Modeling of Process Work Motivation in Hotels

Milota Vetráková\textsuperscript{a}, Ľudmila Mazúchová\textsuperscript{b}\textsuperscript{*}

\textsuperscript{a}Faculty of Economics, Matej Bel University, Tajovského 10, Banská Bystrica 975 90, Slovakia
\textsuperscript{b}Faculty of Economics, Matej Bel University, Tajovského 10, Banská Bystrica 975 90, Slovakia

Abstract

The aim of this paper is to present the views of experts on modeling and work motivation and to point out preferred tools of motivating employees who work in selected hotels in Slovakia. The basis of the investigation is the study of professional literature and sociological interview employees in the form of a questionnaire. Validity of questionnaire survey findings on ways and tools of motivation has been confronted with the perception of hotel company managers and managers of independent hotels. Examination based on the assumption that the modeling of process work motivation helps managers to uncover the causes of discontent and create a working environment that significantly contribute to higher work performance and employee satisfaction. The result of the study is the finding that the most used tool of managing work motivation are motivation programs that prefer mainly hotel companies.

Keywords: company hotels; tools of motivation; motivation program; work motivation modeling.

1. Introduction

Currently, in Slovakia are 629 hotels, of which 38 hotels are members of international hotel chains (Accommodation statistics of tourism in Slovakia, 2015). A positive trend in the last decade is the growth of hotels with a higher standard of service while declining accommodation facilities available at a lower class. In the hotel structure dominated by small and medium-sized hotels which compete with hotel included in hotel chains. The benefits from company hotels compared to independent hotels (Henschel, 2001) include in particular: the division of business risk at all hotels, solution of tasks at every level of management, lower costs associated with business

\* Corresponding author. Tel.: + 421 / 48 / 446 22 19.
E-mail address: ludmila.mazuchova@umb.sk
activities, more efficient management of human resources, hotels profiting from joint marketing, known brand and loyal customers of the hotel.

In spite of different characteristics of company and independent hotels, there is a common sign that needs to be motivated and loyal employees. It is the employees who are in the hotel creating favorable conditions for offer and delivery of services. It is important to ensure in particular on the first contact employees who come into contact with guests, thereby creating an overall impression of the hotel. Quality and skilled employees represent the success rate of hotel. Most experts in human resources management (Tietjen, Myers, 1998; Stringer et al., 2011) consider the ability to motivate staff as the most demanding tasks of manager. That the manager inspired its employees he must understand them, know their needs and dispose of communication skills at a high level.

Activities linked to employee motivation increase the added value and represent a competitive advantage for the hotel. Therefore, it is essential that managers used appropriate motivation tools for the management of work motivation (Simons, Enz, 1995) and contribute to the achievement of the objectives of the hotel.

2. Material and Methods

Modeling is one of the oldest methods of scientific knowledge, stemming from a simple mimicking phenomena, thought processes, mathematical calculations and so forth. We understand the concept of modeling the process of creating purposefully simplified view of an objective reality, which will allow the study of the characteristics and contexts simulated reality "(Paulička, 2002 Hendl, 2004 Hitka, Štípalová, 2011; Kerestešová, 2012 and others). In creating model we abstract from some phenomena and processes that complicate its clarity. Each model is targeted and simplified view of reality. On the model we examine context, causes, analogies and we looking for the best solution to the problem / system in terms of the desired objective examination.

For human resources management, which include the work motivation, are characterized models relying on abstraction, simulation situation, dynamics and flexibility with which expresses not only structure of the modeled reality, but especially relationships between elements, methods or management practices towards achieving a higher level phenomenon or process. The result of modeling is creation model and search context (Jay, Šimkovic, Hatrák, 1981), such as e.g. the purpose for which is to be created, farther entities which it is designed and resources to be utilized in its creation. According to Szabo (1996, p. 54), the modeling "begins by identifying the problem on the real tasks by using specific factors and of selected targets. Identification occurs gradually and in accordance with specific interests that attainment is monitored and which are reflected in the system of targeting criteria ".

