

**Kyiv National University of Trade and Economics**  
**Hotel and Restaurant Business Department**

## **FINAL QUALIFYING PAPER**

**on the topic:**

**«SYSTEMS OF PERSONNEL MOTIVATION IN SENATOR HOTEL AND  
APARTMENTS, KYIV »**

Student of the 2<sup>th</sup> year, group 2am,  
Field of study 073  
«Management»

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Kyiv National University of Trade and Economics  
Hotel and Restaurant Business Department  
Field of study 073 «Management»  
Specialization 073 «Hotel and Restaurant management »

Approved by  
Head of the Hotel and Restaurant  
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Professor Margarita H. Boyko  
on \_\_\_\_\_, \_\_\_\_\_ 2017 year.

**TASK**  
**For a final qualifying paper**

**MYKYTA I. LISNYI**

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**1. Topic of the final qualifying paper:**

«Systems of personnel motivation in Senator Hotel and Apartments, Kyiv»

Approved by the Rector's order from October 17, 2017 year № 3330

**2. Term of submitting by a student her terminated paper: 01.11.2018.**

**3. Initial data of the final qualifying paper:**

**Purpose of the paper:** is to develop theoretical and methodological regulations, methods of effectiveness estimation, guidelines and suggestions for the Hotel Motivation System and implementation of new principals in overall operation of the hotel industry based on the study of classic methodological approaches to improve the motivational system on the enterprise. Consider the essence of motivation in the hotel industry.

**Object of the research** is the process of implementation a motivation system in hotel business.

**Subject of the research** is theoretical, methodological and practical principles of forming motivational systems in the hotel industry.

#### 4. Illustrative material:

**Figures:** «Psychological and organizational direction in the study of motivation», «The main human needs according to the Maslow's Theory to Organization», «Herzberg's two-factor theory », «Human needs according to the McClelland's Theory of Needs », « The main motivation factors according to the Alderfer's ERG Theory », «The main innovations of classic motivational theories.», « Management functions », «DEOL Partners hotels », «Service Quality Model at Senator Hotel», «DEOL Partners hotels » «Senator Hotels and Apartments chain features.», «Customers' segmentation depending on the purpose of stay», «Customers segmentation depending on the country and nationality», «Respondents according to their future plans», «Dynamic of staff turnover in Senator Maidan Hotel in 2016-2018», «Age categories in Senator Maidan hotel», «Responders according to their future plans», «Most important work characteristics for employees in Senator Maidan hotel», «Responders according to their future plans», «Responders according to their future plans», «Probability of positive influence of motivational methods», «Kinds of motivation which interest employees in Senator Maidan hotel», «Models of personnel motivation systems».

## **5. Contents of a final qualifying paper:**

### INTRODUCTION

### PART 1. THEORETICAL AND METHODOLOGICAL BASES OF PERSONNEL MOTIVATION SYSTEM

1.1 Contemporary theories of motivation personnel\_Toc531269895

1.2 The essence of motivation as a function of personnel management

1.3 Types of motivation programs for personnel

### CONCLUSION TO PART 1

### PART 2. APPLIED ASPECTS OF PERSONNEL MOTIVATION IN THE HOTEL SENATOR APARTMENT”, KYIV

2.1 Assessment economic activity of the hotel.

2.2 Indicators of efficiency motivation system in the hotel

2.3 Analysis of hotel personnel motivation

### CONCLUSION TO PART 2

### PART 3. IMPLEMENTATION OF MOTIVATION PROGRAMS FOR PROFESSIONAL DEVELOPMENT OF PERSONNEL IN THE HOTEL SENATOR APARTMENT”, KYIV

3.1 Models of personnel motivation systems

\_Toc5312699063.2 Ways of improvement motivation system in the hotel.

### CONCLUSION TO PART 3

### CONCLUSIONS

### REFERENSES

### APPENDIXIES

**6. Time schedule of the paper:**

No.	Stages of a final qualifying paper	Terms of a final qualifying paper	
		de jure	de facto
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2	Ranging and approval of the paper's tasks	01.11.2017-31.12.2017	01.11.2017 -31.12.2017
3	Writing of the 1 <sup>st</sup> part of final qualifying paper	02.01.2018-11.05.2018	02.01.2018-11.05.2018
4	Defense of the 1st part of the final qualifying paper in scientific adviser	14.05.2018-18.05.2018	14.05.2018-18.05.2018
5	The creating of the scientific article	18.05.2018	18.05.2018
6	Writing and previous defense of the 2 <sup>nd</sup> final qualifying paper's part to the scientific adviser	18.05.2018-07.09.2018	18.05.2018-07.09.2018
7	Defense of the 2 <sup>nd</sup> part of the final qualifying paper in scientific adviser	07.09.2018-10.09.2018	07.09.2018-10.09.2018
8	Writing and defense of the 3 <sup>rd</sup> part of the final qualifying paper in scientific adviser	11.09.2018-28.10.2018	11.09.2018-28.10.2018
9	Streamlining of the final qualifying paper's structure, its presentation and previous defense to all the commissions	29.10.2018-31.10.2018	29.10.2018-31.10.2018
10	Presentation of final qualifying paper and abstract on the department	01.11.2018	01.11.2018
11	Presentation of the final qualifying paper to the department	05.11.2018-09.11.2018	05.11.2018-09.11.2018
12	Preparation of final qualifying paper to defense in the Examination Board	12.11.2018-30.11.2018	12.11.2018-30.11.2018
13	Defending of the final qualifying paper in the Examination Board	According to the schedule	According to the schedule

**7. Date of receiving the task:** 28.12.2017**8. Scientific adviser of the research**

Anatolii A. Mazaraki

**9. Head of educational and professional program**

Nadiya I. Vedmid

**10. The task received by the student**

Mykyta I. Lisnyi

**11. Resume of a scientific adviser of a final qualifying paper:**

Student Mykyta I. Lisnyiperformed the final qualifying paper in a due time according to the schedule. According to the content, structure and design the performed work meets the requirement. Final qualifying paper is performed the actual theme. In the first chapterwas investigated the theoretical position dedicated to theoretical basis of motivation systems in the hotel industry, the essence of the motivation , its structure, methods and components were determined.

In the second chapter of final qualifying paper practical aspects of the analysis on motivation systemof hotel chain «Senator Apartments» were analyzed. The analysis of economic activity and evaluation motivation systems in the enterprisewere explored.

The third chapter is dedicated to the developing of evaluation program of implementation motivation methods in the hotel. The purpose of the final qualifying paper was achieved and scientific tasks were met the execution. The work is recommended for the defense in the examination committee.

Scientific adviser of a final qualifying paper \_\_\_\_\_Anatolii A. Mazaraki

### **13. Resume about a final qualifying paper:**

A final qualifying paper of student Lisnyi I. Mykytacan be admitted to defense to the Examination Commission

Head of educational and professional program \_\_\_\_\_

Nadiya I. Vedmid

Head of the Department \_\_\_\_\_

Margarita H. Boyko

\_\_\_\_\_, 2018

INTRODUCTION.....	8
PART 1. THEORETICAL AND METHODOLOGICAL BASES OF PERSONNEL MOTIVATION SYSTEM.....	10
1.1 Contemporary theories of motivation personnel.....	10
1.2 The essence of motivation as a function of personnel management.....	17
1.3 Types of motivation programs for personnel.....	20
CONCLUSION TO PART 1.....	24
PART 2. APPLIED ASPECTS OF PERSONNEL MOTIVATION IN THE HOTEL "SENATOR APARTMENT", KYIV.....	26
2.1 Assessment economic activity of the hotel.....	26
2.2 Indicators of efficiency motivation system in the hotel.....	33
2.3 Analysis of hotel personnel motivation.....	40
CONCLUSION TO PART 2.....	47
PART 3. IMPLEMENTATION OF MOTIVATION PROGRAMS FOR PROFESSIONAL DEVELOPMENT OF PERSONNEL IN THE HOTEL "SENATOR APARTMENT", KYIV.....	48
3.1 Models of personnel motivation systems.....	48
3.2 Ways of improvement motivation system in the hotel.....	52
CONCLUSION TO PART 3.....	60
CONCLUSIONS.....	62
REFERENCES.....	64
APPENDIXES.....	64

## INTRODUCTION

**Relevance of the topic:** in the modern hospitality market it is difficult to adapt for all changes and innovations.

With increasing of the number of entities competition in the sphere becomes more strict. To involve new customers and successfully conquer competitors, entities have to provide some beneficial characteristics not like others do. Enterprises are creating new competitive methods with a goal to attract new customers. As examples can be introduced the Starwood Hotels loyalty program (currently Marriott Hotels) - Starwood Preferred Guest [23], and also the Hilton program that called HHonors [22].

But in spite of all the features, the quality of services always remains the main advantage of a hotel enterprise. Since the quality directly depends on the staff, the issue of personnel motivation is very important in the activity of the hotel.

This article is devoted to the problems of studying the system of motivation and stimulation of personnel at the hospitality enterprises, which are important in today's conditions.

The modern philosophy of managing an organization and employees implies that well-thought-out plans, strategies and actions should be used to increase work efficiency in order to achieve the goals of the organization [45].

Small and medium hotel owners and managers should decide whether and how important motivation systems, examine the long-term benefits through greater care for guests. Once introduced motivation system increases of the staff efficiency and improve work environment by creating and reinforcing our team spirit and teamwork.

The question of what management can do to create an environment in which employees can be motivated to a high level of performance therefore, requires management's attention.

This article is an attempt to identify a few strategies that may be important for managers to consider in order stimulating employees to increase performance.



Thus, in this work there will be considered classical theories of motivation of famous scientists such as A. Maslow and F. Herzberg, D. McClelland, C. Alderfer, V. Vroom and their practical application in the realities of the modern market. An object of a full-fledged research was chosen hotel of the successful developer company DEOL Partners - Senator Apartment Maidan.

On the example of this hotel, the study of the peculiarities of economic activity and staff motivation at the enterprise will be conducted.

**The purpose of the research is:** to develop theoretical and methodological regulations, methods of effectiveness estimation, guidelines and suggestions for the personnel motivations systems, and implementation of new principals in overall operation of the hotel industry based on the study of new conceptual framework and methodological approaches to improve the motivations systems on the enterprise. Consider the essence of personnel motivation in the hotel industry.

**Task of research is:** achievement of defined purpose it is necessary to solve the following scientific and practical tasks:

- to explore essence of economic nature of motivation systems;
- to explore essence of the indicators of efficiency motivation systems;
- to analyze the motivation system in the enterprise
- to develop new model of personnel motivation system in the hotel industry;
- to introduce a program of implementation personnel motivation system on example of hotel enterprise;

**The object of research is:** the process of implementation a personnel motivation in hotel business.

**The subject of research is:** theoretical, methodological and practical principles of forming a personnel motivation system in the hotel industry.

