

# THE MOTIVATION AND WAYS OF MOTIVATING THE HUMAN RESOURCES – BEST WESTERN HOTEL CENTRAL ARAD

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*On one side, this paper aims to define the motivation and study the methods of approaching and motivating the human resources and on the other side, we take a more closer look in analyzing the motivation and its means by applying a questionnaire to the hotel's human resources. In every enterprise, the core of the motivation reflects the management and economic concepts adopted within its walls. The wide variety of these concepts along with the extreme diversity of the personal and managerial situations available in each firm, reflect in the underlined dissimilarity component of the managerial theories and practices.*

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## **I. Introduction**

Motivation represents a major key component of management and it is also, a subject that is frequently analyzed in specialized literature. As a result, there is a wide variety of points of view, mostly contradictory. Studying the motivation from a managerial point of view, we can differentiate between two major approaches:

*Motivation on a small scale* - based on a classic vision of the organization and its management and regards only the employees or the staff.

*Motivation on a big scale* - it took shape in the last few years, it is based on a modern vision of the organization and its management. It has as an essential characteristic, this being the focus on the stakeholders, meaning those individuals, personnel groups and connections that have a major interest in the development and performance of the company. These two organizational approaches are also reflected in slightly different manner in the definitions of the motivation.

- *On a small scale, the motivation consists of a correlation between the needs, aspiration and personal interest with the achievements, task execution, abilities and responsibilities - all within the organization.*
- *On a big scale, the motivation reflects in the decision making process and actions that oblige the stakeholders to make a direct or indirect contribution towards functionality and superior performance, based on the correlation of their interests in the approach and achievements of the organization and its subsystems.*

Due to the fact that we are looking at the motivation from a managerial point of view, in this paper, we will focus especially on the first meaning of the motivation. Human motivation represents the sum of factors that determinates the people to fulfill certain activates.

*"The Motivation represents the sum of forces, internal and external energies that initialize and manages the human behavior towards a defined purpose: once fulfilled, it will determine the level of satisfying a necessity, since a mutual conditioning exists because between motivation and performance."*

(R. Mathis & CO)

The performance of an organization represents the sum of individual performances of its employees. The performance level of an employee is given by: his motivation; his professional capability; his personal perspective upon the role occupied in the organization.

Motivation is the result between the interacting forces that develop in the organizational environment (the organizational culture and the practices adopted by human resources department) and the individual features, qualifications and attitude.

Motivation points out the fact that the human nature is based upon an assembly of ambitions - needs, tendencies and ideals – that lead to sustaining and achieving different essentials and actions as well as adopting a new attitude.

**Within an organization, the motivation is defined by the process in which the managers point and concentrate the energies of all the subordinates, thus using the organization's resources at maximal economic efficiency.**

Gary Johns defines motivation, in his book „Organizational behavior", as being the extent to which persistent effort is directed in order to achieve a goal.

**The first aspect of motivation is the employee's behavioral energy regarding his work place, or in other words, the amount of *effort* that he deploys during his work hours. The second aspect of motivation is the *perseverance* that the employees exhibit when they are working.**

**The effort and the perseverance refer to the amount of work done by an employee. Concerning the work quality, this is given by the behavioral attitude of the personal towards their employment.** The full time employees, of Central Hotel Best Western, are offered the following benefits and rewards as motivations:

- **Medical insurance:** for the employee as well as for his family by paying the medical expenses. All the actions include illness prevention and medical prescriptions, information about mental sanity, medical drug overdose and vision problems.
- **Short term disability or medical leave:** It protects the employees when they are not 100% healthy to manage their job responsibilities (illness or accidents recovery);
- **Retirement plan:** It is partially sponsored by the company and it is fully granted only after 5 years of contribution to the retirement fund. At retirement, the employees receive a financial gratuity based on their average winnings and number of years in service.
- **Paid leaves:** the employee is allowed to miss work, but still receive a salary for 31 days/year, that can be taken with the management permission, divided in stages (usually) or all at once (rarely);
- **Reliable salary:** Each employee is ensured that he will receive a salary in a fixed pay day. This is in favor of each and every employee because he can count on a certain income; he can safely plan ahead assuming that he will receive his salary. This way he will have confidence in the management, knowing that they are trustworthy, even in time of financial crisis;
- **Fixed income for each job type:** Seniority bonuses have been removed and the salary is now given considering only the position filled. This is actually an intelligent strategy, taking into account that the elderly staff is already occupying low rank management positions and are already receiving higher salaries. The managers have higher confidence in the older staff than the newer staff which is not familiarized with the working environment or the “house rules”. However, this strategy allows the employees to receive a fair salary despite being newly hired and motivating him, in this manner;
- **Career advancement:** Although the management positions are limited and the number of employees is conditioned, the possibility of advancement is achievable - from a low rank job position s to a higher rank executive position (Front of House Manager, Maitre d'hôtel etc.);
- **Maternity or paternity leave:** In case one of the employees has a baby, by law, he/she has the right to stay at home and nurture the child. Meanwhile he/she receives his/hers monthly salary even though they are not working;