Longtime problem of managers in hotels and hotel companies is work dissatisfaction, reflected in rising staff turnover. In every hotel it is possible to describe an environment that motivates or demotivates employees. However, it is difficult fully examine work motivation in its natural form. Reason is the fact that a hitherto has failed to identify any universal factor that would clearly affect work motivation and employee satisfaction. Each employee's individual, has its own ideas and expectations, which are often contrary to the intentions of managers. Solution existing disproportion is the subject of process modeling of work motivation. Part of the management of motivational environment is received motivational strategy and policy, including the motivational program.

For the area of work motivation are characteristic of thought and dynamic models, which constitute aid schemes for rational view and modeling reality looking ahead and so predict in advance any problems. In determining the importance of each factor influencing work behavior and employee satisfaction is necessary based on an analysis of the particular situation of the hotel. Such analysis may be one of the steps in creating motivational strategies and motivational program (Pavlica et al., 2000).

Motivational strategy is based on the strategy of the hotel and is part of the strategy of human resources management. Its creation should be dealt with top management and should allow employees to achieve their personal goals in achieving the goals of the hotel. The purpose of motivational strategy is purposeful and systematic approach to success and competitiveness of the hotel through its employees and managers and their motivation efforts (check In Vetráková et al., 2011). Motivational strategy sets the direction for the future of the hotel, meaning the aims and intents to motivate employees. It focuses on areas where is necessary to improve motivation, increase loyalty and responsible behavior of employees to improve their abilities and skills, and mainly to create a motivating environment and atmosphere at the workplace (Armstrong, 2007). Policy represents condition, sources, methods, measures and ways to achieve the goals of the hotel.

In the creation of motivational strategy and adoption of policy is the analysis of motivational environment and motivation structure of employees. Based on the results of the analysis will be the target of motivation that can be
targeted, for example, to increase performance, qualifications, creativity or process improvement. The outcome is creation of work incentives, build incentive schemes that are implemented in the hotel and on an ongoing basis (Marasová, 2008).

Motivation programs of employees arose at the turn of the 20th century the major US automobile business in which psychologists and sociologists began to look for methods to restore the creativity of employees. They revealed a connection "between external stimuli and internal needs and formed a systematic approach for increase work motivation of employees. This approach was later transferred to motivation programs (Szarková, 2002, p. 48).

Motivation program means systematic set of measures and procedures that follow on other activities of the company and its objective is to influence work motivation and behavior of employees and positively reinforcing their relationship with the company (Mayer, 1997; Bedrnová, et al., 2002; Fuchs, Kravčáková, 2004; Závadský et al., 2015; Nakonečný, 2015). Elaboration of motivational program is preceded by surveys of work motivation analysis of motivational factors. Depending on the particular situation of the hotel may be developed motivation programs, individual (individualized), group (differentiated) and motivation programs across the enterprise (hotel). Advantages and disadvantages of motivation programs are in Table 1.

Table 1. Advantages and disadvantages of motivation programs.

| Kind of motivation program | Advantages (+)/ Disadvantages (–) |
|---------------------------|-----------------------------------|
| Enterprise (Hotel)        | + includes motivating all employees in the hotel – does not include individual needs and employees motives +/- influences the philosophy of group and individual motivation programs |
| Individual                | + adapted to the needs and motives of particular employee – marked by ambition and efforts of employees +/- influence of other individual and group motivation programs +/- knowledge of employees in the working and non-working plane |
| Group                     | + mounted working group – demanding combination of group needs, goals and habits +/- impact of hotel and individual motivation programs |

In motivation programs are included background and objectives of work motivation, as well as the needs and interests of employees in the hotel (Szarková, 2002). They have psychological and economic aspect. Up to two thirds of hotel companies success lies in the well-designed motivation programs that are part of the hotel (Maroudas, Kyriakidis, Vacharıs 2008).