**Methods of research.** In final qualification paper were used different methods and techniques of research: statistical observation – to establish the dynamics of economic indicators, analysis and synthesis – to structure approaches to development of personnel motivation, grouping, typing – for analysis of different type of motivation, questioning - to investigate the importance of personnel management at the enterprise,

semantic analysis - to establish the effectiveness of the key features of individual objects, the method of peer review, factor analysis, mathematical methods.

## **PART 1 THEORETICAL AND METHODOLOGICAL BASES OF PERSONNEL MOTIVATION SYSTEM**

### **1.1 Contemporary theories of motivation personnel**

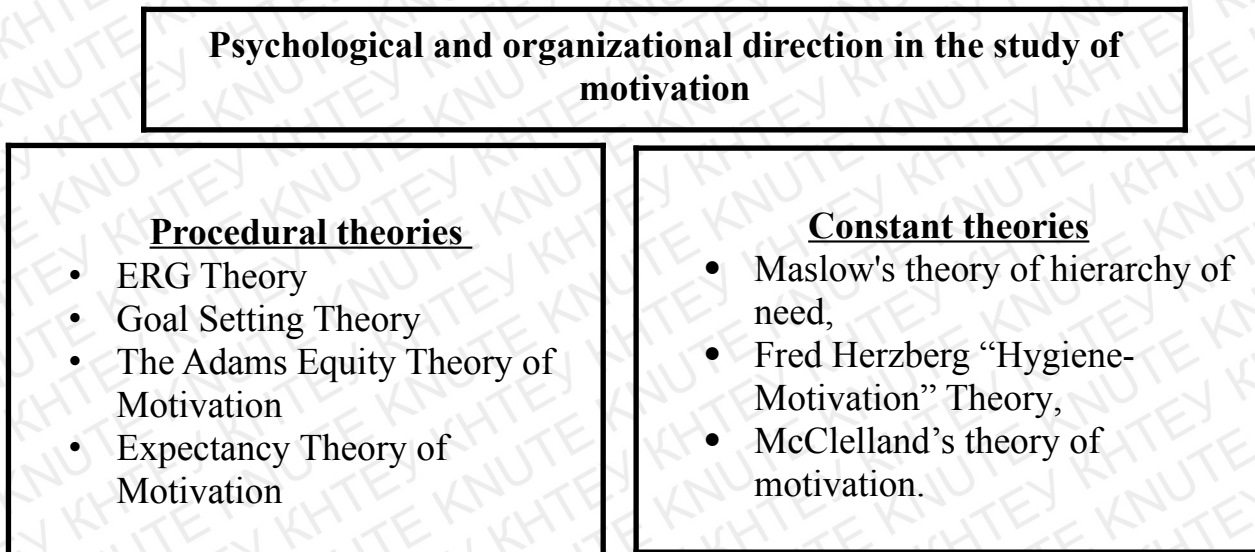
The development of the concepts of motivation as a structural part of the organization is still in its infancy, especially in the managerial branches of science. Some attempts in this direction were made by the social psychology of organizations where the motivation was only part of the organizational climate, but in this case we are not interested in the psychological aspects of the formation and deployment of the organization's motivational sphere.

For management theory, the fact that motivation is not only an individual process, but also a complexly organized system that has its own structure, functions and only to the higher system, is more important for management theory organization as a whole [1]. Different theories of the psychological and organizational-economic direction in the study of motivation can be divided into two groups(Figure 1.1)

- constant theories of motivation, based on the identification of the inner motivations of the person (needs), which cause people to act like this, and not otherwise (theories of A. Maslow, F. Herzberg, etc. , McClelland's theory);
- procedural theories of motivation are more modern theories, based primarily on determining how people behave in terms of upbringing and cognition (expectation theory, equity theory and the Porter-Lawler motivation model, Reinforcement Theory, Goal-Setting Theory)

These theories, although they differ on a number of issues, but are not mutually exclusive. Since the structure of human needs is determined by its place in the organization or previously acquired experience, it can be said that there is no one better method (theory) for motivation. From the very beginning, when the human organizations were established, various thinkers have tried to find out the answer to what motivates people to work.

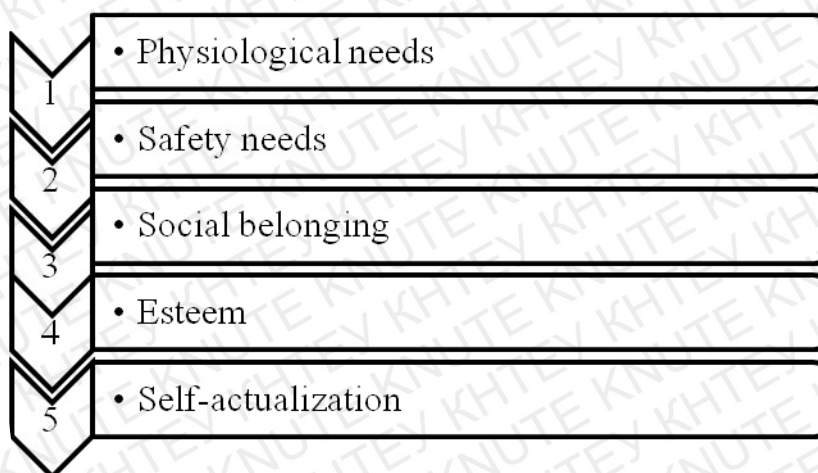
What turns out to be the best for motivating some people turns out to be completely unfit for others. [2]



**Figure 1.1 Psychological and organizational direction in the study of motivation**

***Maslow’s Theory to Organizations***

The lower order needs of Maslow’s theory comprises of physiological, safety/security and social/love needs which can be explicitly expressed as the need for food, clothing, shelter, security of life and property, the need to avoid pains, threat, danger and deprivation as human beings and economic security (Figure 1.2). The social needs include such things as acceptance by peers, superiors and larger groups. In work situations, it can manifest itself in cooperative spirit between management and workers.



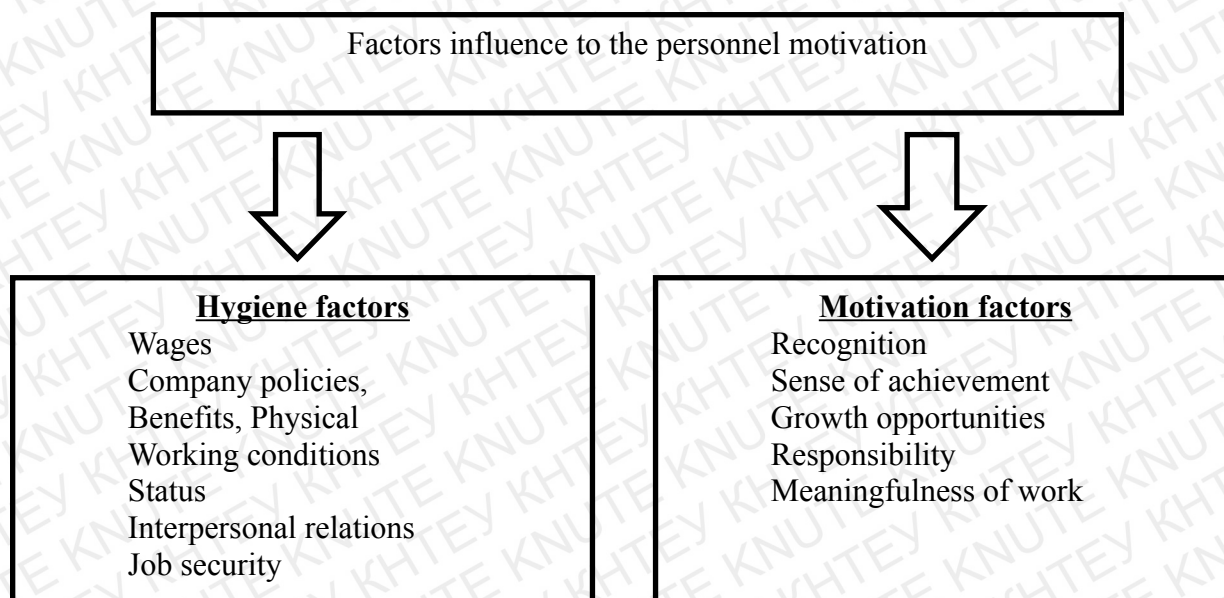
**Figure 1.2 The main human needs according to the Maslow’s Theory**

Deriving largely from the criticism that identifies money as being the lone source of need satisfaction, it may be safely argued that the extent to which the physical and

security needs of employees/workers are satisfied depends on the ability of management to provide adequate financial rewards in form of salaries, allowances and fringe benefits to meet these basic needs. In America where Maslow developed this theory, it is estimated that about 85% of the working population have their basic needs relatively well catered for by employers/management [41].

### ***Fred Herzberg “Hygiene- Motivation” Theory***

Fred Herzberg is another psychologist who further threw light on the need for a theory of motivation. He developed his two-factor theory on job satisfaction in which he identified motivators and hygiene factors, otherwise referred to as satisfiers and dissatisfies respectively (Figure 1.3) [50].



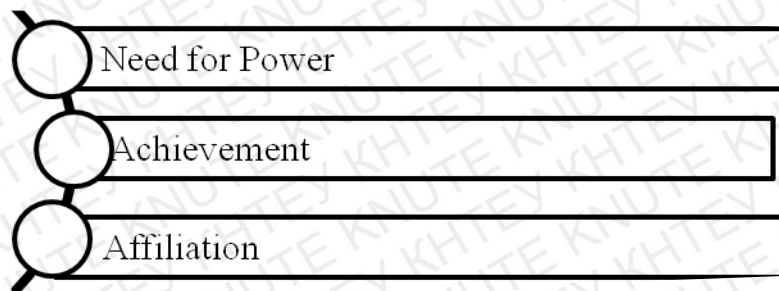
**Figure 1.3 Herzberg's two-factor theory**

The motivators are intrinsic or job content factors which include achievement, recognition, advancement/growth possibilities, responsibility and work itself. These are part and parcel of the job itself and workers positively aspire to achieve them. Hygiene or maintenance factors are extrinsic or job context factors [20]. These comprise of company policies and administration, style of supervision, peer relations, relations with subordinates, status, pay, job security and working conditions. Since they are sources of dissatisfaction, workers normally respond negatively to them, even though management often struggle hard to motivate workers by improving them.

The effectiveness of satisfiers as motivating agents depends on the existence of the hygiene factors in the right quantity and quality to neutralize dissatisfaction. Herzberg's two factor theory seems to emphasize the job content factors and the need on the part of management to pay greater attention to upgrading them. Most of the arguments canvassed under the sub-heading "relevance/application" in the Maslow theory are relevant here in view of the intertwining nature or similarity of the factors identified by the two theorists. However like Maslow's theory, Herzberg's also has received a fair share of criticisms [28].

