

STUDY ON THE BEHAVIOR OF TOURISM EMPLOYEES FROM THE PERSPECTIVE OF THE TOURIST GUESTHOUSE MANAGER

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***Abstract** The paper analyzes the behavior of employees in the tourism sector from the perspective of the management of a tourist guesthouse, highlighting the importance of human resources in ensuring the quality of services and customer satisfaction. The study aims to identify the main attitudes, motivations and factors that influence staff performance, as well as how the manager can contribute to creating a positive organizational climate. Through direct observation and analysis of the relationship between employees and management, aspects related to communication, team spirit and professional responsibility are highlighted. The results obtained emphasize the need for efficient human resources management, based on continuous training, motivation and involvement, essential elements for the sustainable development of a tourist guesthouse and for increasing its competitiveness on the tourism market.*

***Key words:** behavior of employees; attitudes, motivations and factors that influence staff performance; efficient human resources management.*

INTRODUCTION

Contemporary tourism is one of the most complex branches of the world economy, characterized by dynamism, diversity and a strong customer orientation. In this industry, the success of an organization does not depend exclusively on the quality of the infrastructure, the attractiveness of the destination or the level of investment, but essentially on the human factor – the central element of any tourist service [9]. Unlike other economic sectors, tourism relies overwhelmingly on the direct interaction between employee and customer, which makes the behavior of the staff a major determinant of the perceived quality and the degree of satisfaction of visitors [13].

In the current context of the Romanian tourist market, guesthouses represent one of the most representative forms of hospitality enterprises. They combine the economic and relational dimensions, offering tourists not only accommodation and food services, but also a personalized experience, often built around traditional hospitality and direct contact with locals [3,6]. For this reason, the guesthouse manager has a double responsibility: administrative – of efficient management of material and financial resources –, but also human, of coordination, motivation and training of employees [12].

The behavior of employees in tourism is defined as the totality of reactions, attitudes, motivations and decisions manifested in the process of providing tourism services, both in the relationship with customers and in the interaction with colleagues and management [3,11]. In the field of tourism, where the service is simultaneously produced and consumed, the staff becomes the “face” of the organization, and their behaviors – kindness, empathy, responsibility and adaptability – determine the overall perception of quality [1].

The specialized literature emphasizes that employee performance is closely linked to the management style and the organizational climate. According to Nistoreanu [9], a management based on trust, communication and professional recognition favors positive behaviors and involvement in tourism activity. In contrast, authoritarian or non-

participatory styles cause a decrease in motivation, job satisfaction and, implicitly, the quality of services provided to customers.

In the case of tourist guesthouses, these relationships become even more evident, as the teams are small and the interactions are direct and constant. The manager, often also the owner, is involved not only in strategic decision-making, but also in daily operational activities, having a holistic vision of the entire organization. Therefore, the ability to understand employee behavior and adapt the managerial style to their needs becomes a fundamental condition for stability and performance [10].

Organizational behavior in tourism is influenced by a series of factors: motivation, job satisfaction, leadership style, internal communication, organizational culture and the reward system [3,5,15]. In a work environment based on intense emotional interaction, such as tourism, the manager must develop emotional intelligence skills, manage conflicts, recognize the merits of employees and create an atmosphere of cooperation and mutual respect [3,5].

The current context of tourism is also facing a series of significant transformations. The digitalization of processes, the increase in workforce mobility and the diversification of tourist requirements have imposed a paradigm shift in human resource management [4,16]. Employees are no longer just executors, but partners in providing the tourist experience, and the manager has the role of facilitator and mentor [2].

Thus, the issue of employee behavior from the perspective of the tourist guesthouse manager is becoming increasingly relevant both theoretically and practically. On the one hand, a thorough understanding of the motivations, values and attitudes that shape the behaviors of the staff is necessary, and on the other hand, it is necessary to analyze the managerial strategies that can positively influence these behaviors.

This paper aims to investigate the behavior of employees in tourism, analyzed from the perspective of the tourist guesthouse manager, through the following objectives:

- identifying the main factors that determine the behavior of employees in the provision of tourist services;
- analyzing how the leadership style and organizational climate influence their attitudes and performance;
- evaluating the perceptions of guesthouse managers on employee motivation, communication and satisfaction;
- formulating proposals for improving human resources management in small and medium-sized tourist units.