In line with the contribution we conducted a survey aimed at researching of work motivation in foreign international hotel chains and independent hotels in Slovakia. We were interested to determine what tools of work motivation applied managers in the surveyed hotels and what is the measure of the effectiveness of the motivation programs.

In examining we based on the main hypothesis H₀ that the modeling process work motivation influence helps managers to uncover the reasons for working dissatisfaction of employees. In examining we start from following hypothesis:

H₁: lack of work motivation employees in surveyed hotels is most pronounced in decline in work performance,

H₂: degree of work motivation influence on employee satisfaction is higher in chain hotels,

H₃: employees are informed about motivation programs and motivation more in the network as in independent hotels.

The basic method of verification is sociological interview of employees using questionnaires and structured interview with managers of chain and independent hotels. The questionnaire consisted of 19 questions. In the first part we investigated the current state of work motivation, in the second the system of management. We focused on staff awareness of the motivation programs in hotels and their satisfaction with work motivation at the hotel.
The interview was attended by 88 managers (36 managers working in chain hotels and 52 managers from independent hotels). The questionnaire was designated for employees of chain and independent hotels. 2,560 employees were polled from network of chain hotels. Returned the questionnaire was 13.05%, which means that the survey was attended by 334 employees of chain hotels. From the staff of independent hotels were interviewed 2,240 employees, of which replied to the questionnaire 385 employees, which represents 17.18% success rate.

3. Results and Discussion

A questionnaire survey was attended by 72% of women and 28% men in chair hotels and 79.2% of women and 20.8% of men in independent hotels. Most of respondents were from 26 to 35 years (66.5% in independent hotels and 38.2% of employees in chain hotels). Most of those surveyed employees in chain and independent hotels have secondary education (55%). In terms of work performed dominates work position receptionist (41%), waiter (27%), cook (18%). Respondents of chain hotels work in hotels usually 3-5 years (35.6%) and in independent hotels 1-2 years (29.1%). The average monthly wage is higher in chain hotels. Of the surveyed employees earns 34% per month from 451 to 500 Euros and 66% have an average wage of more than 500 Euro. Wage evaluation of employees in independent hotels is below. According to the survey, the average wage of 58.4% respondents moved up to 500 Euro a month and 41.8% respondents earns from 501 to 600 Euros. Studied in tourism were 78% of chain hotels respondents and 82.6% of respondents in independent hotels.

Motivating environment is a prerequisite for growth performance and employee satisfaction. Reflect a lack of motivation in the workplace is neglect of work duties, the decline of working discipline, decrease of loyalty to the hotel or leaving the hotel. The results of examining the work motivation impact on employee behaviors are shown in Table 2. In the questionnaire, respondents had the option to mark more than one answer.

Table 2. Effect of a work motivation lack.

| Effect of a work motivation lack | Chain hotels | Independent hotels |
|---------------------------------|--------------|---------------------|
| Number of replies | Expressed in % | Number of replies | Expressed in % |
| Decline in work performance     | 312          | 93,4                | 256          | 66,5          |
| Neglect of work duties          | 88           | 26,4                | 145          | 37,7          |
| Decline of working discipline   | 222          | 66,0                | 129          | 33,5          |
| Search for a new job            | 180          | 54,0                | 253          | 65,7          |
| Decline in loyalty to the hotel | 95           | 28,4                | 129          | 33,5          |

The lack of work employee motivation in chain hotels has mainly an impact on decline in work performance (93.4%), decline of working discipline (66%) and search for a new job (54%). Employees in independent hotels mainly react to shortage of motivation decline in work performance (66.5%), and search for a new job (65.7%). One reason for the decline may be the size of a hotel determined by the number of employees. In independent hotels works on average fewer employees and reduced working performance is easier observable as in a large chain hotels. It follows that we can confirm hypothesis H1, which we assumed that the shortage of employee motivation in chain hotels is most pronounced in decline work performance.

