MOTIVATION OF STAFF WITHIN MAGIC HOTEL FROM PITESTI

CARMEN GABRIELA SECARĂ¹
¹University of Pitesti, Romania; carmen.secara@yahoo.com

Abstract: Motivating individuals has the role to initiate and divide the behavior towards a goal that, once achieved, will determine the satisfaction of a need. If an organization employees are highly motivated, then job satisfaction shall install. This paper presents how to achieve motivation in a hotel unit. Given that many of the motivation theories are difficult to apply practically, we detailed some of the most used procedures by an organization, i.e. staff rewarding, as well as creating an efficient rewarding system, staff promotion and job design, means of increasing motivation in an organization. The applied part refers to the ways in which it is carried out the motivation of employees within Magic Hotel, approaching issues related to payroll, benefits granted, work environment and results of the questionnaire-based motivation assessment of staff within the hotel.

Key words : motivation, human resources, efficiency

INTRODUCTION

For a long period was pursued, in particular, the performance by simply marketing products or services, without paying too much attention to human resources, being ignored, exploited and inadequate coordinated. This way of regarding things has changed now, employees becoming important resources of the organization, even the organization itself.

Human resource management is becoming increasingly important, and it is therefore essential to know as much information about the real situation of the employees, knowing that the performances of any organization and prestige depend largely on the quality of human resources.

Motivating individuals is to initiate and divide behavior toward a goal that once achieved will determine the satisfaction of needs. If an enterprise’s employees are highly motivated, then install job satisfaction.

More and more managers pay particular attention to the human factor and to the development of effective methods by which employees can be motivated to increase their performance at work. Individuals tend to be motivated if they are interested in their work if they feel respected, if agrees the environment in which they work, if they can promote. For all these issues managers must give great importance knowing that they can’t ask their employees to be motivated, but they can create an environment in the firm to motivate them.

All organizations are trying to figure out what must be done to reach, through people, sustained levels of high performance. This means to pay greater attention to how best they can motivate their employees, through means such as incentives, rewards, tasks management and, importantly, the work they do and the organizational context in which they work.

Derived from the Latin "movere "which means "move" or " trigger" motivation is considered a concept and an important factor in the success for an enterprise. Motivation can be defined as the set of impulses, desires, needs and internal and external preferences that incite a person to behave in a certain manner, in order to solve a specific purpose.

" Motivation is a psychological and physiological change that occurs in the human being whenever a need arises ; to satisfy that need , the individual adopts a behavior aimed towards restoring the psychological and physiological balance" ( Larrouse ).

Human motivation to work is an important concept of human resource management. Human motivation to work is an important concept of human resource management. Motivation for work is the influence that certain factors exert on employees and that leads to positive or negative actions for carrying out the work. This is why
managers are tasked to "agree on the organization the economic performances and expression of individual talents of its employees, i.e. to act as a catalyst".

In the management of the company, the meaning of actions and behaviors of employees cannot be found without knowing the reasons of the actions and behaviors. A good manager predicts the priority needs of employees and acts as to motivate them properly. He must meet the following prerequisites:

- structure of human needs vary depending on the individual and the general development of living;
- interaction needs - motivation leads to the formation of complex motivational models explaining different meaning for different people of the same reward;
- the individual is able to learn new incentives through experience in the organization;
- same person may show different needs in different groups in the same organization or in different organizations;
- every need motivates the employee, causing him to work properly, only until that need is satisfied;
- employees may respond differently to various management strategies, depending on the factors that motivate them, of personal qualities.

Regardless of the content of the motivation, the roles are numerous and intense. In view of the level indicated, the roles and effects of motivation can be summarized as follows:

- managerial role consists essentially in determining the content and effectiveness of the training function that makes the realization of other critical management functions- planning, organizing, coordinating and control- assessment. The motivation of the staff are conditioned quality of decisions, operational methods, techniques and management procedures and general effects, accuracy and flexibility of information subsystem , as the functionality of organizational arrangements in the firm;
- organizational role relates to the impact of motivation on how the company works and performs. Because motivation trigger skills, know- how and energy staff, its effects are particularly strong in the organizational plan;
- the individual role aims at strong dependence of satisfactions and frustrations of every employee in the company, his evolution, and motivation exercised in the organization. As the motivation is more intense, the staff is more satisfied and the company uses its greater capacity and development faster and more intense;
- economic role: refers to conditional indirect economic performance of each country's prevailing motivation of each company operating on its territory. When company -level reasoning is insufficient, their economic results are not up to the required level and reflect negatively on the overall performance of the country concerned;
- social role is the synergistic effect of previous roles in psycho- sociological plan, elements that characterize a country's population. Social climate of a country, social relationships are determined to some extent by the effects of motivation prevalent in companies and organizations where people work.

MATERIALS AND METHOD

Hotel Magic Trivale is the second hotel of the Magic Complex, located in a splendid location in the forest Trivale and the district with the same name. Located in a quiet and natural surrounding, is close to the city and far away from its commotion. Innovative design, modern style, comfort and quality service, these are the main
advantages of the hotel and are the best solution for the accommodation of business people and tourists.

