COMPARATIVE ANALYSIS REGARDING THE HUMAN RESOURCES MOTIVATION IN THE HOTEL INDUSTRY

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Abstract:
Motivation has an essential role in the employees rewarding. According to Milkovich and Newman, motivation represents „all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship” [1]. „Financial returns” refers to the payment, while „services and benefits” refers to benefits such as medical assurance, paid vacation, pension and discounts for employees.

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1. Introduction

Motivation means to correlate the needs, the objectives and the interests of the employees and the achieved aims and to accomplish the tasks, the competences and the responsibilities that were assigned.

Motivation is a tool used to achieve the performance in optimal conditions, with reduced costs and superior quality. The relationship between the intensity of motivation and the level of performance depends mostly on what every individual wants to do in order to improve the professional performance.

The feedback the managers provide to the employees leads to the diversity of the individual tasks, from the motivation to the achieved performance. The feedback represents the level of financial and non-financial motivation applied to achieve the performance goal of the human resources in the hotel industry.

Motivation means to correlate the necessities, the purposes and the interests of the employees in order to achieve the targets and to accomplish the tasks.

Using the relative analysis regarding the employee performance motivation in the hotel industry, we can add a lot of performance criteria, but training the employees in the hotel industry is mostly an essential criterion to rebuild the professional competences of each employee.

The unique presence of the employees in a company results in a human resources training that needs to cover different competences than in another company.

Alessandra de Chiara (1998) said that „building human resources from common competences to competences which have an advantage towards the competition may be a competitive advantage in the area in which the company works” [2].

The communication between the manager and the employee can be also analyzed through a psychological point of view which allows to study people mindset and behavior. Groups called „Organizational psychology” are mentioned in the specialized literature and they handle the human rights in order to cover the needs of each employee.

Kenneth Brown said that „jobs are designed not simply to get work done as quickly as possible but also to provide workers with tasks they find meaningful and enjoyable” [3] which proves that each person within the hotel industry needs a work environment where they can do their tasks as comfortable and pleasant as possible; if this environment is combined with motivation, it can have a positive impact upon their development abilities.

Motivation depends firstly on each employee, it comes from the inside and it depends on the needs and also on the personal desire to achieve the aimed purposes. Secondly, the manager has...
to create the proper environment where the employee can feel the motivation and the appreciation for their work. This way, the efficiency and the performance will reach the highest level. One of the purposes of motivation is to gather benefits for the company and also to bring the satisfaction that make the employees to develop their performances.

According to the Romanian Dictionary, motivation is „all the reasons (conscious or not) that convince someone to do something or to aim at some goals.” [4]. This definition reflects the psychological and social balance of the person during the external demands that can have different results such as specific moods or spurs. Motivation is actually an instrument used to achieve the goals in optimal conditions, reduced costs and superior quality. The relationship between the level of motivation and the level of performance depends mostly on the desires of the individual and what they are willing to do in order to improve their own professional performances.

The motivational optimum can be reached through the collaboration between the manager and the employee. The manager should have a proper behavior so that they may gain the trust of their employees, to get close to their expectations.

The employees in the hotel industry cannot work at maximum capacity if they are not stimulated accordingly by the management team. In this case, one of the purposes of motivation is to increase the performance and this need can be felt by all the employees.

There are more types of motivation. On the one hand there is the positive motivation which is the straight link between the results and the personal accomplishment. Beside the much accomplishment that motivation provides, it also helps the employees to be more confident, to have a good morale and to develop. Also, I have to mention that the good morale of the employees has a direct impact upon the working environment and the performances of the company.

On the other hand, negative motivation can be situated on the other side of the positive motivation because it is a threat or a punishment for the management team. This way, the employees are not motivated to stay in the company and they are not stimulated to have good professional results.

There are also other types of motivation:
- Cognitive motivation which has in mind the intellectual side of the employee
- Emotional motivation which refers to the self-respect when the employee is appreciated for their results in the hotel industry
- Intrinsic motivation which represents the efforts and the involvement of the employee to have good results in the hotel industry
- Extrinsic motivation through which the company gives some benefits to the employees that went great efforts.

The economical motivation and the ethical one are the most important ones because no employee can identify themselves with a holiday industry if they are not motivated by the employer according to their expectations.

The types of motivation that a tourism industries apply are: salary (increased salary) and different other stimulants according to the performances.