We confront employee answers with hotel managers. According to 89% of surveyed managers are resulting from a lack of work motivation decline in work performance. For this reason, it is important to examine employee satisfaction, either personally (through interviews) or questionnaire survey. In our survey, we found that 63.8% of respondents are not satisfied with work motivation in a hotel and only 36.2% of respondents are satisfied. In the group of satisfied respondents dominate jobs receptionist and manager. In independent hotels was rate of dissatisfaction higher than in chain hotels. With work motivation in the hotel are dissatisfied 82.6% of employees in independent hotels and satisfied only 17.4% of employees. It follows that in chain hotels is satisfaction with work motivation higher by 18.6% of respondents. Based on the results of the questionnaire survey we can confirm the hypothesis H2, in which we assume that the degree of work motivation employee satisfaction is higher in chain hotels.
In the survey, we were interested in finding the interest of top management in hotels and company hotels creating motivation programs to address the problems with job performance employee motivation. From an interview with the managers of chain hotels, we found that 82% have introduced a motivation program within the hotel company. According to 82% of managers who use motivation program, it takes the form of a written document (38%) or it is an internal regulation (62%). From the content point of view this involves in particular the provision of financial benefits linked on increasing performance (75%), career development and education (63%), as well as the definition of the powers, responsibilities Self-realization (25%). Much less interested in creating motivation programs (47%) is in independent hotels. Managers have argued of the lack of financial resources, knowledge needs of employees based on the prevailing direct contact and communication in the workplace and the provision of social and employment benefits. Staff awareness of motivation programs is different in chain and independent hotels. The majority (53%) of employees in chain hotels answered that the hotel have implemented motivation program and they are informed about it; 38% of respondents answered, that in the hotel have not motivation program and 9% of respondents were unable to assess. In independent hotels know employees about the existence of motivation program 12.8% of respondents. In the opinion of 79.2% of respondents such a program is not implemented in hotel and 8% of respondents did not know answer. We conclude that even these employees are not informed about the motivation program. It follows that the hypothesis H3, which we assumed that Employees are informed about motivation programs and motivation is higher in the chair hotels as in independent hotels confirmed.

In spite of positive statements of managers about the existence and effectiveness of the motivation program in chain hotels, 91% of respondents it not regarded to be sufficiently motivating, in independent hotels it is 83.2% of respondents. Conversely, uninformed staff would welcome its introduction in the hotel. Results of the examination are motivation factors which motivate most of the respondents, and which it should be paid attention to motivation programs (Table 3).

| Motivation factor        | Chain hotels | Independent hotels |
|--------------------------|--------------|--------------------|
|                          | Number of replies | Expressed in % | Number of replies | Expressed in % |
| Education                | 290          | 87                 | 98              | 25,5           |
| Job security             | 160          | 48                 | 188             | 48,8           |
| Financial benefits       | 166          | 50                 | 317             | 82,3           |
| Praise                   | 123          | 37                 | 208             | 54,0           |
| Workplace relations      | 131          | 39                 | 162             | 42,1           |
| Self-realization         | 116          | 35                 | 112             | 29,1           |
| Career development       | 116          | 35                 | 127             | 32,9           |

Employees of chair hotels would like to see more attention paid to the promotion of education (87%). For employees in independent hotels was this motivating factor at least interesting, it said only 25.5% of respondents. These employees are more motivated by financial benefits (82.3%). We believe that the difference is also in the employees themselves and their needs, as well as in understanding the culture of the hotel. In chair hotels are employees proud that may be part of the brand and contribute to the achievement of business objectives. Also because they want to further develop, whether through training or improving vocational education.

4. Conclusion

Motivating employees is influenced by the personalities and characteristics of all employees involved in the process of motivating linked by a common effort. It is important to understanding and exploring motivation factors, based on which we can create a motivation program. For this program is important design and implementation so that its components active positively on employees and motivate them to
achieve maximum performance.

