



THE THIRD INTERNATIONAL SCIENTIFIC CONGRESS OF SCIENTISTS OF EUROPE

**as part of the III International Scientific Forum of Scientists "East - West"
(Austria - Russia - Kazakhstan - Canada - Ukraine - Czech Republic)**

11th January 2019

Vienna, Austria

2019

“The Third International scientific congress of scientists of Europe”. Proceedings of the III International Scientific Forum of Scientists "East–West" (January 11, 2019). Premier Publishing s.r.o. Vienna. 2019. 1253 p.

ISBN 978-3-903197-91-6

The recommended citation for this publication is:

Anohin I., Calculation of resource of cross-cutting steel girder elements with initial defects//Proceedings of the 3rd International scientific congress of scientists of Europe. Premier Publishing s.r.o. Vienna. 2019. Pp. 12 – 17.

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Typeset in Berling by Ziegler Buchdruckerei, Linz, Austria.

Printed by Premier Publishing s.r.o., in Vienna, Austria on acid-free paper.

THE ROLE AND FACTORS OF STAFF MOTIVATION IN THE MANAGEMENT SYSTEM OF HOSPITALITY INDUSTRY

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One of the most important components of tourism sector is the hotel and restaurant business, which, according to foreign, and, above all, American tradition, is included to the hospitality industry. In many countries that specialize in inbound tourism, the hotel and restaurant business has come into the position of one of the priority sectors of the national economy, which accordingly has become one of the main sources of replenishment of the budgets of these countries.

A distinctive feature of the enterprises of the hospitality industry is the production of not material products, but services, the main criterion for evaluation of which is quality. Thus, nowadays the quality of service or level of service is almost the only factor in the differentiation of hotels or restaurants of a similar class. The victory in the competitive struggle among the enterprises of the hospitality industry has begun to depend precisely on the level of service.

In the hospitality industry, a special importance is attached to the human resource factors. This is due to the fact that in the process of services provision there is a multi-stage interaction of the employee with the client. The quality of service is largely determined by the degree of compliance of employee actions with established standards. And this, in turn, depends on the ability and desire (motivation) of the employee to follow these standards. At the same time, a high level of staff motivation for quality work in the sector of hospitality is not just desirable: it is necessary, since the existence of an enterprise is directly dependent on the quality of work of its employees. Even with the best strategy and appropriate organizational architecture in

place, an organization will be effective only if its members are motivated to perform at a high level. [1]

What is the incentive for employees? Until now, as the scientists point out, «no one knows exactly how the motivation mechanism works; what strength a motivating factor should be; when it works, not to mention why it works».

Thus, studying the process of personnel motivation, identifying and solving problems associated with its improvement is quite relevant, especially in the sphere of the hospitality industry, where the competitiveness of enterprises largely depends on the level of employee motivation.

Personnel motivation can be interpreted in different ways. In general, motivation is the reason for people's actions, willingness and goals. Motivation is derived from the word «motive» which is defined as a need that requires satisfaction.

The Business Dictionary defines motivation as internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. [2]

The scientists Michael H. Mescon, Michael Albert and Franklin Khedouri in their book «Management» describes motivation as a process of motivating people to work, which involves the use of motives of human behavior to achieve personal goals or goals of the organization [3].

We can make a conclusion that all the definitions of the motivation process have common key elements. They are: needs, incentives, motives, claims, expectations, attitudes and assessments.

The motivation of the staff of the hospitality industry is the process of encouraging employees to adhere to the working standards aimed at ensuring the quality of the provided services as well as meeting the expectations of consumers and providing them a sense of satisfaction.

The level of motivation of workers employed in the hospitality industry is influenced by a large number of motivational factors. Analysis of the researches of domestic and, in particular, foreign authors on the problems of motivation in the hospitality industry, as well as the use of expert surveys and a study of the

preferences of employees, allowed us to identify the most significant factors of motivation [1; 3; 4]:

1. *Labor Remuneration (Salary)* – is both a monetary reward paid by an organization to an employee for performed work, as well as a motivator that encourages an employee to achieve certain results in the future. At the same time, salary plays a stimulating role only if the following conditions are met:

- The employee attaches great importance to the salary;
- The employee believes in the existence of a clear link between salary and the results of his work, that is, that achieving of a given level of certain working parameters will lead to an increase in wages;
- The specified level of these parameters is achievable.

2. *Material and non-material benefits*. Subsidized food, partial or full payment of transport costs, provision of goods and services with discounts, supplementary insurance, granting of preferential loans and other benefits are motivators for employees. Such measures create a sense of care from the management side, that is an element of social motivation and, of course, increases staff loyalty to the management of the enterprise.