### ***McClelland's Theory of Needs***

This theory states that human behavior is affected by three needs - Need for Power, Achievement and Affiliation (Figure 1.4). Need for achievement is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success. Need for power is the desire to influence other individual's behavior as per your wish. In other words, it is the desire to have control over others and to be influential. Need for affiliation is a need for open and sociable interpersonal relationships [49]. In other words, it is a desire for relationship based on co-operation and mutual understanding.



**Figure 1.4 Human needs according to the McClelland's Theory of Needs**

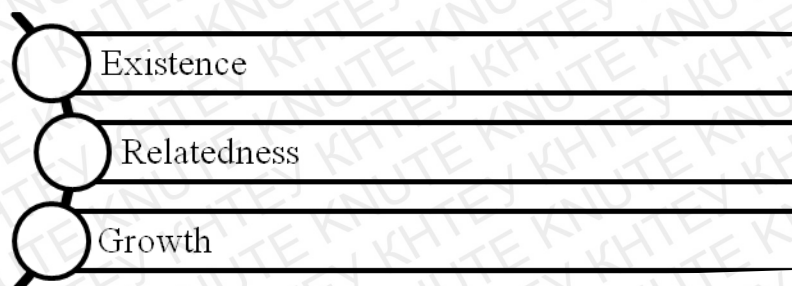
The individuals with high achievement needs are highly motivated by competing and challenging work. They look for promotional opportunities in job. They have a strong urge for feedback on their achievement. Such individuals try to get satisfaction in performing things better. High achievement is directly relating to high performance. Individuals who are better and above average performers are highly motivated. They assume responsibility for solving the problems at work. McClelland called such individuals as gamblers as they set challenging targets for themselves and they take

deliberate risk to achieve those set targets. Such individuals look for innovative ways of performing job. They perceive achievement of goals as a reward, and value it more than a financial reward.

The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. These people want to be liked by others. The manager's ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. Such people have a need to be on the good books of all. They generally cannot be good leaders[39].

### ***ERG Theory***

Alderfer further developed Maslow's hierarchy of needs by categorizing the hierarchy into his **ERG theory** (Figure 1.5). The existence group is concerned with providing the basic material existence requirements of humans [53].



**Figure 1.5 The main motivation factors according to the Alderfer's ERG Theory**

They include the items that Maslow considered to be physiological and safety needs. The second group of needs is those of relatedness – the desire people have for maintaining important interpersonal relationships.

These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification [58].

Finally, Alderfer isolates growth needs: an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization. Alderfer categorized the lower order needs (Physiological and Safety) into the Existence category. He fit Maslow's

interpersonal love and esteems needs into the Relatedness category. The Growth category contained the self-actualization and self-esteem needs. Alderfer also proposed a regression theory to go along with the ERG theory [3].

### ***Goal Setting Theory***

Locke and Latham provide a well-developed goal-setting theory of motivation. The theory emphasizes the important relationship between goals and performance. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance [43]. The motivational impact of goals may be affected by moderators such as ability and self-efficacy. Deadlines improve the effectiveness of goals. A learning goal orientation leads to higher performance than a performance goal orientation, and group goal-setting is as important as individual goal-setting [4].

### ***Expectancy theory of motivation***

Expectancy theory (or expectancy theory of motivation) proposes an individual will behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be [1]. In essence, the motivation of the behavior selection is determined by the desirability of the outcome.

However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave.

Victor H. Vroom (1964) defines [motivation](#) as a process governing choices among alternative forms of voluntary activities, a process controlled by the individual. The individual makes choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results. Expectancy theory is about the mental processes regarding choice, or choosing. It explains the processes that an individual undergoes to make choices. In the study of

organizational behavior, expectancy theory is a motivation theory first proposed by Victor Vroom of the Yale School of Management [5].

### **Extraction of classic motivation theories in the development of the hotel management.**

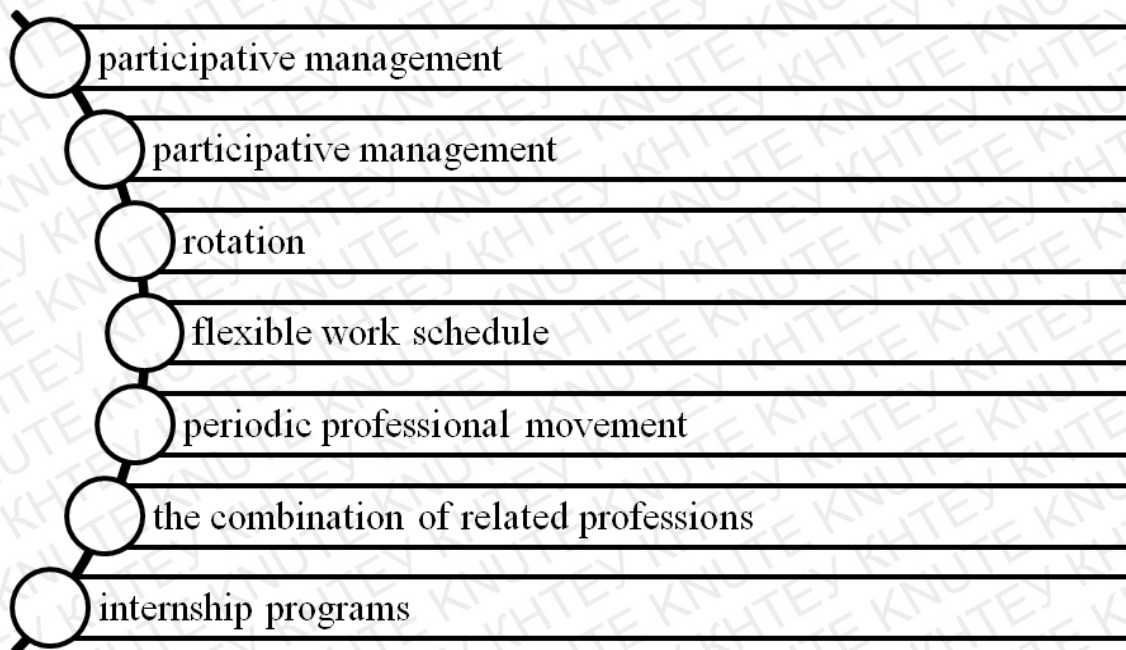
The above theories of motivation since 1920 are actively used to this day. Now theoretical aspects have ceased to be a theory and are routinely used by managers in many fields of activity, and in the hotel business as well.

These theories have developed programs that provide for the expansion of labor functions, their complexity, routine operations, the rotation of work, increased responsibility and independence in decision-making. Among the main innovations of these motivational theories are [6] (Figure 1.6):

- ***participative management*** - a technology that is very popular and contains a number of activities to increase the participation of ordinary employees in management decision making;
- ***the expansion of job duties and responsibilities***, leading not so much to an increase in the overall workload as to a greater variety of actions performed by the employee;
- ***rotation***- the change of jobs and operations during the day or week. This technology not only expands the powers of employees, but also introduces diversity in the nature of their activities;
- ***flexible work schedule*** - free choice of the beginning and end of the working day, at which the total amount of workload is set (in hours per week), and the decision on when the employee will perform his functions remains with him (not suitable for all types of organizations and professions);
- ***periodic professional movement*** - the work of the same person in different positions, in different departments or the performance of the functions of different specialties by him;



- *the combination of related professions* - mastering one person's skills in several specialties enhances the employee's motivation for cognitive activity, and the professional for self-improvement;



**Figure 1.6**The main innovations of classic motivational theories

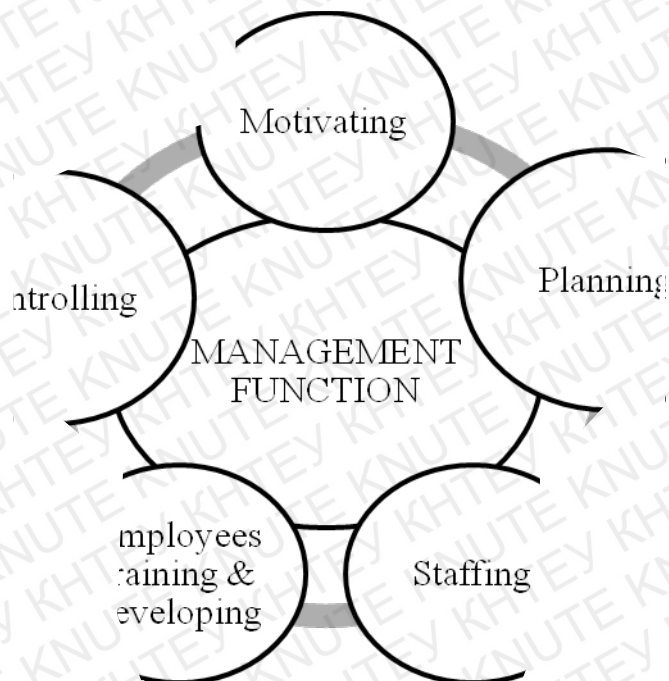
## 1.2 The essence of motivation as a function of personnel management

Management is an integral process of any company. Management performs a number of functions without which the successful establishment of the enterprise (and the hotel as well) is impossible (Figure 1.7).

Motivation is defined as goal-directed behavior. It concerns the level of effort one exerts in pursuing a goal. Managers are concerned with this concept because it is closely related to employee satisfaction and job performance. If managers are asked to list the problems they face, the problem of motivating employees is likely to be near the top.

In the process of developing the most effective ways to achieve results, you must use interrelated categories of behavior: needs, interests, motives and actions. To do this, executives and managers use specific methods through which the management influences on the staff. They are directly based on the control laws, as proposed to use various forms of influence on the personnel of the organization. Methods of motivation

in management are the economic and non-economic nature. Economic instruments are financial incentives for employees through changes in wages, issuance premiums or cash rewards. Employee motivation is a major concern of managers as well as scholars because motivation is closely related to the success of an individual, an organization and society.



**Figure 1.7 Management functions**

Through motivational efforts, people achieve their personal or organizational and social goals. In an age of high labor costs and limited natural resources, the effective utilization of human resources is a key to solving many organizational and economic problems.

Motivation is a very important for an organization because of the following benefits it provides[7]:

**1. Motivation puts human resources into action.** Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing the best possible utilization of resources.

**2. Motivation improves level of efficiency of employees.** The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting the best of his work performance, the gap between ability and willingness has to be

filled which helps in improving the level of performance of subordinates. This will result into increasing in productivity, reducing cost of operations, and improving overall efficiency.