The Mission of Hotel Magic is to provide high quality services in a positive working atmosphere so that guests can feel at home. The hotel also takes into account the protection of human rights and ensuring that business operations does not cause abuses in this area and eliminate discriminatory practices.

Company’s objectives refer to:

- concern for expansion even in economic downturns;
- concern for employees;
- transformation of own values in tradition;
- permanent vision of sustainable development.

The scope of business consists of hotel operations like activities of direct contact with customers (front-office), bureaucratic nature activities, reception, food service floor and service activities to provide hotel services, plus base-housing departments and nutrition, administration departments. The ancillary services and activities essential to the proper functioning of the hotel, cover the functions of government, control, marketing and maintenance.

To assess the motivation of the staff in the Hotel Magic we have designed and applied a questionnaire among employees. This questionnaire main objective was to establish satisfaction and dissatisfaction of employees, analysis of the ratio work-motivation, motivation methods used and preferred methods of motivation, analysis on appreciation of rewards that employees receive and the analyze of employees about working conditions. Data collection techniques will be the structured interview, all subjects being handed out the same questionnaire.

From the total number of employees we have chosen a representative sample of 15 people. Survey participants come from all hotel departments (restaurant, kitchen, reception etc.)

Each employee has different needs and different requirements, based on age, marital status, place of residence, etc. For example, a married employee has other priorities than a single one. Just like in the case of age or residence.

Taking this into account, we considered necessary to profile respondents to better understand their level of motivation, and finally we can choose the best ways to improve on their satisfaction.

A percentage of 33.3 % live in rural areas, while 66.7 % live in the city.

The majority of respondents, with a percentage of 46.7 % are age between 26-35 years, 33.3 % are in the range of 18-25 and 20% are between 36-60 years. Most employees with a percentage of 73.3 % of the respondents are not married and only 26.7 % are married.

RESULTS AND DISCUSSION

Following the questionnaire on motivation at work, we obtained the following results:

When asked "How long have you been working in the company?" we got answers:

- 6 months - 1 year: 20 %
- 1 year - 2 years: 33.3 %
- 3 years - 5 years: 26.6%
- more than 5 years: 20 %.

We note that the age of respondents ranges from 20 % new employees who work in the hotel for less than one year, 33.3 % employees working for two years, 26.6 % employees working three to five years and employees older than five years, 20 %. Given that employees under six months old are missing, it appears that in the hotel there are motivational factors that determine them to keep the job.

Regarding the position held by each employee, we obtained the following results:
employees occupying a junior management position: 46.7 %
employees occupying execution positions: 53.3 %.

The percentages on the positions held in the hotel are close. Management positions as chief reception, chef and supervisor have a percentage of 46.7 % of all respondents and 53.3 % hold positions of execution. The questionnaire did not mentioned senior positions because the two directors, husband and wife hold these positions. Thus, their responses on motivation are not relevant.

When asked "Are you satisfied with your salary / non-salary benefits?" we observed that a rate of 53.3 % of the hotel employees are not always satisfied with their wages and non - wages, but most respondents said they were satisfied with their benefits, the rate of 33.3 % and very satisfied with the rate of 13.3%.

Preference for wage benefits has a share of 33.3 % compared to the preference for non -salary benefits in full, with a percentage of only 6.6 %, which means that most employees see money as a good motivator. However, we observed that employees in proportion of 66.6 % consider that both motivate their work benefits.

Employees appreciate their work as being: 33.3% of respondents believe that they have a demanding job with many responsibilities, while 46.6 % see their work as simple, and 20 % with few responsibilities.

When asked "How do you evaluate the way you are paid for your work?", it appears that most of the employees are satisfied with the remuneration received, given that 46.7 % believe they are paid and 13.3 % believe that they are paid according to their performance. We noticed that there is a large number of disgruntled employees who believe that they deserve more. They represent 40%.

When asked "Working environment is a pleasant one?", we got answers: although 13.3 % said that the environment in which they work is not a pleasant one and 20 % believe that the working environment is tense sometimes, is impossible not to notice that most of the rate of 66.6%, believe that the working environment is conducive and pleasant, which makes us to believe that there is a family environment in which the daily activities of the employees unfold.

When asked "Your position offers the chance to promote?", we see that it varies from one respondent to another. Most expresses skepticism regarding the promotion. A percentage of 66.7 % say that the position held does not provide opportunities for promotion and only 33.3 % believe that they have the possibility to promotion.

When asked "Do you receive support from your superiors?", respondents gave the following answers: 20 % of staff say they do not always have the support of their superior when performing their tasks, while 73.3 % of respondents have never had support from the superior and a percentage of only 6.7 % say they receive support from their superior.

Regarding the classification methods of motivation, as important, in terms of employee, respondents observe preference for a high wage and salary increases and the fact that a percentage of 53.3 % consider very important these issues and a significant percentage of 26.7 % consider it important. For 20 % of respondent employees, salary is not a stimulant.

