

## MOTIVATION OF HOTEL STAFF

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### **Abstract**

*Motivation means to make employees willing to do what we want them to do.*

**Key words:** hotel, motivation, staff, theory

### **Introduction**

Training is one of the most important managerial functions with special influence on the outcome of other managerial functions.

Training function is the set of actions and decisions by the hotel staff is determined to help establish and achieve expected objectives on the basis of taking into account many factors motivated.

### **MATERIAL AND METHOD**

There are many more theories of motivation, not being a perfectly valid, all representing some starting points, and some ideas on what may motivate employees to work better to achieve expected results.

All theories of motivation start from two basic principles:

- ~ all people are different,
- ~ for each man are important some things.

#### Maslow's theory

This theory gives an explanation to the question “What people expect from their work?”

Base Maslow's theory is the idea that people always want more and what they want depends on what they already have. He suggests that human needs can be ranked in importance on 5 levels.

Maslow's pyramid

**Fig. 1**

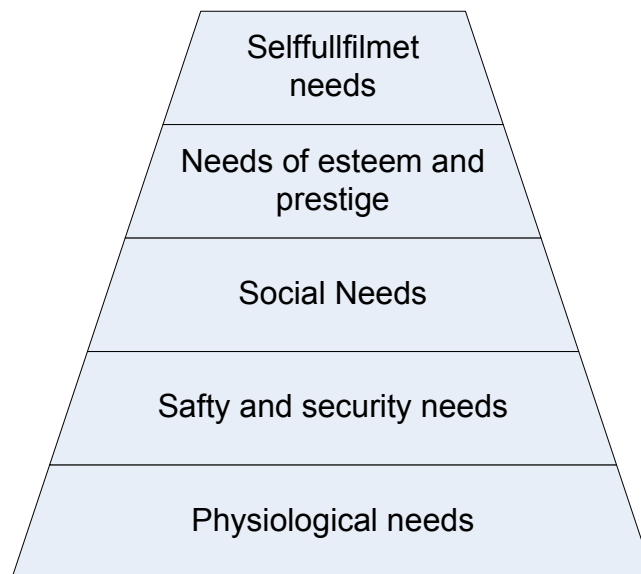


Fig. 1 Maslow's pyramid

On the lowest level are physiological needs that hunger, thirst, sleep, heat, clothing, shelter, sex, etc. To meet these needs man can accept the danger, loneliness and a boring job.

On the next level are safety and security needs of labor, lack of threat and fear.

Follow the social needs of the group, affection, friendship, membership of a community.

The needs of esteem, professional prestige, the recognition of their status, are important to the next level, which is the highest.

The basic premise of Maslow's theory is that once the first level needs were satisfied, they are not highly motivated. Needs of the higher level required to be met thus becoming the main motivation. Only unsatisfied needs motivate a person. It should be noted that a particular need on a certain level should not be satisfied in full before appearing on the other need higher level. Practice has shown that the hierarchy presented by Maslow is not necessarily a fixed order. For some people need professional prestige may be considered more important than social needs of the group, others may differ hierarchy.

If we consider the department staff of front-office, for example, we can see how the hierarchy of importance of different needs vary from employee to employee. There are employees who have the necessary qualifications to work as receptionists but prefer to work in the concierge, which believe they can have more satisfying material. In contrast to these are employees who believe that after a certain age it is normal to work as a

receptionist, who in their opinion, it only boosts the performance of concierge stations.

### Herzberg's theory

Based on research conducted by a group of employees located on different hierarchical levels in different units, Herzberg has determined that there are two categories of drivers of satisfaction at work.

A first category is that of motivating factors (concerning work content):

- ~ recognition of achievements in their work
- ~ work itself
- ~ promoting professional development
- ~ status responsibility.

The second category is that hygiene factors:

- ~ political organization.
- ~ interrelations
- ~ quality monitoring work
- ~ safety conditions of work
- ~ salary

The author's conception of first-class factors determines job satisfaction, and second-dissatisfaction, which was criticized alive. Both factors are equally important, but for different reasons.