Through its approach, the study contributes to deepening the knowledge of interpersonal relationships within tourism organizations and offers an applied perspective on behavioral management in Romanian tourism. At the same time, the paper aims to highlight the fact that appropriate employee behavior, coupled with a participative and empathetic managerial style, constitutes the foundation of an authentic tourism experience and a sustainable business [14,7].

Finally, it is hoped that this research will contribute to the development of a modern vision of the role of the guesthouse manager as a leader, trainer and promoter of organizational values, capable of transforming human resources into a sustainable competitive advantage for the hospitality industry.

Gărâna or Wolsberg is a holiday village in Caraș-Severin County, located on a hill and dominated by the silhouette of the Semenic Mountains. Noteworthy is the architecture specific to German mountain houses, in the past the village was populated by people originally from the Czech Republic, the Sudeten Mountains.

Gărâna/Wolfsberg, the paradise that lost its Pemi inhabitants, who left to work in Germany and was found and reinvented among those who, impressed by the places, were inspired to buy the Pemi houses.

MATERIAL AND METHOD

In our study and to obtain relevant information in the design of this work, we "knocked" on the door of several guesthouses to collect information, information obtained by applying questionnaires to the managers or owners of the visited guesthouses. In order to obtain a clearer vision of the behavior of employees in rural tourist guesthouses, we designed a questionnaire with ten questions that we applied to several managers or owners of tourist guesthouses in the Gărâna area and surroundings. The questionnaire was applied between May and August 2025 to a number of 8 tourist guesthouses. The questionnaire was designed taking into account the purpose of the research and the main objectives established, using closed questions and Likert-type scales, in a clear and neutral formulation, avoiding ambiguities and technical terms. The questionnaire was applied directly to the administrators or owners of guesthouses by the authors.

RESULTS AND DISCUSSIONS

The first question asked to managers or owners of tourist guesthouses was the one referring to the diligence of employees. As can be seen from Figure 1, most of those interviewed – 57% – consider their employees very diligent and a percentage of 31% extremely diligent.

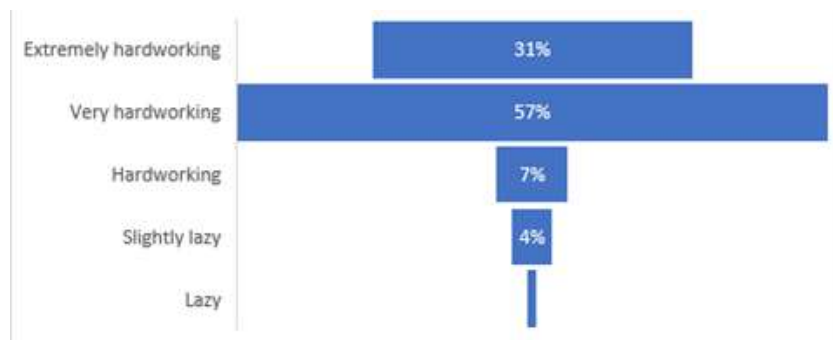


Figure 1. How hardworking are the employees

Source: results obtained after processing survey data

And regarding employee efficiency at work, the predominant responses are positive, with few stating that they have inefficient staff.

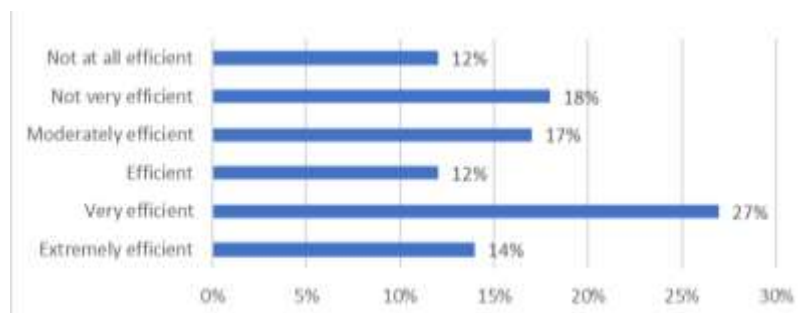


Figure 2. Employee efficiency

Source: results obtained after processing survey data

Although not always, but almost always, the employees of rural tourist guesthouses respect the imposed deadlines, completing all the imposed or proposed tasks (figure 3), but not all employees are very willing to work in a team, this aspect being highlighted in the graph represented in figure 4.