By combining the differences between the internal and the external motivation with some differences shown in the costs, the motivation can be different, depending on the performances of the employees. They have an essential role within the hotel and the relationship between them and the managers is also essential. In order to achieve the performances and to gain motivation, their relationship needs to be solid and to have some scoring cards according to their performance. As motivation can be gained depending on the involvement of the employee in the area of operation, the managers encourage the engagement of the employees and the result is that both of them are satisfied.

Employee motivation is a strategic one so that the human resources purposes can lead to performance. In order to better understand the motivation concept, please find below the four types of motivation:
1. Transactional motivation which refers to the situation in which a certain services pack spend the money on involvement of the employees and to reduce the differences between the salaries of the employees on different hierarchical positions.

2. Relational transactional motivation which develops long term loyalty and reduces the differences between the salaries

3. Variable transactional motivation uses the money to involve and to divide the employees according to the performances. Most of the times, in this type of motivation, the new employees are better paid than the old ones, even if their work is similar to the other ones, to encourage the new employee to make performance; this situation is called compensation salary.

4. Variable compensation is used to give some benefits to the employees who get involved in long term development of the performance in the hotel industry. The management team of the hotel sets high standards for the employees, and those who reach the target are better paid than the ones who do not reach the target.

Having all these motivations in mind, I can say that these ones are for the benefit of both parts, the employees and the managers. Through these types of motivation the employees have a positive reaction and they are motivated to make performance at the same time.

There are many theories that explain the reason why money motivates the employees. All these theories that are based on psychological and economical principles give us details about the strategies that are used to develop the principles of motivation.

This is why motivation can be defined as a force that encourages the employees to behave in a certain way and decide how much effort they want to invest in order to achieve the desired purpose. Moreover, motivation is represented by three elements: the choice of a certain behavior, its intensity and the perseverance, that is the necessary time to continue with the same behavior.

Motivation comes from the individual inside, nobody can decide how much effort you need to achieve the performance. We are the ones who decide how, when and the way we choose to achieve the purpose. The employees show their motivation by the way they choose to work, the efforts they invest to achieve their purpose.

Based on the research conducted to discover the particularities of the work in the hotel industry I conducted a study case – the comparative analysis of the motivation of human resources in the hotel industry. For this purpose, I have applied a questionnaire for the two analyzed hotels.

In order to better understand the main reason that makes the employee in a hotel to go to work and how much the motivation influences the performances, I conducted a survey to prove the efficiency of the methods used in the analyzed methods, information present in this work.

2. IQ Timisoara – Romania Hotel And Courtyard – Roma Hotel presentation

IQ Hotel in Timisoara, Romania

On the one side, IQ hotel is a unit of the company SC Real Design SRL. It was based in 2010 in the quietest residential area in the town, in 125 Martirilor – Girocului Street, Timisoara Romania. This hotel is very accessible, it is situated at 4 km distance from the center and 10 km distance from Traian Vuia airport. The bus station is situated in front of the hotel and there are buses to the center of the town.

The hotel is designed for business customers and the services are of high quality and it has three stars. The building has three floors and 48 places – 24 rooms, a 24 places conference room, a small breakfast salon and a restaurant. Among other available services there is also a reception service available 24 hours, a safe and a laundry [5].

The main activities of IQ Hotel are the hotel and restaurant services and a conference room.

There are 8 employees in IQ Hotel, all of them have a role in the quality services offered with the customer satisfaction purpose.

The production department includes all the departments involved in cash collection and payment. All these represent the accommodation and food services.

Regarding the accommodation service, the rooms are decorated in a modern style, with modern facilities such as free Wi-Fi, satellite TV and air conditioning with control in each room.
The accommodation tariffs are affordable and the number of available rooms is 24. The IQ restaurant has 80 places and there can be organized different events where Romanian and international food can be tested.

**The functional department** includes all the departments where the functional and training activities take place and the decisions are taken. All these departments do not offer a direct service to the customers and do not produce direct revenues (the financial department, the department for bookings – sales – marketing and the human resources department).

**Courtyard Hotel in Rome**

Courtyard Hotel in Rome has 56 employees assigned to 4 departments.

**The production department** includes all the departments related to the services and where the revenues and payments are registered. All these departments include the accommodation, food and other services that offer a certain facility to the customers (telecommunications, pool, fitness, parking, laundry) [6].

All the rooms of Courtyard Marriott Hotel in Rome were redecorated in March 2009. The 147 rooms have a balcony and 94 of them have a beautiful view to Saint Peter Dome in Rome. The rooms are big and elegant and combine the comfort with functionality. The hotel is a perfect place for national and international conferences, as it is a business hotel. Also, the guests have access to Internet and Wi-Fi and LCD TVs.