3. *Career advancement* can greatly enhance the motivation of the staff. It influences such motivation factors as labor remuneration (usually career growth is accompanied by an increase in wages), qualification training (new work requires additional training), self-realization (the boundaries of authority and responsibility expand), satisfaction from the work and satisfaction from being respected.

4. *Professional qualification development (training)* is an effective factor of motivation, since in the process of training and professional growth of employees their development and self-improvement needs are being met. In addition, the training provided by the company, increases professional capital of employees and their competitiveness in the labor market. Professional qualification development is also associated with such motivation factors as career growth and remuneration as well as with the general satisfaction gained from work.

5. *Working conditions*, that is, labor safety, its intensity, degree of well-being

and comfort of the workplace, work schedule etc. If these conditions do not meet the worker's expectations or cause him a feeling of job dissatisfaction, it will affect the level of work motivation adversely. In some cases, for example, if the working conditions offered to an employee are significantly better than the last job, his motivation will definitely increase.

6. *Self-realization* in the process of work is actualized by the presence of the need for self-expression, that is, the need for the realization of one's potential and growth as a person. It denotes a state in which an individual knows who they truly are and is fulfilled in that understanding.

7. *Assessment of the work results*. If this process is conducted correctly and regularly, it is an important factor of motivation, since it gives the employee a sense of the importance and significance of the functions he performs. In addition, the employee receives information about the relative level of his work and finds out how he can correct his behavior. In the hospitality industry, an effective assessment of the results of the workers is quite difficult process due to the fact that the main parameter of work here is the quality of service, the perception and evaluation of which is quite subjective.

Evaluation of the work results is also the basis for financial incentives, career advancement and professional development as well as affects the staff attitudes towards the company management.

8. *Relations in a team*. A favorable social and psychological climate, an atmosphere of friendliness and mutual assistance in a team has a positive motivational effect on the employee due to the existence of the social needs (belonging). In addition, in the process of informal communication in the team, the needs for self-expression, respect and recognition of employees can be met.

9. *The corporate culture* forms the employees' understanding of the goals and objectives of the enterprise, the methods and principles of management, determines the values, norms and rules of behavior and relationships in the team, develops elements of social psychology in the organization (moods, tastes, preferences, etc.), participates in the formation of intellectual and spiritual foundations of motivation, in

the self-determination of the enterprise in the process of socialization of its employees, satisfaction with the performed work.

10. *Negative motivation or punishment* – is one of the most complex mechanisms of human motivation. Most experts recommend its use in a limited way, focusing on positive motivation based on financial or psychological remuneration for achievement of the certain labor results. At the same time, in the hospitality industry, punishments and penalties are applied quite widely, which can be explained by the existence of standards, rules and procedures, the observance of which is not simply desirable, but is the functional responsibility of employees, and, moreover, they are fairly easy to control.

Another negative demotivational factor for workers is a *staff turnover*. It is caused by the following reasons: the morale state of the team is deteriorating, the dedication of the organization's employees is reduced; employees are seized by anxiety and uncertainty about the future; a change in the number of staff violates the usual rhythm of work and leads to an over-planned increase in the workload of the staff; before dismissal, the level of motivation of employees leaving the enterprise decreases, which inevitably affects the behavior and productivity of those who continue to work.

It is proved that most of factors interact with each other. That is, the factors of staff motivation not only directly determine the level of motivation, but also have an indirect effect on it, by strengthening or weakening the action of other factors.

The above-mentioned and described motivation factors, as well as their interrelations, certainly do not reflect the complete picture of the elements affecting the motivation of personnel. In the Thesis «A Study of Motivation: How to Get Your Employees Moving» Kelli Burton noted that «Most employers today would like to have their employee's motivated and ready to work, but do not understand what truly motivates a person... There are an almost unlimited number of factors and ways of influencing the motivation of a particular person. Moreover, the factor that motivates a particular person to intensive work today may turn off the same person tomorrow» [5].

Summarizing, we can conclude, that the process of motivation of employees, engaged in the hospitality industry, requires a comprehensive and systematic approach. Motivation should be considered in all its aspects, including the definition of goals, methods and objectives of motivation, planning the motivational measures, organizing their practical implementation at all stages of the process of HR-management, monitoring, evaluating of the effectiveness and efficiency of the motivational actions that are being undertaken.

Thus, as motivation is considered to be the one of the main managerial functions, it must necessarily become the object of the management in the hospitality industry.

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