Prepared motivation program is not guarantee of development motivation environment. Knowledge of motivational preferences of employees in the context of the objectives in hotel, creation of a working environment, work style of managers, as well as the situation on the labor market has a significant impact on the adoption of management decisions to manage work motivation. This is necessary to regularly examine motivation factors leading to satisfaction or dissatisfaction in the workplace. In examining the work motivation of employees in hotels and hotel companies we will continue in resolving the research project (Project VEGA 1/0235/14 Formation of organizational culture and enterprise management system with international representation in intercultural environment). Our intention is to present a model by which managers can manage work motivation and support capable and efficient employees.

Activities related to employee motivation increase the added value and represent a competitive advantage for the hotel. Therefore, it is essential that managers appropriate motivational tools to control employees’ work motivation and thus contributing to the goals of the hotel.

References

Armstrong, M. 2007. Řízení lidských zdrojů. Grada Publishing, Praha, pp. 800.
Bednárová, E. et al., 2002. Psychologie a sociologie řízení. Management Press, Praha, pp. 586.
Fuchsová, K., Kravčáková, G. 2004. Manažment pracovnej motivácie. IRIS, Bratislava, pp.170.
Hendl, J. 2004. Přehled statistických metod pracovního výzkumu. Portál, Praha, pp. 583.
Henschel, K. 2001. Hotelmanagement. Oldenburg, München, pp. 467.
Hitka, M., Šípalová, L. 2011. Comparing level of employee’s motivation in wood processing businesses with manufacturing companies in Slovak republic. Drvna industria 62, 185–192.
Kereštová, M. 2012. The Model of Motivating Planning and Planning Motivation. Human resources management and ergonomics 2/2012, 115–130.
Marasová, J. 2006. Motivácia a tvorivosť zamestnancov v rozvoji podniku, Ekonomie a Management 9, 43–48.
Maroudas, L., et al. 2008. Employees motivation in the luxury hotel industry: the perceived effectiveness of human-resource practices. ManagingLeisure 13, 258–271.
Mayerová, M. 1997. Stres, motivace a výkonnost. Grada Publishing, Praha, pp. 136.
Nakonečný, M. 2015. Motivace chování. Triton, Praha, pp. 600.
Paulička, I. a kol. 2002. Všeobecný encyklopedický slovník, section M – R. Ottovo nakladatelství, Praha, pp. 1000.
Pavlica, K. etal. 2000. Sociální výzkum. Podnik a management. Ekopress, Praha, pp. 161.
Seková, M. 2011. Motivácia zamestnancov. In Vetráková, M. et al. 2011. Lidské zdroje a ich riadenie. Ekonomická fakulta UMB, Banská Bystrica, 153–171.
Simons, T., Enz, C. A. 1995. Motivating hotel employees. Cornell Hotel and Restaurant Administration Quarterly 36, pp. 20–27.
Sojka, J., Šimkovic, J., Hattrák, M. 1981. Modelovanie národohospodárskych procesov. Alfa, Bratislava.
Szabo, L. 1996. Podnikateľské rozhodovanie. Ekonom, Bratislava, pp. 124.
Stringer, C., et al. 2011. Motivation, pay satisfaction, and job satisfaction of frontline employees. Qualitative Research in Accounting & Management 8, 161–179.
Szarková, M. 2002. Personálny manažment pre prax. Kartprint, Bratislava, pp. 96.
Tietjen, M. A., Myers, R. M., 1998. Motivation and job satisfaction. Management Decision 36, 226–231.
Ubytovacia štatistika cestovného ruchu na Slovensku. 2015. [online]. [cit. 2015-08-12]. Available on internet: http://www.sacr.sk/sacr/statsky/.
Závadský, J., Hitka, M., Potkány, M. 2015. Changes of employee motivation of Slovak enterprises due to global economic crisis. Ekonomie a management 18, 57–66.