Courtyard Marriott Hotel has its own restaurant with a variety of Italian traditional quality food. Bistrot Restaurant is a good alternative to spend your time. It is a good place to have an economic lunch or dinner because of the tasty dishes served in a buffet and also because of the friendly chef who serves the dishes in the waiting room of the hotel.

**The functional department** is composed of all the departments where functional activities take place and it is represented by the General Manager. The distribution of the activities within the hotel can be done with the help of the following departments:

- **The accommodation department** includes the front-office services that take place in the reception area, the main point of all the services. The receptionists work in the front-desk and their tasks are: accommodating the customers, to record the receipts received from the paying point. The concierges are always there for the customers and they need to provide them with different types of information in order to ensure the best services during the accommodation.

  Another department of the front-office service is the call center. The role of the call agent is to answer the incoming calls and to direct them to the customers’ room. The other services on the same floor include the maintenance, decoration and cleaning services of all the spaces, private and public.

  The activity in the food department (restaurant, bar) develops at the production level (the kitchen) and the serving level (serving room, bars) and it is coordinated by the food manager. The chef develops the menus, previews the orders, organizes the entire team and controls the quality of the food.

- **The maintenance department** ensures the water and energy supply, controls the consumption, the functioning, the maintenance and the repair of the equipment and it also ensures the security (technical supervision and the fire prevention). There is one engineer leader that has 8 technicians and 4 gardeners.

- **The financial department** consists of the economical department and the financial-accounting department that has to check all the incomings of the hotel. The financial controller has to evaluate the accuracy of the accounting data.

  The financial department includes also the receipt service that keeps the track of all the sales in the hotel. The day cashier records the account files of the customers, all the services provided to the customers, make the exchange and collects the money.

  The tasks of the night cashier are: recording the account files for the accommodation, closing the cash register and closing the customers’ accounts.
There are 183 rooms in the hotel, 4 apartments, 11 conference rooms, with a total surface of 4,768 square meters and 56 employees.

3. Motivation in IQ hotel in Timisoara and Courtyard Marriott Rome

The IQ hotel in Timisoara, Romania and the Courtyard Marriott hotel in Rome are the two analyzed hotels. I chose these hotels in order to emphasize the differences between a family business and a hotel chain, to see the importance of the working place to make performance.

The material side, a well-equipped office and the assurance of the job can make the employees become carefree, but not necessarily more motivated. The salary can be considered as a reward for efficiency.

Motivation in IQ Hotel in Timisoara

The purpose of motivation in IQ Hotel in Timisoara is to increase the performances of the employees through financial rewards. The managers of the hotel treat the employees with respect in order to increase their desire to work longer in the hotel and to make their professional results a personal satisfaction.

The manager of the IQ hotel built a great structure of the positive motivation that gives each employee the type of motivation that helps them. This positive motivation contributes to a higher level of the morale of the employee and also to a work environment that improves the quality of the work and the performance. The company offers financial and non-financial rewards that make the employee more motivated. The salaries are at the level of the minimum salary but there are other benefits for the employees, which make the job more attractive.

The salaries in the IQ hotel are correct, the employees are rewarded according to the performances, but also according to the period of time worked in the company.

In the IQ hotel:

- The working time/ the schedule is 12/24 h
- The schedule is according to the bookings
- There is a bonus system according to the individual and team performance
- The salaries are correlated to the individual and to the team.

Optionally, there are some bonuses, promotions and also the employee benefits of some changes in the schedule when there are some personal issues.

The manager of the hotel does his best to make the employee get involved in the hotel and to make some efforts to gain results and using all these they can get satisfactions according to their personality.

The non-financial motivation consists of:

- The job description is made in a way that the employees have a natural environment that allows them to develop and to become responsible for their tasks;
- Free annual medical investigations that show the physical and psychological health level and that will help the human resources department to take decisions regarding the behavior control for the prospect clients;
- Assigning a responsibility in the hotel regarding the self-control of the work they are supposed to do;
- Work contracts on unlimited period of time to give them personal and professional assurance;
- The diversity of the competition at work;
- The assurance of a promotion for the more efficient and the senior employees’
- The existence of a regulations that assures the cooperation between the employees;
- The assurance of a proper work environment;
- The respect of the administrator for all the employees.

The indirect rewards are:
• The rewards added to the salary for all the senior employees;
• The bonuses for the most efficient employees;
• Rewards for the high performance and high productivity;
• A part of the profit, approximately 2%, if the employee contributed to the profit in the hotel by attracting more customers with their efficiency;
• Promotions;
• The administrator is provided with a phone and a car;
• Christmas and Easter bonuses;
• Gifts for the children under 10 years on the 1st of June (Children’s Day).

