

Motivation of the Personnel at the Enterprises of Hospitality Management

Sergey Yekimov¹, Oleksandr Tokin², Viktoriia Nianko³, Mykola Kuzminets²
and Volodimir Timenko²

¹*Publishing House "Education and Science" s.r.o., Olstynska 607/1, Praha 8, 18100, Czech Republic*

²*National Transport University, Kyiv, Ukraine*

³*Dniprovsk State Technical University Dnipropetrovsk region, Kamianske, Ukraine*

Keywords: Staff, hotel, motivation, company, hotel staff.

Abstract: This work is devoted to the study of the problem of motivating the staff of hotel enterprises. The role of employees in the efficiency of the enterprise is shown. Grading can be used as a tool that increases the motivation of work in hotels. This, in our opinion, will make it possible to formulate a transparent and understandable remuneration system for the staff, as well as to optimize the costs of the hotel staff's remuneration Fund.

1 INTRODUCTION

Increasing the level of competitiveness of hotels is of current importance in modern times. The search and identification of opportunities along with the development of a long-term development strategy, in our opinion, will enable this type of enterprise to achieve high performance in terms of service level and quality of services provided.

The service provided by hotels provides for direct contact between guests and staff, which in turn increases the requirements for the degree of their communication skills, professional competence, and the ability to creatively solve current customer problems. In this regard, it is very important for hotel managers to find effective methods of managing service personnel to maximize their potential.

According To Kazembe, Clotildah. (2015), Wynn, Martin & Jones, Peter. (2019), Rethinam, Kalaiselva. (2020) not all hotels are dealing with strategic management issues yet. As a rule, this is due to a lack of money or lack of specialists of the necessary level.

According to Meira, Jéssica & Anjos, Sara & Falaster, Christian (2018) hotel personnel management is a complex of social and economic-organizational measures aimed at ensuring the creation of the required conditions that promote the normal development, functioning and competent use of the labor resources at the disposal of the enterprise.

According To Arafat, Mohd & Dwivedi, A. & Saleem, Imran & Khan, Adil. (2018) the personnel management system is a complete set of tasks, goals and priority activities, methods and forms of work, and the accompanying management mechanism designed to improve labor productivity, production efficiency and the quality of services provided.

Personnel management is carried out through the use of socio-psychological, administrative and economic methods.

In Lockhart, L. P.. (1939), Zavidna, Liudmyla. (2020) administrative methods include:

- 1) Disciplinary penalties and punishments;
- 2) Maintaining work discipline and customer service culture;
- 3) Use of job descriptions, orders, orders, labor rationing.

On socio-psychological methods Davies, Doug & Wei, Liang. (2011) include the creation of favorable working conditions, professional development and retraining of staff, the provision of additional time off, wider satisfaction of the spiritual and cultural needs of employees, the use of social protection mechanisms, the creation of a creative working atmosphere, and the use of moral incentives.

Authors Jovičić Vuković, Ana & Gagić, Snježana. ((2017), Shopova, Ivanka & Ivanova, Snezhana. (2016), Kumari, Neeraj. (2018) as additional management methods, it is proposed to use a team

style of work, the use of direct management of personnel .

Economic methods include the use of various forms of incentives for individual employees or the workforce as a whole.

In our opinion, economic methods play a very important role in personnel management , but related issues still require additional research.

2 METHODS

As part of this research , we used an analytical method, which in turn allowed us to consider the problems studied in the article in their unity and development.

Taking into account the goals and objectives of this publication, we used the structural and functional method of scientific knowledge.

As a result, we were able to investigate some problems related to the motivation of hotel staff.

3 RESULTS AND DISCUSSION

Currently, the internationalization and intensification of business relations, the development of the tourism industry requires the use of new criteria that would reflect the efficiency of the hotel business. In our opinion, in addition to economic efficiency, the quality of hotel services plays an important role , it depends a lot on the efficiency of staff work and labor resources are one of the most important resources in the hotel business.

At the same time , qualified staff is often an unstable and vulnerable component at the disposal of the hotel management. We believe that the main production potential of the hotel is its personnel. It is the hotel staff who provide services to hotel guests and enable the hotel to function. In the conditions of uncompromising market competition , only those hotels that are able to offer higher quality services to their customers are successful, which is extremely difficult to do without qualified hotel staff.

According to Nieves, Julia & Segarra, Mercedes. (2015), Tyagi, Navneesh & Shukla, Dr & Maheshwari,, Dr & Gupta , Dr. (2020) effective work of hotel staff can provide up to 25% increase in the level of labor productivity, and this argument can be crucial for the successful operation of the hotel business enterprise.

In this issue, personnel management plays a great role by motivating them, which makes it possible to

increase labor productivity , stabilize the composition of the labor collective , and achieve continuous professional development of hotel employees.

At this point , the motivating factor can be not only material incentives , but also , for example , career growth , openness of management to employees, an objective approach to evaluating work results, a system of cumulative bonuses, and the consolidation of employees into a single team.

In our opinion , from the employer's point of view, the optimal employee should have initiative, self-motivation and high material and spiritual needs. However, it is difficult to find such employees in real conditions. In this regard, we suggest using grading as a method of managing hotel staff. It makes it possible to compare the importance of a position for a hotel and its value in the labor market and build a system of employee motivation based on this, taking into account that a grade is a group of positions that are equally evaluated by the enterprise . This will allow , in our opinion, to more objectively take into account not only the value of each employee and the significance of the work that they perform, but also their experience and qualifications , and therefore, will allow you to retain the best specialists .