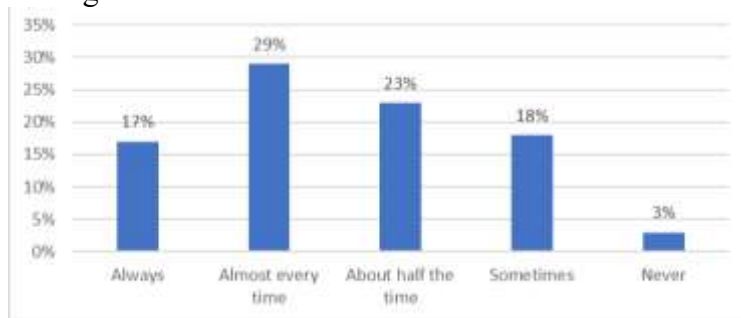


Figure 3. Employee compliance with deadlines

Source: results obtained after processing survey data

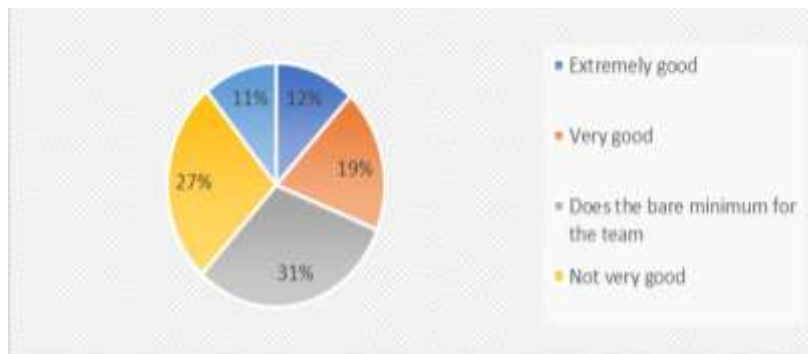


Figure 4. Teamwork

Source: results obtained after processing survey data

Sharing responsibilities for tasks with team employees is a strength of those who perform various tasks in rural tourist guesthouses.

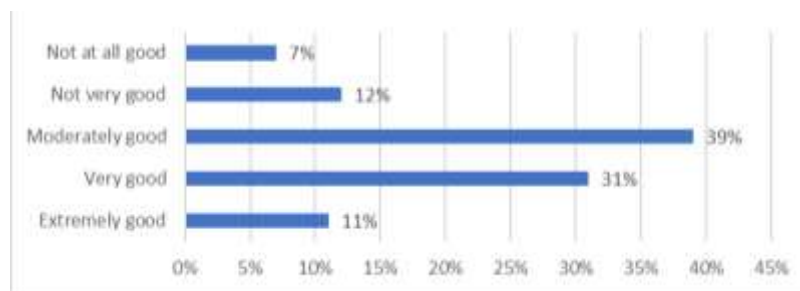


Figure 5. Sharing responsibilities for tasks with other employees

Source: results obtained after processing survey data

The response to superiors' requests regarding rural tourism employees is within acceptable limits in a proportion of 44% of employees, 17% respond extremely quickly and 17% quickly.

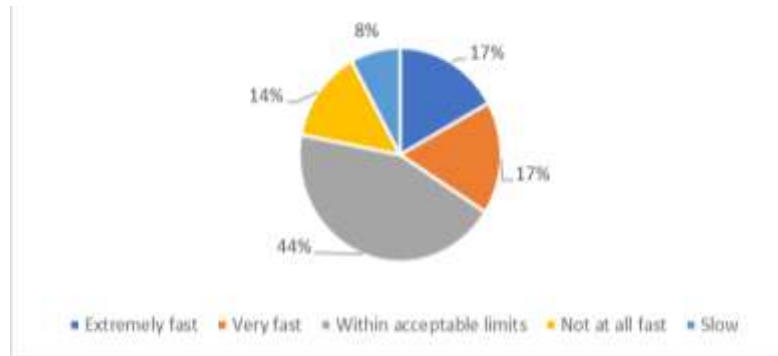


Figure 6. Responding to requests

Source: results obtained after processing survey data

However, things are not very good in terms of accepting criticism from management, as we can see from figure 3.7, most of them, 46%, are doing quite badly in this regard and only 25% accept this criticism quite well. Over 50% of employees have a negative attitude towards accepting criticism.