- **Meal tickets:** Besides the salary, each employee receives a number of meal tickets equal with the number of work days for that month;
- **Holiday bonuses:** Christmas or Easter, the employees receive an approximately 100 RON bonuses;
- **Holiday bonuses for children:** Employees having minors are offered gift packages for every child under the age of 18;
- **Participating in the decision making process:** Even tough limited, the employees can be involved in the decisional process through suggestions, recommendations and ideas that are further analyzed by the managers. Only employees that occupy low rank management jobs can benefit from this opportunity;
- **Overtime bonuses:** In case of special events, that have unplanned extensions (like a wedding or baptism), the employees that are asked to stay, even though it was not initially scheduled, receive a reward, at the end of the program;
- **Night shift bonus payment:** In case of special events, that might require service until the following morning, the employees are given a bonus, adding an extra shift for each night that they worked between 00:00 and 06:00AM;
- **Positive working environment:** The majority of the employees have a 5 years seniority thus making them a well organized team, working together and getting along as one, without any major discrepancies. This way is created a friendly and familiar work environment which is very attractive and motivating for potential new employees;

In case small errors are encountered during a work day, the concerned employee is admonished in private or in the worst case scenario, in front of his colleagues. If the eventual errors or mistakes are serious, the concerned employee is officially warned by his direct superior, twice, the third time his superior will report the incident to the General Manager. As a result the employee will be invited in into the General Manager's office, the problem will be explained to him with the utmost importance and the superiors will bring to his knowledge that this will be his last warning. Firing the employee will be considered in case of a fourth mistake or error. In the event of material or financial losses caused by the employees, penalties will be instated until the loss will be covered.

## **II. Research methods and results**

For the second part we have developed and applied a survey of 14 closed ended questions, mainly referring to: work satisfaction, interpersonal relationships at the work place, informing the employees of potential hotel problems, salary satisfaction, management style, subjects that have direct influence in motivating the employees. The survey was completed with the help of 20 hotel employees working in all existing departments: finance & accounting, administration, food & beverage, secretary ship, marketing etc. The survey structure as well as the questions and answers are mentioned bellow:

### **1. Which is the main reason why you go to work?**

For this question, 55% of the responders have chosen job stability and 45% selected job excitement. A good salary, promotion possibilities and job title have not been chosen as a main reason for working in Best Western Central Hotel.

**2. Do you consider that there is a relation between the job description and the professional education?**

70% of the respondents consider that their educational background is matching their job attributes at Best Western and 10% consider that the two coincide for the most part. However, there are some employees that believe that there is absolutely no relation between their studies and their job attributes (15%) and some consider that there is little relation between the two.

**3. How would you characterize your overall job satisfaction in this organization?**

Regarding this question, there is no respondent that selected “not at all satisfied” and only 30% stated that “quite unsatisfied”. For the most part, 65% confirmed that they do have many job satisfaction moments, meaning that they do enjoy coming to work and 5% consider that their job description offers them many possibilities and satisfaction moments. The study shows that, over roll, the employees are motivated in their daily work environment, due to the fact that the managers have a good strategy for human resources motivation.

**4. How important do you think is your work contribution towards the success of the hotel?**

In this area, the respondents’ opinions are divided: 40% consider that their contribution is “very important”, 40% believe is “somewhat important” and there are some humble employees that chose the option “less important”. (fig 2.). The hotel managers should explain to the employees that each of them plays an important role and that a high standard work ethic is imperative for the hotel success. Due to the fact that every job description and every employee are key to good management, it is for the utmost importance that there is no weak link in the hotel administration.

**5. How would you characterize your salary level in relation with your work efforts?**

If we gather all the answers to this question, the conclusion would be that the salary is not a motivational tool for 15% of the respondents. 20% of the respondents believe that their salary is satisfactory. The rest of the employees, 30% and 35%, consider that the payment is motivating and very motivating in relation with their work efforts.

**6. How would you characterize your relationship with your co-workers?**

Concerning this question, a big percentage of the respondents have confirmed that their relationship with the co-workers is “very good” (90%) and only 10% stated that the relationship is “good”. None of the employees have a bad professional relation and for each of them is very important that the working ties are based on respect and harmony. Due to the fact that they have been working together for a long time, they know each other and they have come to work together as a whole.