**3. Motivation leads to achievement of organizational goals.** The goals of an enterprise can be achieved only when the following factors are taken place:

- There is the best possible utilization of resources.
- The enterprises use technologies friendly to environment.
- The employees want to achieve their purpose.
- Goals can be achieved if co-ordination and co-operation take place simultaneously which can be effectively done through motivation.

**4. Motivation builds friendly relationship.** Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. In order to build a cordial, friendly atmosphere in a company, the above steps should be taken by a manager. These steps have following advantages:

- The employees will be adaptable to the changes and there will be no resistance to the change.
- This will help in providing a smooth and sound atmosphere in which individual and organizational interests will coincide.
- This will result in profit maximization through increased productivity.

**5. Motivation leads to the stability of work force.** Stability of workforce is very important from the point of view of reputation and goodwill of employees. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employers. Motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans according to them.

### **1.3 Types of motivation programs for personnel**

### ***General, individual and group motivation programs***

Motivation program means systematic set of measures and procedures that follow on other activities of the company and its objective is to influence work motivation and behavior of employees and positively reinforcing their relationship with the management[13]. Elaboration of motivational program is preceded by surveys of work motivation analysis of motivational factors. Depending on the particular situation of the hotel may be developed motivation programs, individual, group and motivation programs across the enterprise (general). Advantages and disadvantages of motivation programs are in the Table 1.1.

***Table 1.1***

#### **Advantages and disadvantages of motivation programs**

Type of motivation program	Advantages	Disadvantages	Advantages /Disadvantages
General	Includes motivating all employees in the hotel.	Does not include individual needs and employees motives.	Influences the philosophy of group and individual motivation programs.
Individual	Adapted to the needs and motives of particular employee.	Marked by ambition and efforts of employees.	Knowledge of employees in the working and non-working atmosphere .
Group	Work in groups	Demanding of combination of group needs, goals and habits.	Impact of hotel and individual motivation programs

Basically, motivation can be also categorized into two types: intrinsic or internal motivation, and extrinsic or external motivation. These two kinds of motivation differ in the sources of pressure and pleasure that give rise to each of them.

It's important to understand that we are not all the same; thus effectively motivating your employees requires that you gain an understanding of the different

types of motivation. Such an understanding will enable you to better categorize your team members and apply the appropriate type of motivation [38]. You will find each member different and each member's motivational needs will be varied as well. Some people respond best to intrinsic which means "from within" and will meet any obligation of an area of their passion. Quite the reverse, others will respond better to extrinsic motivation which, in their world, provides that difficult tasks can be dealt with provided there is a reward upon completion of that task. Become an expert in determining which type will work best with which team members [8].

### ***Monetary and non-monetary motivation***

Each organization has an extensive range of motivation tools. These tools can be divided into monetary (financial and non-financial) and non-monetary. The monetary, financial incentives include:

- base remuneration;
- bonuses (statutory, discretionary);
- commissions;
- rewards;

The main financial tool for employee motivation is basic remuneration paid in a fixed amount irrespective of the performance. The variable remuneration is usually paid in the form of result dependent bonuses. If the principles of bonus payments are specified in a document that was published, which workers are familiar with, and then we deal with statutory bonus. If the principles of payments are not specified and the bonuses are paid according to the "appreciation" of the employer, then it is a discretionary (appreciation) bonus. In addition to the components, the employees are also motivated by proportions of both of the above mentioned elements of remuneration. Some will prefer high basic remuneration agreeing to low (or lack of) bonuses, while others will prefer a relatively low basic remuneration but combined with the possibility of obtaining a high bonus dependent on the work results [9].

Another form of variable pay is a commission fee. It is a precisely defined employee's share in income granted for intermediation in selling of the particular goods (products or services). Usually expressed as a percentage fee monetized or the

commission fee mostly occurs in the trade. The last of the discussed monetary forms (although they may occur also in material form) of remuneration is a reward. If the reward is to be motivating it must satisfy a minimum of three conditions [42].

First of all it has to be felt by the employee - it must be in such amount (or form) so that an employee feels appreciated for their effort. If this condition is not met – the received reward will not be valuable for the employee. They will regret the efforts incurred to obtain it [35].

Secondly the reward should not be excessively delayed in time, that is, it should be granted as soon as possible after the fulfillment of the conditions determining its receipt. Otherwise, if the time is inaccurate, the employee can forget the reason of being awarded the bonus, the positive behavior and attitude will be lost. Thirdly the reward in its essence cannot be granted to all, and especially in the same form and height. If each employee receives it in the same amount, regardless of their personal contribution to the realization of the task, the reward does not meet its motivational function. The award should be for the selected, whereas the rewarded employee should feel special, distinguished from other colleagues [23].

Some the employees are significantly motivated by the equipment offered by the employer to perform duties. Company car, laptop or even mobile phone positively affects the employee's approach to work. In order to maintain the motivation process equipment replacement is necessary over time. Work conditions, more specifically the building in which the work is carried out, along with the office and its equipment are also motivating and can give a sense of prestige.

Employees can also be motivated by material but non-cash incentives which include the following:

- equipment;
- medical care additional insurance;
- guaranteed child care;
- extra holidays;
- trips, social events;
- education subsidies.

More often the employers consider medical care and additional employee insurances as motivation tools. These benefits provide comfort to employees on the occasion of using healthcare services. The ability to use medical care without queuing which is frequent in the public healthcare is appreciated by everyone who has ever had to use such care.

Vacation is usually granted to employees in the dimension specified by the labor law. Nothing, however, precludes those employers to give more vacation than provided for by provisions. Labor laws specify a minimum - the employer however may adopt more favorable solutions for employees than those referred to in generally applicable regulations[46].

Additional leave may therefore be an important motivating factor, for example, awarded for outstanding achievements or as a reward could contribute to increased productivity. In practice, the development in such areas as knowledge, skills is essential for every employee, not to mention perfecting those already acquired. Thus, it seems immensely significant to provide the employees with opportunities for training.

Employers may find education in trainings, courses, studies or subsidize in part the cost of their participation. Thanks to that the employee will feel appreciated, that the employer is investing in their development and ensures the development of their competence. Not all motivation tools demand expenditures. A wide range of tools that do not produce any costs, and have positive impact on employees exist. This type of tools includes a number of work enriching techniques such as [10]:

- providing the employees with frequent feedback concerning their performance;
- providing opportunities for employee development;
- providing employees with the possibility of creating their work program;
- the introduction of employee liability;
- flexibility of managerial hierarchy (open communication);
- assessment by employee performance.

Normally a trend, according to which employees receive work feedback only when they perform their duty in a bad way, can be observed. In a situation where the

work is performed as expected, that is according to the accepted standards and norms, the employees do not receive work feedback. The kind of approach is inappropriate because everyone likes to be praised, and feel appreciated or recognized. By providing positive work feedback decent behaviors and habits are consolidated while the employee is aware that his work has been appreciated and the effort put into execution of duties has brought the desired results. Even the best-performed tasks in which the employee came to perfection may in time prove to be tedious and uninteresting.

During long term performance of the same activities with time may lead to routine and turn out as schematic. In order to prevent such situations form happening, employees' work should be diversify. The employees should be aware of their responsibilities and to what extent. A sense of urgency and empowerment itself, positively affect the course of its implementation [12].

### **CONCLUSION TO PART 1**

1. Motivation is a psychological process, which encourages a person to act, providing them with a certain direction and a permanent objective.
2. Motivation is significant because it can lead to formation of a behavior allowing to improve the work efficiency.
3. The classic theories of motivation since 1920 are actively used to this day. Now theoretical aspects have ceased to be a theory and are using by managers in many fields of activity, and in the hotel business as well.
4. These theories have developed programs that provide for the expansion of labor functions, their complexity, the rotation of work, increased responsibility and independence in decision-making.
5. The listed substantial theories of motivation help to understand what motivates people to do their job better and to strive for high results. These theories have been confirmed by empirical research and have been used in management practice for quite a long time.

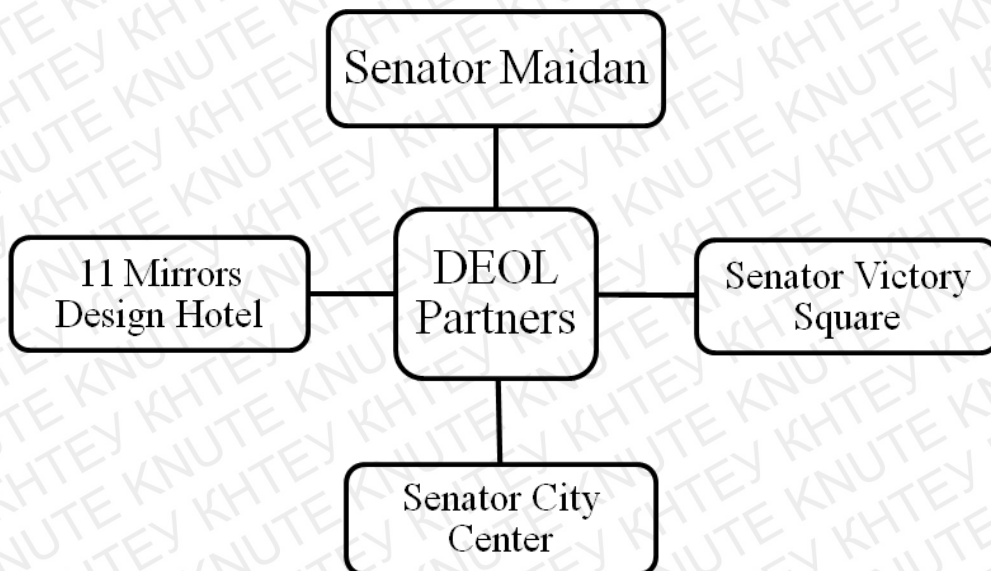


6. The greatest contribution to the development of motivation theories was made by A. Maslow and F. Herzberg, D. McClelland, C. Alderfer, V. Vroom.
7. Implementing motivation systems in hospitality organizations in particular will improve personnel satisfaction, responsibility and as a result efficiency of the economic activity.

## **PART 2 APPLIED ASPECTS OF PERSONNEL MOTIVATION IN THE HOTEL SENATOR APARTMENT”, KYIV**

### **2.1 Assessment economic activity of the hotel**

The Senator Hotels and Apartments chain was founded in 2005 and unites three apart-hotels in the very heart of Kiev. One of the features of the Senator network is a wide range of hotel services and services that are provided to our guests. The Senator network leads the Ukrainian apart-hotel market, which is confirmed by international and national awards. DEOL Partners is one of the leading real estate development companies in the Ukrainian commercial real estate market [13].