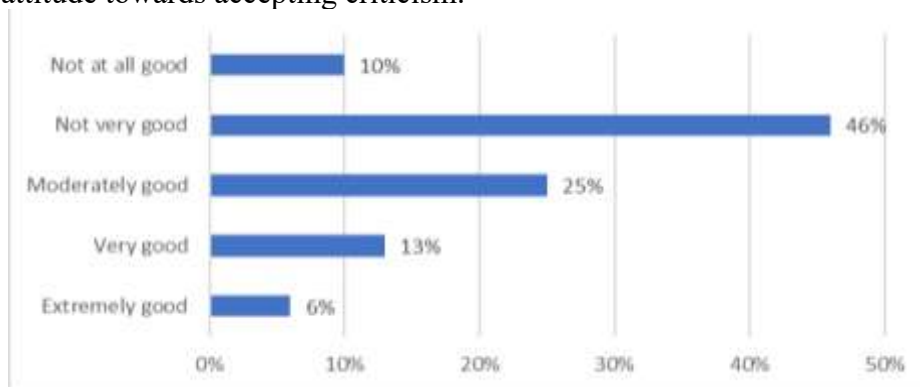


Figure 7. Accepting criticism

Source: results obtained after processing survey data

According to Figure 8, a predominantly moderate adaptation to changing priorities imposed by management is noted.

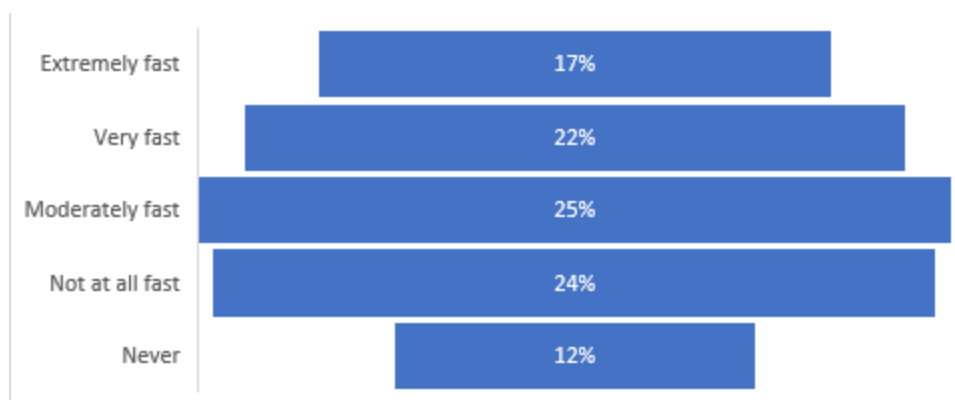


Figure 8. Adapting to changing priorities

Source: results obtained after processing survey data

Most employees are informed about the company's purpose: 26% moderately informed, 21% very informed, and 36% extremely informed.

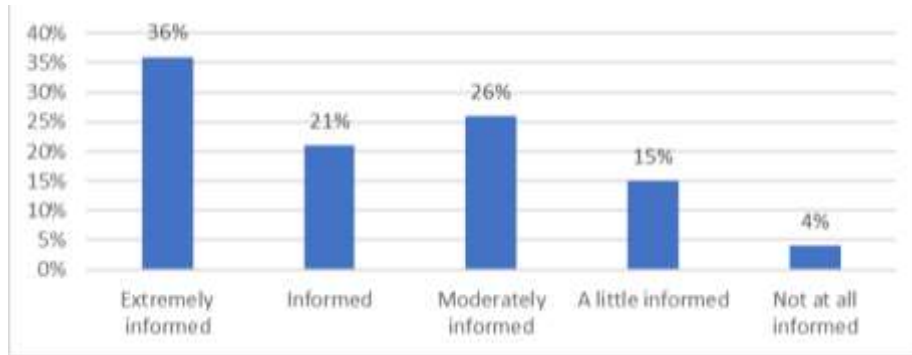


Figure 9. Information about the purpose of the company

Source: results obtained after processing survey data

The main attributes that a rural tourism manager believes that his subordinates should have are spontaneity, team spirit, creativity, positive attitude, seriousness at work. No less important, however, are adaptability, responsibility, openness to new things, communication and permanent socialization.