To make the employees to give their best and maintain a high level of performance, the manager must give special attention to motivating factors. These factors are related to labor content and include a sense of professional achievement, recognition of responsibility, the nature of the work, personal professional development and career advancement. Motivating factors are related to what people can do the work. The force motivating factors will affect the feeling of satisfaction or satisfaction shall exclude without generating dissatisfaction.

Hygiene factors are related to the work context, the way people are treated at work. This theory is realistic sentence imposed by the factors that cause dissatisfaction of lower orders and higher order factors and therefore strong motivations, rewarding outstanding work.

### Theory X and Theory Y (Mc. GREGOR's theory.)

These two theories have been developed by the American Douglas Mc.Gregor. He has developed two sets of assumptions which may be the basis for decisions of managers.

Theory X makes the following assumptions:

- the average human has an inherent aversion to work and try to avoid as it can;
- average man has no ambition, wants to avoid taking responsibility, prefers to be led;
- average man is selfish, indifferent to the needs of the organization to which it belongs;
- the average human should be forced, threatened with punishment, always controlled to be determined to make the necessary efforts to achieve the objectives of the organization.

Allegations made by theory X were the basis for managerial practice in the past, traditional structures, authoritarian, paternalistic, based on control.

Theory Y makes the following assumptions:

- man considers physical and intellectual environment at work as normal as recreation or entertainment;
- control and the threat of punishment are not the only means which can be used to determine the average man to participate in achieving company goals;
- average man can, under normal conditions to learn not only to accept responsibilities but also to look;
- assumption of duties and responsibilities depend on the positive reasons given and their associated rewards;
- in terms of modern companies, the intellectual potential of the human environment is used only partially.

Based on assumptions made by theory Y have shaped modern styles of leadership, broad participatory, dynamic, flexible, focusing on self and the integration of individual needs with organizational requirements.

Even if the schemes presented are very simplified compared to reality, both theories offer noteworthy items for managerial practice. Theory X, although pessimistic, static and rigid, highlights the requirement for any organization, no matter how modern, to exercise a certain authority materialized in the rigor with which they are set targets and responsibilities, methods and procedures and control.

Motivational theories presented are some of the most popular theories. Basically there is a specific motivational theory hospitality industry or a theory to fit a specific situation in another area of activity. They are just some starting points, some ideas to be developed for each manager for the concrete situation that has to do.

In dealing with specific situations, a role he has to find the answer to the questions:

What draws people to work in the hospitality industry

What makes them want to work in a hotel?

Answers to these questions vary from employee to employee, but and from job to job. For a hotel manager is very important to know the motivational factors of each staff in hand to use effectively the various motivational levers at its disposal.

## CONCLUSIONS

Unlike the work in the administration or the factory, work in the hospitality industry offers many challenges and a high level of satisfaction.

Work in this area has a special character, does not end at one o'clock Friday fixed it stops and watches everything until Monday morning. It is a work which takes twenty-four hours of twenty-four seven seven days of the week.

To find an answer to the above questions were asked very many workers in various hotels. Workers were asked to say what are the things they like and what are the things that do not like the work they carry out. By centralizing data responses were obtained following results:

What like?

Challenge is this work

Direct involvement in solving problems,

The autonomy granted independence,

People in contact with the public,

Professional contacts,

Work environment,

Opportunities for career development and advancement,

Benefits, travel, prestige.

What they do not like?

Work Program, the large number of consecutive working hours, night shift work,

Low wage work on weekends for some jobs,

Very high stress,

Very many and varied duties,

Lack of personal lives, quality of life,

Routine, lack of advancing,

Lack of importance or recognition of merit, work,

Age at which to start work.

As you can see the responses are very different, the need for proper preparation of a questionnaire is a simple and effective method by which the hotel manager can find out which is the actual situation, expectations staff, reported the work they submit.

By using various types of reasoning effectively the hotel manager can make the number of items may not like to decrees.

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