Regarding the pleasant relationship with bosses, most respondents consider it a strong point in their motivation. Only a percentage of 13.3 % did not consider the relationship with their superiors a good method of motivation.

Possibility of promotion seems not to be a very motivating aspect. 20 % consider promotion very important, important 33.3% and 46.7% see promotion as unimportant.

Pleasant working environment motivates employees and we note that the hotel has a key role in the process of motivation. A percentage of 53.3 % consider very important the working environment, 26.7 % important and 20% consider that the working environment does not matter.
CONCLUSIONS

Motivation is often equated with financial benefits package offered to employees. But to ensure performance and trust of staff this package is not enough. Besides salary benefits we should include also non-salary benefits so the organization will have the stability of employees and market attractiveness.

Motivating staff in the hotel is determined by the degree of satisfaction of each employee. A satisfied employee is not necessarily a motivated employee.

Following the analysis performed we sought to identify satisfaction and dissatisfaction among employees. The bad resentment of hygienic factors like promotion, salary, interpersonal relations will increase dissatisfaction among employees and lead to dissatisfaction. In the hotel, I noticed that the main methods of achieving motivation of staff are constituted by certain benefits and rewards as: safety, receiving salary, paid and unpaid leave for certain events, chance of promotion, rewards for exceeding working hours, pleasant working environment.

The main differences for satisfaction at work are determined by the type of position held. Employees occupying junior management positions tend to be more satisfied than employees occupying positions of execution.

Even if wage benefits and rewards offered are not exactly satisfactory, employees are generally satisfied, especially in today's economy.

After the questionnaires we have seen a tilt towards non-wage benefits. Many of the respondents ranked a good relationship with bosses and a pleasant working environment as very important, in proportions of 60% and 53.3%, while an attractive salary and promotion opportunities were ranked as very important in proportions of 53.3% and 20%. Even so the money factor can not be totally ignored because it still constitutes the main motivation among employees. In the survey, we found that the question of preference of non-wage benefits and wages, most felt that both are important. According to motivational theories, wage should have a motivating effect, especially on people with lower level needs. We also analyzed the benefits of employee satisfaction on both wage and non-wage benefits. Those who occupy leadership positions are satisfied with their salaries as it allows the satisfaction of a variety of needs in exchange for personnel occupying positions of execution benefits are neither satisfactory nor unsatisfactory. Regarding the difficulty of the work, we note that most employees consider their work as with few responsibilities and even easier.

Since the chances of promotion are not so great, most respondents do not see this as a good motivator. Generally, those who are motivated by the chance to promote are occupant of leadership positions.

The work should provide individuals an intrinsic psychological satisfaction, to offer the chance to prove their skills and knowledge, to lead them the desire to learn and progress. To do this management needs to consider various methods of motivation, thus causing employee satisfaction. These methods must consider: working hours, working conditions, facilities provided, relationship chief-employee etc.

The analysis found that, in general, employees are satisfied and rarely motivated by the benefits received. For hotel employees, job security and safety while receiving the salary is more than reassuring. Regarding the working environment, given that a large proportion of employees are older than two years, it is nice, the daily work of employees takes place in a relaxing and family setting. Also, the question "What motivates you in your work?", a percentage of 53.3% responded a pleasant working environment. Therefore, it is proposed to create a homely environment by increasing the number of employees older than 2 years. This improvement can bring great benefits to the hotel, because it will give the impression to loyal customers of stable and professional
environment. Also, in order to keep employees longer periods of time, they will be stimulated by reinstate seniority increments.

Even if the hotel management believes that wage benefits motivate employees, I noticed, after analyzing the results of questionnaires among employees, their preference for a pleasant working environment and a good relationship with the bosses. The development of a non-financial incentives plan of the staff would prove to be highly effective. It also recommends hiring a specialist in human resources to implement this plan. It is considered necessary to bring the employees closer, by conducting parties for employees, creating a pleasant climate, etc.

Taking into account the benefits received by employees, I noticed that they are not many and not too high effectiveness in motivating employees. The salary includes basic salary, allowances and bonuses for the night shift. In question 3 of the questionnaire on satisfaction with the wage benefits, a 46.7% replied in the negative, meaning that the wage benefits are not satisfactory. My proposal is to introduce vouchers and even road discount. A good employee motivation leads to their satisfaction and ultimately to a level tasks more efficiently.

For new employees it is recommended to provide an attractive salary to motivate and inform them of their position, its requirements and rewards. For greater satisfaction among employees is recommended to identify and remove their grievances.

Even if a large percentage believe that they deserve more money, it is preferable that wage increases should be given less often, because they not only generate a great expense, but loses the motivational quality.

It is recommended shifting the focus to staff of execution, because employees occupying execution positions are less satisfied than those who occupy leadership positions.

BIBLIOGRAPHY

5. ***, Internal documents of Hotel Magic from Pitești.