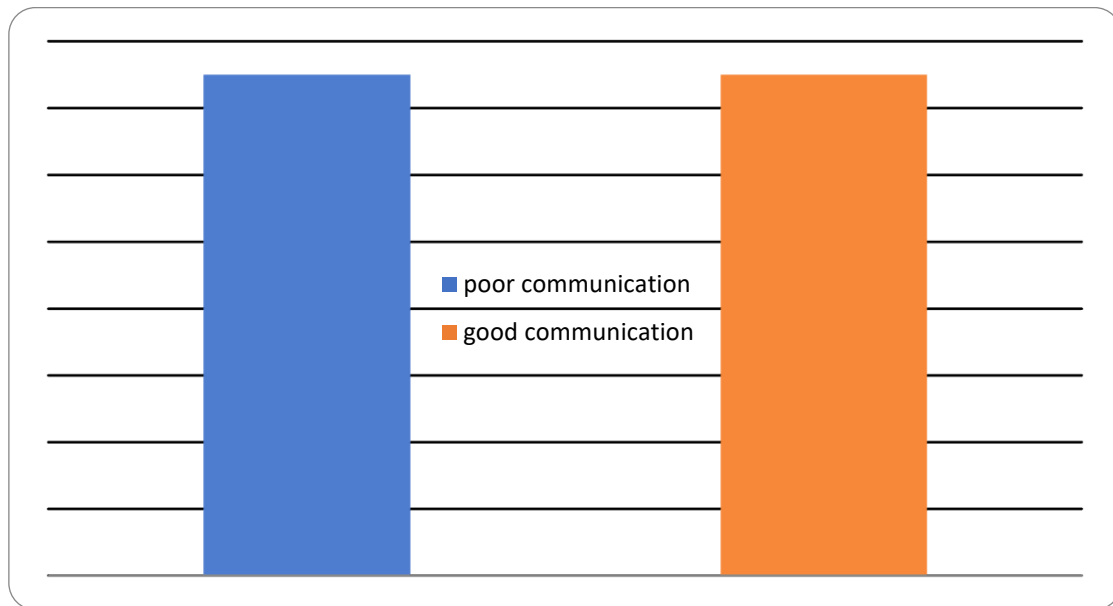

Figure 12. Expectations in the manager/boss - employee relationship
Source: own creation following the interpretation of the questionnaire

From everything previously described, it can be seen that the hypotheses of the research, for the most part, come true. Both the salary and the appreciation for the work done are considered by a relatively large number of respondents to be part of the motivating factors, although they are not the main factors. There is still a need for improvements at the level of human resources, employee motivation, the idea of a team, the possibility of career advancement is not a threat, since 63% of those questioned do not want to have a career. We believe that better communication would be of real help regarding the relationship between superiors and employees.

Conclusions

The success or failure of organizations are intrinsically linked to the way in which they act among their employees, therefore, managers must motivate employees, exploit their experience, energy and skills. Where there is motivation, there is certainly productivity, performance, and all people are satisfied.

At the hotel, enthusiastic and motivated employees definitely achieve exceptional performance beyond their job duties. Companies have to gain from this; the advantage obtained proves extremely important for the overall success of the business in the medium and long term. Most people start a new job full of enthusiasm, but more often than not, the feeling of enthusiasm disappears after a few months due to inadequate management practices.

Motivating the individual is done by knowing the variety of personal needs, giving them the possibility to satisfy them, as the company's objectives are achieved. Any relationship between manager and subordinate affects their motivation.

The perception of the level of satisfaction of needs has profound implications on the motivation of employed people. Human resources are, for the hotel, much more than a source of costs or consumption. They can ensure excellence, but also the disaster of the company. Their efficiency depends on the skill and passion of managers in working with people, but also on the motivational system practiced.

The motivational factors of the employees in the hotel are the ones that could increase the subjective value of the work, taking into account the fact that the particularities of the situations, the people on whom the managers could reflect represent the non-monetary factors. We can mention, from this point of view: the appreciation of the success of subordinates, the establishment of ambitious objectives, which can incite competition between employees, a permanent information on the financial situation and the stage of achievement of the objectives, a strong encouragement of the initiative and the new within the company, establishing the team's creative climate by increasing autonomy and freedom in decision-making, acquiring talent and human intelligence, caring for the acceptable professional future.

Nothing can motivate more than the success of an individual or the group of which he is a part. Even more as the activity submitted contributes to the creation of utility in the satisfaction of human and social needs and when it is dominated by certain rules, criteria and values accepted as legitimate.

The existence of wide, open communication about work, its meaning that allows understanding emphasizes the relaxation of the atmosphere at the workplace in the company. The art of communication, respect for those around you, avoiding conflicts, represent the effective value for the organization. The manager's attitude, his example for his subordinates, the judgments he follows are decisive factors in the progress of any company.

Human capital, the most important in the company today, is intelligence and talent, and if they are well oriented, they can become particularly effective in the development of work. Favoring the intellectual accumulations for its own employees, the enterprise develops a major interest of the employees for the prosperity of the company.

So, what brings happiness, what motivates, what makes an employee work better? The analysis and interpretation of the results obtained after the investigation of the hotel staff, regarding the motivation for work and professional satisfaction induces the idea that the biggest problems seem to appear in the perception of the employees related to the level of salary and rewards for the work done; they consider the salary benefits to be of major importance, followed by the benefits determined by the recognition of professional merits; the discrepancy between the desired and the actual level of rewards, which determines a relatively low level of professional satisfaction induced by the salary amount, considered lower than it would be worth in relation to the effort made.

The lowest professional satisfaction is the one induced by the promotion possibilities, by the too small program breaks, considered to be somehow limited in the organizational structure; the effects materialize in the reduced level of satisfaction of autonomy needs, which has a negative impact on the efficiency of the activity, through damage to the involvement and identification with the image of the organization.

The motivational factors directing the activity of the hotel staff are related to the quality of interpersonal relationships and the possibilities of professional self-realization, but also to the desire to provide them and their families with a decent living. The strongest demotivating factors are those related to the level of rewards, with salaries that are far too low.

The general sources of the decrease in professional satisfaction seem to be centered on the salary level and promotion opportunities. The nuance of the positions is surprising in the sense that these

two determinants of professional satisfaction seem to be connected in an inverse relationship: the staff categories that consider the salary level to be relatively positive, evaluate the promotion opportunities as unlimited. The staff who appreciate the promotion opportunities relatively unfairly (staff with higher and secondary education) are much less satisfied with the salary amount, with the promotion conditions imposed.

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