Limited society, a family company, the IQ hotel contributes to obtain and provide services and money for the 8 employees and their children in the activities organized for Easter, 1st of June and Christmas.

The medical investigations represent a yearly activity for each employee, the company pays for the medical needs in case of accident, vacations, retirement and unemployment, according to the legal provisions. All these spends are included in the gain and loose account.

The company that has the logo: „our customer, our master” does not pay for the retirement, so they do not have a commitment for the Retirement Department. After retirement, the employees do not receive any amount of money from the company.

In order to better understand the reason why the employees go to work and the role of the motivation in their performance, I conducted a survey on 15 persons in order to prove the efficiency of the methods used in the analyzed hotels.

The questionnaire applied in the IQ hotel had a very important role in the motivation of the employees and to discover the main complaints and also their satisfactions, the relationships, how informed they are and the level of their salaries.

The result of the questionnaire was that the majority of the respondents go to work because of the stability they feel at the job, because they have a work contract on an unlimited period of time and that they could become seniors.

According to the obtained data, there is a link between the trainings and the work of the employees. The work of the employees gives them the professional and the financial benefits.

The employees are satisfied with their job, with the relationship between them and their managers and colleagues. The style of the manager is according to the demands of the employees, and the employees appreciate this.

### Motivation in Courtyard Marriott Hotel in Rome

The employees of Courtyard Marriott hotel receive:

**Bonuses/extra payments.** The simplest way to give bonuses is to establish a certain amount of money for the human resources who achieve the targets, the payment needs to be given correctly in order to avoid frustration.

**Benefits.** The companies can pay some amounts of money for the work done in special work conditions (dangerous, toxic) or simply for more stressful work conditions (night shift) etc.

The hotel tries to create a motivational link between the employee and the job. If the employees have the job they are qualified for, they will be motivated to do their tasks.

Also, the accomplishment are rewarded in the hotel. They give attention to the efforts the employees make in order to achieve their goals. For example, the seniors receive different gifts, bonuses, prizes, ceremonies. Or, in other situations, there are organized some contests in order to reward the employee of the month.

The employees have real chances to promote, the hotel has an efficient system for the evaluation of the performances and they also create development programs with the help of the human resources department.

The employees in the hotel have increased and interesting tasks. The managers are encouraged to give complex tasks to the employees, and not only the daily ones. The employees have the possibility to participate to the meetings and to the decision taking.
When motivating the employees, beside all these financial methods, there also are some non-financial methods with a similar effect. People use to become more motivated if their work is interesting, if they feel the respect and they have a certain position, if the work environment is a pleasant one, if there is a well-built system for professional development and for promotion. All these are things that can be easily provided to the employees, but if they are not provided, both the morale and the performances of the employees are lowered.

In order to motivate the human resources in the Courtyard Marriott hotel, they use mainly the non-financial motivation which is supposed to make the employees work more, better and more efficient, without the employees to wait for financial reward.

The great number of studies have proven that, on the short time, the financial rewards have an effect in the moment they are received but on the long time, these rewards lose their value and make the employees have a quality work only when they receive them. Moreover, they will become more and more unsatisfied and they will compete more with the other employees.

The main purpose of the non-financial motivation is to increase productivity, the quality of the services and mostly, to have satisfied employees. The combination of all these elements leads to a higher performance and to the admission of their qualities.

The most important aspect that the managers of Courtyard Marriott hotel have in mind is the satisfactions of their employees, but their attention goes to the value that the employees have and to the appreciation of the employees.

The non-financial motivation can be represented by the trainings that have the purpose to improve the attitude and to get the excellence in the specific area.

4. Conclusions

A successful team is the one which include the members who want to make some dreams come true and they do whatever is necessary to accomplish that purpose. The manager of the IQ hotel has as a yearly target to create this environment for the employees and the manager also wants the customers to be satisfied with the high quality services offered by the 3 stars hotel.

The managers of the hotels do not want to have unsatisfied employees but they cannot continue to forever motivate the employees only financially. This is why they are interested in increasing motivation through performance and productivity. One of the most known methods of improving performance of the employees is to ask them which are their expectations from the current job and the managers to help their wish come true.

Courtyard Marriott and IQ hotels respect their employees by providing them the motivation suggested by the performance standard, trying to increase the quality of the services offered by the hotels and also by emphasizing the efforts of the employee to improve the work performances.

5. Bibliography