**7. How would you characterize your relationship with your superiors?**

65% believe that, due to the fact that they have a great relationship with the General Manager and also with their superior, these acts as a motivational tool in their work ethics. 35% consider they have a “good” relationship with their superior. None of the respondents selected “satisfactory” and “unsatisfactory”.

**8. How would you characterize your working conditions?**

The respondents were not given “very poor” as an option, however, 75% consider the working conditions to be “fair”. 20% believe the conditions are “good” and 5% consider them “very

good". As a result, we would underline the fact that there is place for improvement regarding the working conditions in the hotel. (fig.4)

**9. Are you informed with regard to the hotel policy?**

For this question, all the respondents have confirmed that they know the hotel policy, they are aware of the requirements and the high standards.

**10. Are you offered (have you been offered) the possibility of professional development through training courses?**

10% of the respondents selected "Yes", however these employees are part of upper management. The rest of 90% have not been offered any training courses, even those these would be an excellent motivational tool. The hotel employees wish to take part at training courses and they believe would be a great experience overall.

**11. Are you being consulted in the decision making process by your superiors?**

The respondents that are department heads are always consulted in the decision making (25%), due to the fact that the ideas are theirs or they are the ones that have to communicate the decisions to the subordinates. Also, they have been with the hotel the longest. The rest of the employees, are only partly consulted in the decision process (75%).

**12. Are you informed about the changes that would occur in your hotel and that would affect your work environment?**

100% of the employees are informed regarding the changes and even though they are allowed to express their opinion, they do not have the power to make a change.

**13. Are your personal initiatives taken into consideration?**

The creativity of the hotel employees is restricted, they only execute the upstairs orders, work in accordance with a regulation form or they follow various unwritten rules. They all know their job description, responsibilities and rights. The only employees that have a creative role are the managers, that come up with the short and long term strategies for their own departments and also, the chef that creates the daily menu, wedding or baptism menus (following the recipes). As a result, 10% have confirmed that their own initiatives are always taken into consideration, 5% are allowed to be creative for the most part and 85% consider that their creative opinions are only slightly taken into consideration.

**14. How would you characterize the management style of your superior?**

75% of the employees have confirmed that their superiors have an authoritative but participatory style. This highlights the fact that the direct and indirect superiors are trained by the General Manager to adopt a certain attitude towards the employee: giving orders and asking for results, giving appraisals or scolding depending on the case. Due to the fact that the hotel is a family business, the General Manager does indeed consult with other department heads in order to sign on different projects, initiatives and strategies, but not with the subordinates.

**15. Respondent profile (age, sex, level of professional studies):**

55% of the respondents are between 18-30 years old, 25% are 31-43 years old and 20% are over 44 years old. 60% are women and 40% are men. 20% of the employees are qualified as economists, 30% are workers and 50% have only finished high school and do not hold a degree.

### **III. Conclusion**

**As a conclusion**, we confirm that the Best Western Central Hotel Arad management team understands the importance of employee motivation through different means. For the most part, the motivation method used is the salary, that proved very affective along with job stability, in times of financial crisis. Nonetheless, the management do not offer any bonus payment or other financial incentives in order to encourage work efficiency or to make the employees more interested in their job description. Although they are not given any bonus salaries, most of the employees consider that their wages are in relation with their work efforts. Regarding the job stability, these is not a problem within the hotel, the employees have learned how to work as a whole, due to their long relationship (over two years) with the hotel business. However, job stability is not a continues motivational tool for the respondents, they would be interested in carrier development, an aspect that is lightly represented in the SWOT Hotel Analyze. Due to the fact that Central Best Western Hotel is a family business that conditions the employee promotion possibilities, the employees have developed a lack of respect towards the people within the management that have trained them.

Within the hotel, the co-worker relations are sociable based on professionalism and respect, an enjoyment work environment is another motivational tool for the employees. However, they are slightly demoralized because their own initiatives are being discouraged and they are not consulted in the decision process. The hotel management considers that they can combat these effects through positive motivation, encouragement and appraisals, in times of professional accomplishments.

To conclude, the hotel management team wrongly believes that their employees are only motivated by their salary, not taking into consideration other financial rewards.

In order to improve the present situation, we would recommend:

- Developing a Human Resources department;
- Motivating employees through training courses at other Best Western Hotels;
- Promotion possibilities for those employees that show a high level of professionalism and loyalty;
- After analyzing the questionnaire responses, we have realized that 20% of the respondents are upper management (marketing manager, administrator, accounting manager) and 80% have an execution role (receptionist, cleaning lady, and waiter).

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