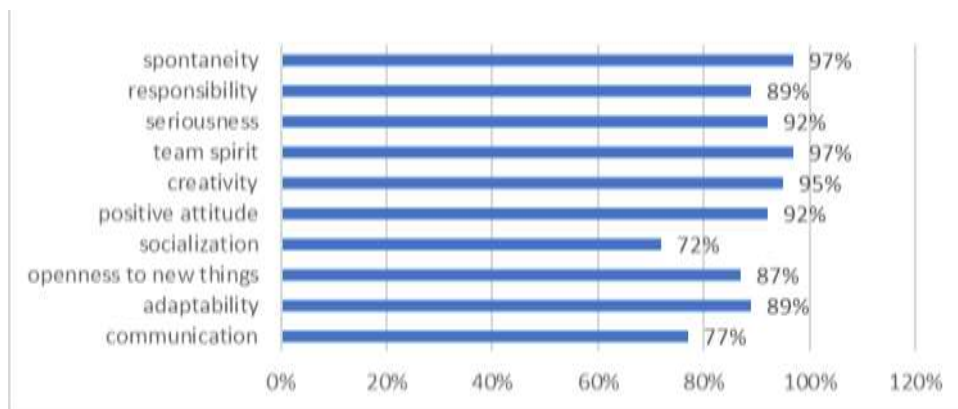


Figure 10. The main attributes for an employee

Source: results obtained after processing survey data

In tourist guesthouses, where the organizational structure is reduced and interpersonal relationships are direct, employee behavior becomes an indicator of the internal climate and the applied management style. According to Stănciulescu (2015), in a small tourist guesthouse, success does not depend only on the quality of accommodation or food, but especially on the “quality of human relations” between staff and visitors.

In the case of the tourist guesthouse manager, adapting the management style to the particularities of the staff and the local culture becomes an essential condition for achieving a positive work climate and high performance.

The behavior of tourism employees represents an essential pillar of the quality of services and the performance of an organization. Understanding the factors that influence it – motivation, leadership style, communication and internal culture – offers managers the opportunity to create a positive and productive work environment. In the case of tourist guesthouses, where interpersonal relationships are direct and constant, these dimensions become determinants for customer satisfaction and the long-term success of the business.

CONCLUSIONS

The extent of employee motivation in the current economic conditions determines its progress. The essence of any company is its human resource, which is the creator of values, namely the flow of originality and creativity so necessary in order to discover and know its own limits

The key factor in the success of any company is the employee, which is why it is necessary to shape the human resource, support and motivate it in order to obtain intense involvement and achieve performance. Investments in people represent the most effective solution for the survival of the company and maintaining competitive success. The motivation process is an extremely important one, which is why managers must be willing and know how to juggle various motivation strategies in determining performance and the continuous growth of the company.

Everything develops and is built around the person, the basic element of any company. For this reason, flexible benefits are appreciated that give people control and freedom over the decisions adopted to satisfy their needs.

Motivation is the basis of every behavior and people have reasons for everything they do, for their behavior or their way of acting. For this reason, it is essential to make a clear distinction between motivation and motivation,

The concern of managers in assuming extremely important responsibilities, that of motivating employees in achieving performance is increasingly evident. The need to arouse the interest of employees in participating in the success of the company is increasingly pressing and those companies that will maintain a permanent concern for employee motivation will permanently have an advantage, a motivated employee being a productive employee, an aspect that will influence productivity and positive results.

Managers must constantly have the real image at both the micro and macro levels of the company in order to be able to include with real success the steps aimed at motivating employees. Supporting the motivation initiative through logic and context is the one supported by the macro level while the micro level attributes consistency in action. If the employee's relationship with the company is important in his vision, his activity will bring professional fulfillment and the result of the motivational approach will have a decisive impact on the individual's personal motivation, because the need for self-realization constitutes the inclination to capitalize on one's own potential.

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