In our opinion , the grading process should consist of five stages:

Step 1. Certification of the workplace . It is necessary to analyze what responsibilities the employee performs, the amount of work performed, which jobs he interacts with, and what is the nature of this interaction.

It is found out what knowledge and skills, the complexity of the tasks performed and how responsible the work of the employee occupying this workplace is.

Stage 2. Determining the nature of the workload in the workplace. It turns out what physical and mental(emotional) load, their uniformity in time is experienced by an employee who performs his work at this workplace

Step 3. The ranking factors. Each factor (the need for knowledge and skills, the complexity of tasks, the level of responsibility, the degree of physical activity, the degree of mental (emotional) load) is ranked according to a 10-point system from 0 to 10 points.

Stage 4. the points for each analyzed factor are summed up and the result is an integral indicator, which we call the integral indicator of workplace certification.

Step 5. Is the ranking of integral indicators of certification of workplaces according to their size.

Stage 6. the lower and upper limits of remuneration are Determined depending on the integral indicator of workplace certification.

We believe that with the help of grading, you can formulate a transparent and understandable system of remuneration for the staff and optimize the cost of paying the hotel staff.

We believe that efforts to eliminate abuse among hotel staff should be based on the principles of constant monitoring , personal and team responsibility, and an objective approach.

In our opinion , these principles should be taken into account when using automated business process management systems, conducting inspections , imposing penalties , encouraging employees , and entering into employment contracts with them.

In addition , the management of hotel staff , in our opinion, should also be aimed at stimulating the creative and individual activities of employees. It should also take into account the personal qualities and level of professionalism of employees.

The main driving force in work is motivation.

In our opinion , the main forms of staff motivation are:

- 1) The system of financial incentives;
- 2) Intangible privileges and benefits;
- 3) Professional development of employees.
- 4) Creating a favorable psychological climate at the enterprise.
- 5) Elimination of barriers to communication between employees and the company's management.

4 DISCUSSION

The use of strategic personnel management in the hotel business is important for optimizing the use of working time in the enterprise. The Manager should be able to motivate his subordinates, because they should be interested in effective work not only financially but also morally. As a material motivation , in our opinion , payments for work on weekends , at night and , as well as other allowances and compensation payments are very effective.

As the main principles of personnel management that should be used in the hotel, in our opinion, are:

- 1) Implementation of labor legislation.
- 2) Stabilization of the company's personnel structure and counteracting staff turnover.
- 3) Maximum care for the needs of each employee of the hotel, providing the necessary conditions for improving their skills
- 4) Respect the opinion of every hotel employee

- 5) Determining the need for hotel employees for the current time, as well as for the future.
- 6) Attracting qualified hotel employees from outside.
- 7) Professional development of hotel staff.

5 CONCLUSIONS

We believe that the modern concept of the hotel personnel management system should be based on the role of the employee's personality, knowledge of their motivational characteristics , and the ability to adapt them to the tasks that the company faces.

In our opinion, in addition to administration, work with hotel service personnel should be carried out in the following main areas : stimulation and motivation , professional development and training of employees , prevention of abuse in the workplace. The use of socially-oriented management makes it possible, along with economic goals, to improve the quality of services provided, adapt to the external environment, meet the interests of employees, and implement the company's development strategy.

REFERENCES

- Arafat, Mohd, Dwivedi, A., Saleem, Imran, Khan, Adil, 2018. *Paper on Hotel Industry*.
- Davies, Doug , Wei, Liang, 2011. *Staff retention in the hotel industry*.
- Jovičić Vuković, Ana , Gagić, Snježana, 2017. Innovations in the hotel industry. *In Turisticko poslovanje*. pp. 27-35.
- Kazembe, Clotildah, 2015. The Perceptions of Employees towards Tipping and Motivation in the Hotel Industry. *In African Journal of hospitality, tourism, leisure studies*. 4.
- Kumari, Neeraj, 2018. Effective Motivational Tools in Hotel Industry. *In Asian Journal of Social Sciences and Management Studies*. 5. pp. 91-101.
- Lockhart, L.P., 1939. *Staff conditions in the hotel industry*. Lancet. p. 234.
- Meira, Jéssica , Anjos, Sara , Falaster, Christian, 2018. Innovation and performance in the hotel industry. *In Journal of Quality Assurance in Hospitality , Tourism*. pp. 1-21.
- Nieves, Julia , Segarra, Mercedes, 2015. Management innovation in the hotel industry. *In Tourism Management*. 46. pp. 51-58.
- Rethinam, Kalaiselvec, 2020. Non-Financial Motivation and Job Satisfaction of graduate employees in Hotel industry. *In International Journal of Psychosocial Rehabilitation*. 24. pp. 3857-3873.

- Shopova, Ivanka , Ivanova, Snezhana, 2016. *Human resources in the hotel industry*.
- Tyagi, Navneesh , Shukla, Dr , Maheshwari,, Dr , Gupta, Dr, 2020. *In Training in hotel industry: perceptions of the staff*. 7. pp. 37-44.
- Wynn, Martin , Jones, Peter, 2019. *The hotel industry*.
- Zavidna, Liudmyla, 2020. *Formation of development strategy of hotel industry enterprise. Business Navigator*.
- Zavidna, Liudmyla, 2020. *Concept of managing the strategic development of hotel industry enterprise. Economic scope*.