**Figure2.1DEOL Partners hotels**

DEOL Partners is a highly professional and successful company offering strategic and management advice with the focus firmly on creating value-enhancing solutions for hospitality assets. The most prominent hospitality projects include Senator, the apartment hotel chain, and 11 Mirrors Design Hotel, the first and the only design hotel in Kiev.

Mission of DEOL Partners is to be the most innovative and competitive commercial organization in East European real estate market. In addition to the apart hotel DEOL manages a privately owned project called Senator Lifestyle Club. Senator Lifestyle Club is a closed club for people with common interests and life values [13].All of the complexes are stand-alone buildings that conform to the highest standards of

quality and workmanship. The mission is to combine the advantages of top-flight hotels and luxury apartments, in the very center of Kyiv (Figure 2.2).

hour security, concierge services

portable lobby and restaurant

amenities in every apartment

### **Figure 2.2 Senator Hotels and Apartments chain features**

Senator Maidan has an average occupancy rate of approximately 80%, with higher rates during peak season. The accommodation offered by Senator is designed with comfort, coziness and style in mind. We want to instill a feeling of individuality, of freedom and of home incorporated into the convenience of hotel services, such as general housekeeping, reliable security and a full-time concierge.

Since its founding, the Club was conceived as an initiative, where people who are self-sufficient and pleasant to each other could meet for active and enjoyable leisure, become friends and like-minded people.

An apartment hotel (also residential hotel or extended-stay hotel) is a serviced apartment complex that uses a hotel-style booking system. It is similar to renting an apartment, but with no fixed contracts and occupants can "check-out" whenever they wish[14]. Recently, hotels of this type are becoming increasingly popular in the world.

In Ukraine there aren't a lot of hotels of such level, which allows Senator Maidan to occupy the leading positions. The main competitors are Theater Boutique Apart-Hotel[58]

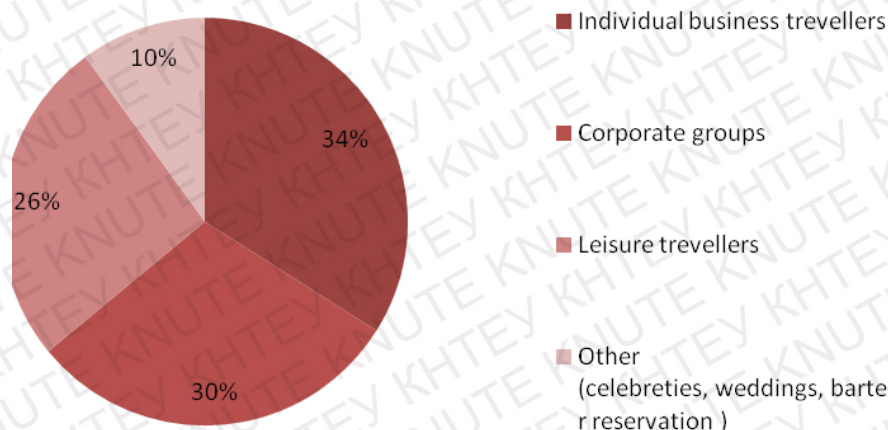
Senator Hotels and Apartments has been recognized by both professionals and individual travelers as a leader in Ukraine's apartment hotel sphere. This hotel, and the entire chain as a whole, has received deserved recognition among travelers from around the world (Table 2.1).

**Table 2.1**

**Awards of Senator Maidan hotel**

Award Category	Award Name
TripAdvisor	TripAdvisorTravelers' ChoiceandCertificateof ExcellenceAwards 2012-2018
WorldTravelAwards	Ukraine'sLeadingServicedApartments 2015-2017
HospitalityAwards	BestApartmentHotelin Ukraine 2011- 2015
CityAward	The Best Project in Hospitality 2013
EuropeProperty.com Award	BestHotelin Kiev 2007
Booking.com	Top-ratedon Booking.com
CP Award	HotelRealEstate:
	Hotelof the Year 2008

Consumers of the hotel's product can be divided into three main categories – business individuals, corporate clients, travelers (figure 2.3).Leisure travelers want a safe and secure hotel. Families with children are attracted to hotels with special programs, such as those wherekids stay free in the same room as the parents.

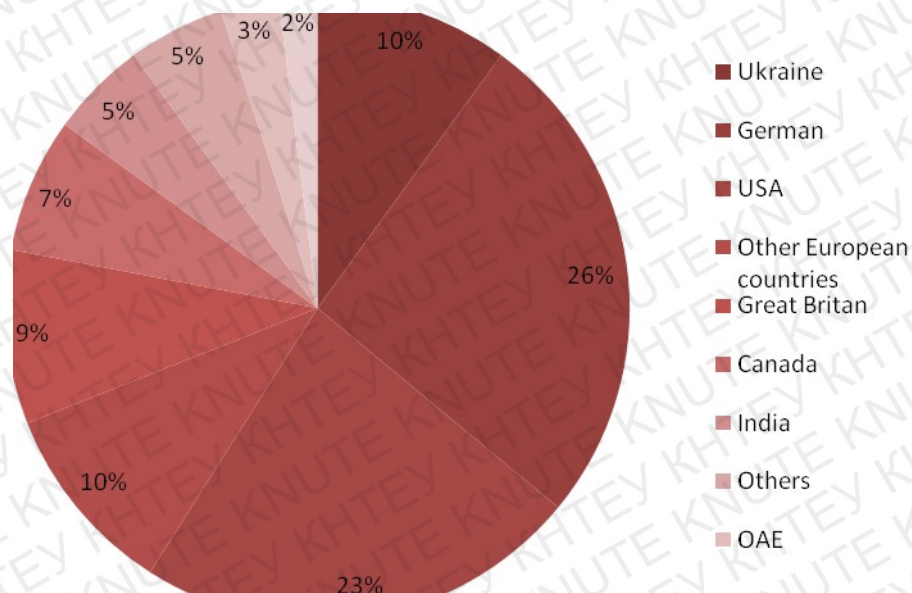


**Figure2.3 Customers`segmentation depending on the purpose of stay**

Customer segmentation tells a hotel owner who her guests are and why they stay at her hotel. Customers can be segmented by geography, demographics, benefits and needs. However, the most common customer segmentation in the hotel industry is purchase occasion -- in other words, the reason behind why the guest is traveling.

Main age category of customers is 35 – 55 years old, depending on sex – male, family status – married, depending on the level of the income – predominantly upper class.

Customers’ segmentation in Senator Maidan depending on the country and nationality is shown on Figure 2.4.



**Figure 2.4 Customers segmentation depending on the country and nationality**

*Geographical segmentation* divides the market according to specific location, and can refer to an overall country or state or can be divided further by neighborhood. This allows companies to determine the kinds of products and services that are the most useful or necessary in specific areas.

*The net revenues of the hotel* include the sales revenues after taxes and commissions. The gross operating profit equals the net revenues minus the costs for serving the customers – the costs of goods sold, marketing, administrative, human resource expenses. Only attentive monitoring and analysis of revenues will enable the accounting department to correctly predict the development of the company.

The effectiveness and success of «Senator Maidan» are confirmed by the fact of economic efficiency of enterprise [33] [34] (Table 2.2).

Table 2.2

### Statement of financial results for 2016 - 2018 years

Indicator	2016	2017	2018	Absolute change, thousand UAH	Growth rate, %	Absolute change, thousand
				2016-2017	2016-2017	2017-2018
<b>Revenue from sales of products and services</b>	28774,50	30192,10	33948,20	1417,60	4,93	3756,10
<b>VAT</b>	5754,90	6038,42	6789,64	283,52	4,93	751,22
<b>Net profit</b>	23019,60	24153,68	27158,56	1134,08	4,93	3004,88
<b>Cost of sales</b>	13198,20	14032,10	14234,90	833,90	6,32	202,80
<b>Gross profit</b>	9821,40	10121,58	12923,66	300,18	3,06	2802,08
<b>Other operating income</b>	508,31	762,10	821,20	253,79	49,93	59,10
<b>Administrative expenses</b>	168,10	173,40	180,20	5,30	3,15	6,80
<b>Selling expenses</b>	132,54	136,10	142,80	3,56	2,69	6,70
<b>Other operating expenses</b>	2990,78	3789,10	4556,20	798,32	26,69	767,10
<b>Financial results from operating activities</b>	7038,29	6785,08	8044,46	-253,21	-3,60	1259,38
<b>Other financial income</b>	4,38	5,21	5,70	0,83	18,95	0,49
<b>Other income</b>	10,41	11,20	12,80	0,79	7,59	1,60
<b>Financial expenses</b>	6,40	7,20	9,80	0,80	12,50	2,60
<b>Other expenses</b>	29,90	31,00	34,00	1,10	3,68	3,00
<b>Financial results before taxation</b>						
<b>Financial results</b>	7016,78	6763,29	8019,16	-253,49	-3,61	1255,87
<b>Income tax</b>	1263,02	1217,39	1443,45	-45,63	-3,61	226,08
<b>Profit</b>	5753,76	5545,90	6575,71	-207,86	-3,61	1029,79

Having analyzed the economics results we can make the conclusions that in 2017 was not the best year connected with some political and economic facts in the country that's why total revenue relative less than in 2016. The flow of tourists and corporate clients in 2018 increased comparing with 2017. We can see the increasing of total

revenue in 2018 12,44% comparing with 2017 that have positive influence on hotel's activity in general.

In 2018, there was an increase in income from the sale of a room by 9,53%, an increase in income from restaurant services by 7,87 %, as well as an increase in other incomes by 4.48 % compared with 2017. This is due to the increased load of the hotel and the demand for all types of services provided by the hotel. The main purpose of financial reporting is to provide information on the financial condition, results of operations and changes in the financial condition of the company [21]. The statements should contain information about the assets and liabilities of the company, the results of operations, events and circumstances that change assets and liabilities.

One of the most important indicator of the hotel activity is *occupancy* that shows the percentage of available rooms or beds being sold for a certain period of time. Occupancy of Senator Maid depends on year's season as it position is family and business hotel and the major quantity of the guest are coming for holiday and business trips. Table 2.3 shows the dynamic of occupancy of the hotel during last four years. Depends on the season the indicators are different but in general average occupancy with each year are growth and on this fact based the revenue growing.

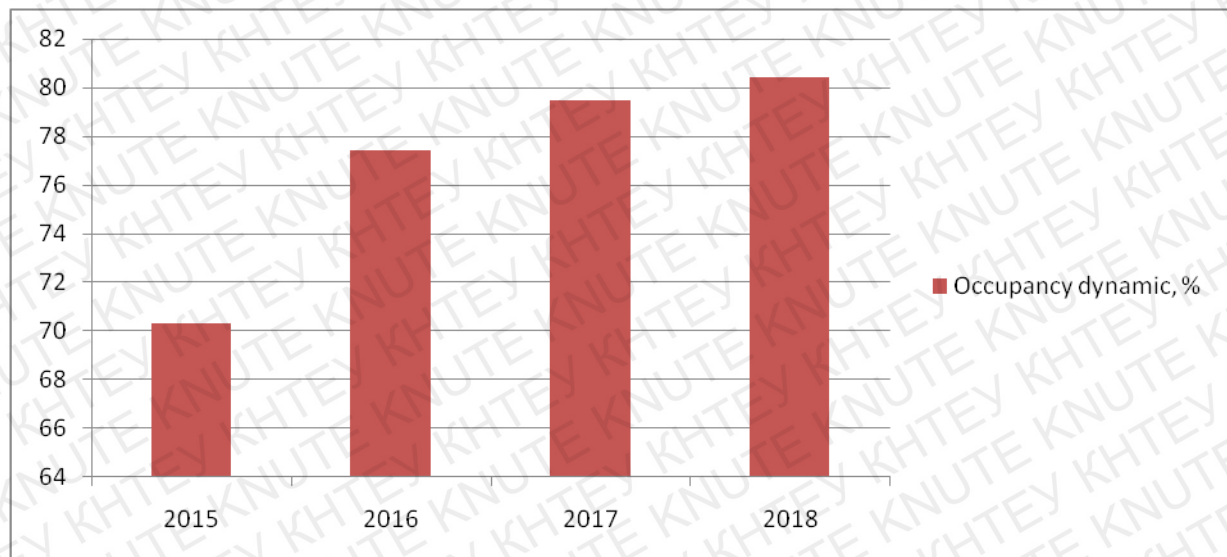
Table 2.3

The dynamic of occupancy of the hotel

	2015	2016	2017	2018
January	74	79	82	81
February	65	69	72	73
March	67	70	71	76
April	70	75	78	82
May	75	82	84	86
June	70	86	74	80
July	71	87	73	74
August	63	65	67	71
September	60	70	69	70
October	70	72	78	79
November	78	80	80	84
December	80	82	84	83
Average occupancy	70,3%	77,4%	79,5%	80,4%

In 2015 the average occupancy of the year was 70, 3%, in 2016 – 77, 4%, in 2017 we see increasing to 79, 5 %, and in 2018 it is 80,4%.

The occupancy rate is a very important ratio, which gives management information for forecasting [16]. The absolute stabilized occupancy levels were analyzed to determine whether there were any significant differences in occupancies based on the period of time required for stabilization. The high season hotel has in May, November and July, after go middle season in April and June and low season is in August and September. Figure 2.5 shows the dynamic of occupancy of the hotel during last four years.



**Figure 2.5 Hotel occupancy 2015-2018**

The occupancy of the hotel also can be expressed by the number of sold rooms per nights and by persons per day. All this indicators are included to operational program of the hotel or in other words the program of using the rooms[15].

Based on the data, it can be concluded that the occupancy increase of the hotel has a positive trend, which directly affects the profitability of the company. This is due to the fact that for of existence hotel has earned a good and stable reputation and as a result, constant repeater guests.

*The structure of the number of sold rooms per nights and persons per day in the Senator Maidan hotelis dynamic and are changed seasonably. Average room rate is 248 Euros [13] (Table 2.4). One of the features of the hotel is the possibility of booking*



apartments for a long term. The price varies according to the length of stay. This option is very suitable for corporate clients who stay in Kiev for a long time.

Table 2.4

### Room rates in the hotel

RoomCategory	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Standartroom	185	185	185	185	160	160	160
Superiorroom	195	195	195	195	170	170	170
StudioApartment	215	215	215	215	185	185	185
1- bedroomapartment	250	250	250	250	195	195	195
2-bedroom apartment	500	500	500	500	390	390	390

## 2.2 Indicators of efficiency motivation system in the hotel

The choice of indicators and methods for evaluating the effectiveness of a motivation system is usually determined by the goals for which this system is implemented in a company. Specialists in the field of personnel management identify three main groups of goals for staff motivation that introduced in Figure 2.2[22]:

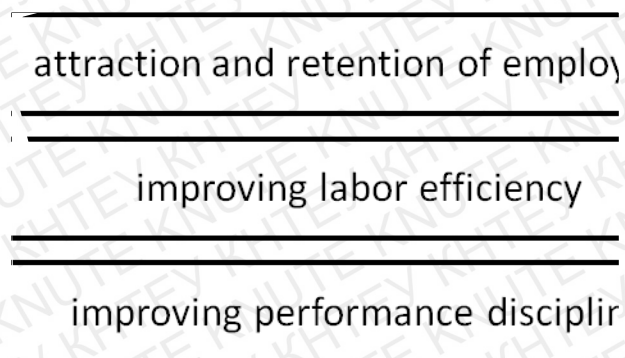


Figure 2.2 Main groups of goals for staff motivation

Based on the objectives of the organization at the growth stage, the goal of personnel management is to create flexible management mechanisms that allow for quick adaptation of personnel to the conditions of activity in a growing organization, preserve and replenish the team of like-minded new employees, while ensuring both the

achievement of the organization's goals, and satisfaction of workers' interests. To achieve the goals, specific tasks can be set, such as increasing employee loyalty, improving the quality of customer service, reducing the number of delays, etc. The performance indicator is a quantitative or qualitative characteristic of the operation of the management object (employee, structural unit, enterprise), which determines the degree of effectiveness of managerial influence. The indicator should be:

- valid, that is, to meet the goals and objectives of the motivation system;
- informative, that is, with a certain degree of probability to assess the actual state of the control system and predict the expected result in the future;
- available for source data collection and subsequent analysis;

The value of an indicator at a particular point in time is in itself of little significance. To make informed management decisions, it is important to analyze the indicators over time; therefore, the method for obtaining them should be practically unchanged (or with minor modifications), and the form of collecting, storing and analyzing information should be easy to use[24].

Thus, in addition to the objectives of the study, the choice of indicators and their quantity depends on the degree of availability of information, the time spent on its collection and processing, as well as on the classification used for efficiency types. Based on the application of the principle of complexity, it is necessary to distinguish three types of effectiveness of the system of motivation: economic, social and target.

According to ISO 9000: 2000[16], efficiency is the ratio of the results achieved and the resources used (costs) related to their achievement. Accordingly, the general formula of effectiveness can be as follows(Formula 2.1):

$$\text{Efficiency} = R \div C. \tag{2.1}$$

Where:  $R$  – result;

$C$  –cost.

To assess the results at the enterprise level, you can use the indicator of profit, income for a specific period of time. The result can be correlated with the cost of a particular type. In particular, for an enterprise, labor costs, production areas, working capital, etc. are important.

### ***Economic indicators of motivation efficiency***

Economic efficiency, as a rule, interests the company's leadership in the first place, because for making management decisions it is necessary to understand whether this or that personnel change is economically viable.

Unfortunately, to calculate the economic efficiency of motivational programs in its pure form is difficult because of the complexity of evaluating the result in monetary terms, which is a consequence of the introduction of a particular motivational program.

It is clear that such a result may be an increase in income or profits of the company during the reporting period, but these indicators are influenced by a large number of factors, only one of which is the motivation system [30]. The costs of implementing a motivation system are easier to calculate, since they are constantly recorded. They can be divided into the following types:

- the cost of labor of employees employed in the implementation of the motivation system;
- the cost of providing material and intangible factors of the motivation system;
- the cost of developing and creating the infrastructure of the motivation system.

An important indicator of staff satisfaction and motivation is staff turnover. *Personnel turnover* - in personnel management an indicator showing how fast a company is losing its employees. The indicator is also called the "swing door index". A high turnover rate can be detrimental to a company's activities if highly skilled workers often quit and many new staff members appear [26].

Most companies allow managers to terminate employees at any time, for any reason, or for no reason at all, even if the employee is in good standing. Additionally, companies track voluntary turnover more accurately by presenting parting employees with surveys, thus identifying specific reasons as to why they may be choosing to

resign. High turnover often means that employees are dissatisfied with their jobs, especially when it is relatively easy to find a new one [36]. This indicator can be calculated by the formula(Form. 2.2):

$$S_{t.o.} = \frac{A_f}{A_t}$$

Where  $S_{t.o}$  - personnel turnover;

$A_f$  - amount of fired employees;

$A_t$  - total amount of employee in current period.

Thus, it is possible to calculate the staff turnover ratio for each of the departments for the period from 2016-2018 based on the data in Table 2.5.

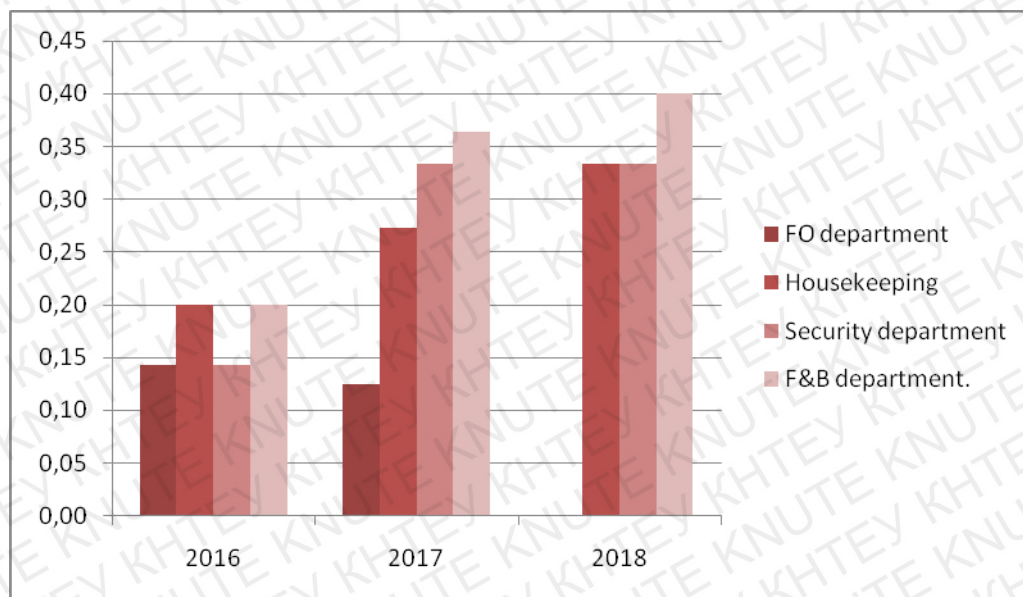
Table 2.5

**Calculation of average staff turnover in Senator Maidan Hotel**

Department	2016			2017			2018			Growth of total employees, %	
	A t.	A f	S t. o.	A t.	A f	S t. o.	A t.	A f	S t. o.	2016-2017	2017-2018
<b>FO department</b>	7	1	0,14	8	1	0,13	8	0	0	14,3%	0,0%
<b>Housekeeping</b>	10	2	0,2	11	3	0,27	12	4	0,33	10,0%	9,1%
<b>Security department</b>	7	1	0,14	6	2	0,33	6	2	0,33	-14,3%	0,0%
<b>F&amp;B department.</b>	10	2	0,2	11	4	0,36	10	4	0,4	10,0%	-9,1%
<b>Total amount</b>	34	5	0,14	36	10	0,27	36	10	0,27	5,0%	0,0%
<b>Average staff turnover</b>	0,17			0,27			0,27			58,82%	0

Based on the data obtained in the process of calculating average personnel turnover rates, it can be concluded that the average indicators in 2017 decreased by 59.64.% compared to 2016, and the indicators in 2018 stayed the same compared to 2017. It can be concluded that there is a negative trend in working with staff.

Also note that the highest staff turnover is observed in the hotel F&B department (0,4), as well as in the Housekeeping department (0,33). Figure 2.6 shows the dynamic of staff turnover in Senator Maidan Hotel in 2016-2018.



**Figure 2.6 Dynamic of staff turnover in Senator Maidan Hotel in 2016-2018**

### ***Social-economic efficiency of the motivation***

The socio-economic efficiency of motivation systems is confirmed by, and at first glance, very indirect indicators, such as: the steady increase in the educational level; increase the contribution to the development of the enterprise; increase in importance in the team, recognition and respect; raising the standard of living, intensity and quality of work; making independent decisions.

The main dimensions of socio-economic motivation consideration (human and functional) were highlighted. The ideological schematic interpretation of socio-economic motivation in a two-vector perspective in order to reveal its content was presented. The social-economic efficiency of the motivation system can be calculated by the formula (Form. 2.3).

(2.3)

$$E_{\text{total}} = \frac{\Sigma E_{\text{p.g.}} + E_{\text{l.p.g.}} + E_{\text{w.r.}} + E_{\text{s.d.}} + E_{\text{s.tr.}} + E_{\text{s.i.w}} + E_{\text{a.g.}} + E_{\text{j.s.}}}{n}$$

Where  $E_{\text{total}}$  – socio-economic efficiency;

$E_{\text{p.g.}}$  – production growth, %;

$E_{\text{l.p.g.}}$  – labor productivity growth %;;

$E_{\text{w.r.}}$  – the workforce reduction, %;

$E_{\text{s.d.}}$  – staff development, %;

$E_{\text{s.tr.}}$  – staff turnover reduction, %;

$E_{\text{s.i.w.}}$  – the economic effect of suggestions for improvements in work, %;

$E_{\text{a.g.}}$  – achievement of the goals of the organization, %;

$E_{\text{j.s.}}$  – job satisfaction, %;

$n$  – amount of indicators.

If an employer is said to have a high turnover rate relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novices. Companies will often track turnover internally across departments, divisions, or other demographic groups, such as turnover of women versus men [44]. Since the data used in calculating the socio-economic efficiency of motivation can be taken only as a result of long-term research and observations, the projected data for 2018 were used with the updated motivation system, as described in Task 3.2.

Table 2.6

**Calculation of social-economic efficiency in Senator Maidan hotel**

Nameoftheindicator	Indicat or	2016	2017	2018	Growthrate, %	
					2016- 2017	2017-2018
<b>Productiongrowth</b>	$E_{p.g}$	85393,9 0	92987,4 0	103211, 00	8,89	10,99
<b>Laborproductivitygro wth</b>	$E_{l.p.g.}$	2372,05	2582,98	2580,28	8,89	-0,10
<b>Theworkforcereducti on</b>	$E_{w.r.}$	36,00	36,00	40,00	0,00	11,11
<b>Staffdevelopment;</b>	$E_{s.d.}$	16,00	18,00	29,00	12,50	61,11
<b>Staffturnoverreductio n</b>	$E_{s.tr.}$	0,27	0,27	0,09	0,00	-66,67
<b>The economic effect of invention</b>	$E_{s.i.w}$	23050,3 1	24563,0 3	41322,0 2	6,56	68,23
<b>Achieving the goals of the organization</b>	$E_{a.g}$	5,00	6,00	10,00	20,00	66,67
<b>Jobsatisfaction, %</b>	$E_{j.s.}$	64	76	89	18,75	17,11
					2017	2018
<b>Social- economic efficiency, %</b>	$E$ total				+9,45	+21,06

Thus, using Formula 2.3, an indicator was calculated which shows the difference between the effectiveness of the motivation programs used in 2016 and 2017 (Table 2.6). Based on these data, it can be concluded that in 2017 the effectiveness of motivation programs increased by about 5.27% compared to 2016. Subject to the implementation of motivational methods at the end of 2018 is expected to increase

efficiency by 31.09% compared to 2017. In addition, it should be noted that the predicted data for 2018 will be relevant only if they comply with the completed and planned motivation program. Also, external and internal factors, the situation in the country and the situation in the market of hotel services can affect the economic results.

### 2.3 Analysis of hotel personnel motivation.

Assess the motivation of the staff in the Senator Maidan hotel have designed and applied a questionnaire among employees (Appendix A). 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.

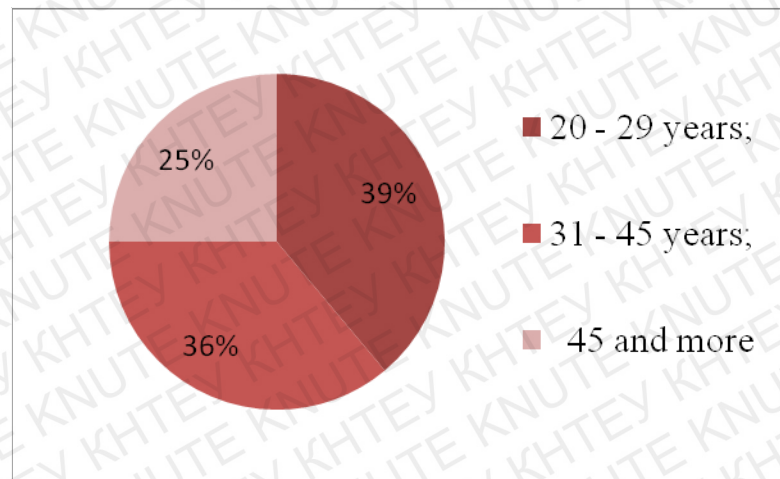
From the total number of employees we have chosen a representative sample of 36 people. Survey participants come from all hotel departments (restaurant, kitchen, reception etc.) Each employee has different needs and different requirements, based on age, marital status, place of residence, etc. For example, a married employee has other priorities than a single one. Just like in the case of age or residence.

Taking this into account, it is better to considered necessary to divide respondents to better understand their level of motivation, and finally the hotel management will be to choose the best ways to improve their satisfaction.

#### ***Analysis of indicators influenced to the staff motivation***

The majority of respondents, with a percentage of 39 % are age between 20- 30 years, 36 % are in the range of 31-45 and 20% are between 45 and more years (Fig. 2.7). Most of the employees are young people, under 30 years old, not married (62 %) and only 38% are married. This aspect can positively affect the development of the company in the long term. The influx of young, specialized personnel provides an opportunity to develop the company's potential. The 32 % of responders have special education such as hotel and restaurant business or management specialties.





**Figure 2.7 Age categories in Senator Maidan hotel**

### ***Duration of work in the company***

According to the results of the survey, 36% of respondents work in the company for less than a year, 44% in the range from 1 to 5 years. The percentage of people working in this company without ceasing for more than five 5 was 20%. On the basis of these, it is possible to carry out calculations on staff turnover, as well as to use when calculating some forms of remuneration.

### **Work satisfaction**

Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job

Based on the data in the table, the company's management should pay attention to their strengths and weaknesses in working with staff (Table 2.7). Among the strengths can be distinguished sanitary-hygienic norms. The environments of the respondents already 63.9% are completely satisfied and only 16,7% percent are not satisfied.

Also among the strengths can be noted the atmosphere in the team. Among the responders surveyed, 75% are satisfied with the relationships in the team, which is a very good indicator. And only 16.7% are not satisfied with this item.

Employee satisfaction is the most important for management to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal

towards their organization and stick to it even in the worst scenario [55]. Job satisfaction employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision [1]. Among the weaknesses can be identified level of satisfaction with wages. Among those surveyed, 33.3% are not satisfied with their salary. Also, the weak side is dissatisfaction with the possibility of career growth in the company. Among respondents, 44.4% are not satisfied with the level of wages.

Based on these data can be concluded that in case of developing a motivational program, special attention should be paid to monetary motivation.

*Table 2.7*

**Work satisfaction in Senator Apartment Maidan hotel**

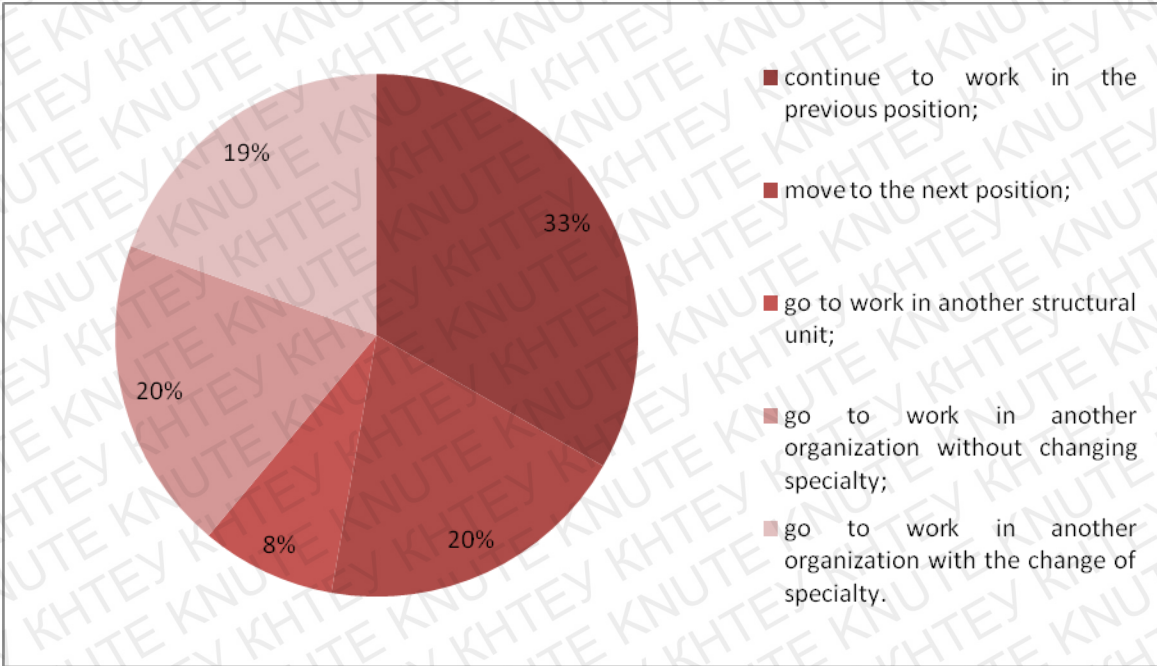
	Amount			Percent, %		
	Satisfied	Difficult to answer	Not satisfied	Satisfied	Difficult to answer	Not satisfied
1. Salary	17	7	12	47,2	19,4	33,3
2. Workschedule	20	9	7	55,6	25,0	19,4
3. Varietyofwork	10	18	8	27,8	50,0	22,2
5. Carrierladderopportunity	12	8	16	33,3	22,2	44,4
6. Sanitaryandhygienicconditions	23	7	6	63,9	19,4	16,7
7. Relationshipwithcolleagues	27	3	6	75,0	8,3	16,7
8. Relationshipwithsupervisor	20	7	9	55,6	19,4	25,0

***Plans for the next year***

Such criterions as a desire to stay and develop in a company have a great importance for the management when developing a motivational program. This is connected with that any motivational program is built on a long-term perspective. The Figure 2.8 presents the percentage of respondents according to their future plans.

Among the responders 33% of employees prefer to work in the same position. In addition 20% of employees would like to change to a higher position while continuing to work in the same company. Such a ratio has positive indicators that can positively affect the implementation of motivational methods in the process of improving work.

20 %of responders would like to leave the company and change their specialty. Thus, the main items of motivational programs will be focus to this 20% to leave them in the company and prevent personnel decrease.



**Figure 2.8 Responders according to their future plans**

Among the responders 33% of employees prefer to work in the same position. In addition 20% of employees would like to change to a higher position while continuing to work in the same company. Such a ratio has positive indicators that can positively affect the implementation of motivational methods in the process of improving work.

20 %of responders would like to leave the company and change their specialty. Thus, the main items of motivational programs will be focus to this 20% to leave them in the company and prevent personnel decrease.

***Factors affecting to work motivation***

To determine the correct methods of increasing motivation in an enterprise, you need to clearly understand in which direction you should work and what type of

methods you should use. In the Table 2.8 presents the methods that may affect the motivation and activity of work in the enterprise.

Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output [60].

*Table 2.8*

**Factors affecting to work motivation in the Senator Maidan hotel**

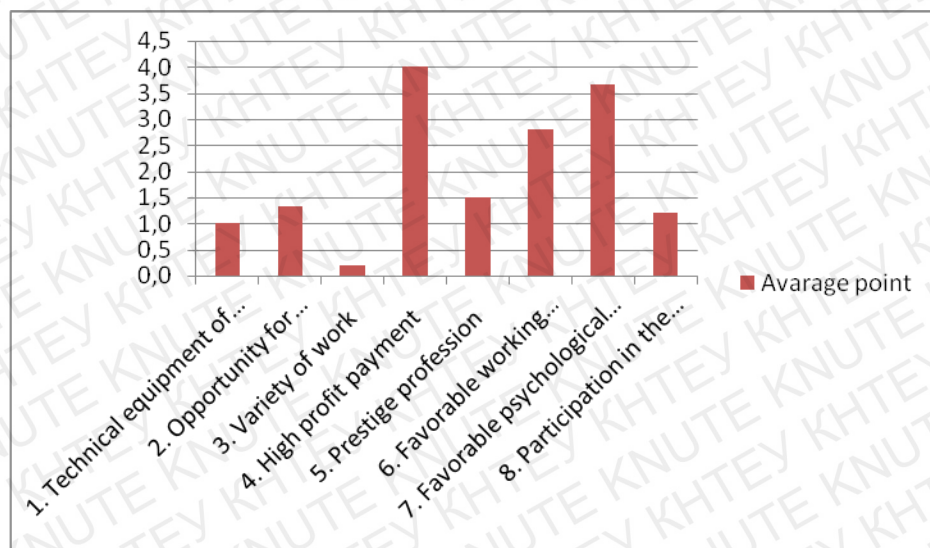
	Increase	Decrease	Not influence	Percent, %		
				Increase	Decrease	Not influence
1. Monetary motivation	26	2	8	72,2	5,6	22,2
2. Non-monetary motivation	20	4	12	55,6	11,1	33,3
3. The work atmosphere in the team	24	2	10	66,7	5,6	27,8
4. Innovations in the company	14	15	7	38,9	41,7	19,4

Most workers prefer believe that monetary motivation ways will have the best affect to the work motivation among all 72,2% of respondents prefer monetary methods, 66,7% believe that the atmosphere in the team will increase the work activity, 55,6% prefer non-monetary methods of stimulation. This result is quite expected, because with the current level of wages and the constant increase of community services, for workers the monetary rewards are most important.

***Most important work characteristics***

Also were investigated effects of various job characteristics on staff motivation. This survey allows determine which characteristics of the work are important for the staff and which of the characteristics should be analyzed further in the development of a motivational program. The characteristics that employers look for in employees are the same traits that make for successful workers. Good employees obviously are important in any business, but small businesses often feel the impact of employee behavior — both good and bad — more acutely than larger companies.

Figure 2.9 shows the level of importance of various characteristics for staff. The results suggest that different categories of work characteristics have different effects on task and contextual performance. According to the questionnaires results, the most important for the staff is high profit payment (average point 4,0), in the second place is Favorable psychological climate (average point 3,7), and in the third place is 6. Favorable working conditions (average point 2,8). In the opinion of workers, variety of work is of the least importance for motivation (average point 0,2).

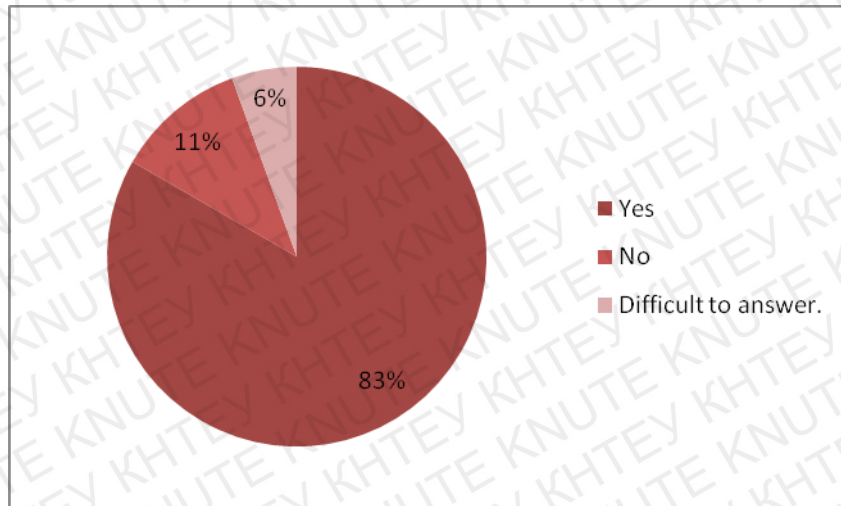


**Figure 2.9 Most important work characteristics for employees**

Based on these data, we can conclude that the most important method of motivation at this stage of the hotel's existence will be monetary motivation, as well as increasing the importance of the corporate team spirit. A high wage satisfaction and a strong corporate spirit can give good results while increasing staff motivation. When the company reaches high points in these issues, further development of the company will be possible.

### ***The impact of the use of motivation personally to each employee***

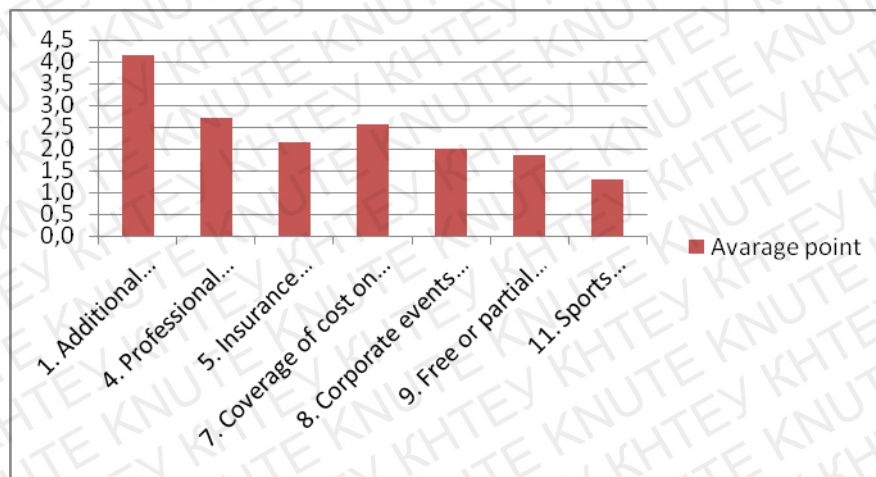
Among the respondents, 83% of workers agreed that the use of new motivational tools can positively affect their motivation. Only 11% of the interviewed workers did not agree with this. 6% refrained from answering. The results of the survey are shown in the Figure 2.10. From this it follows that the staff is ready to accept innovations and that positive results can be expected from further work.



**Figure 2.10** Probability of positive influence of motivational methods

***Kinds of motivation which interest employees***

The main objective of this questionnaire is to determine the main and most expected methods by which the company can increase motivation and, as a result, the efficiency of the hotel. The human resources department of DEOL Partners should pay attention to the data presented in Figure 2.11. According to the survey results, Additional payments (bonuses, awards) have the highest average score, which is 4.1. It is followed by Professional education (courses, trainings, seminars, studies) with a score of 2.7 points, and in third place by importance is Coverage of cost on the way to the work, with a score of 2.6 points.



**Figure 2.11** Kinds of motivation which interest employees

**CONCLUSION TO PART 2**

1. DEOL Partners is a highly professional and successful company offering strategic and management advice with the focus firmly on creating value-enhancing solutions for hospitality assets.
2. Based on the analysis of economic activity and the hospitality services market, it can be concluded that the hotel rightly occupies a leading position in certain market segment. Depends on the season the indicators are different but in general average occupancy with each year are growth and on this fact based the revenue growing
3. A detailed analysis of staff in the framework of improving the competitiveness of the hotel enterprise determines the direction of development of the complex of motivation. Senator Maidan does not have one clear and systematized motivation system, which allows further developments in this field.
4. Senator Maidan has a lot of potential even though it has some disadvantages in some parts of personnel motivation. It has strong foundations such as professional management introduced by DEOL Partners that are being used wisely. If some minor changes to the motivation system are made, it can passively influence to the further economic activity.
5. According to the questionnaires results, the most important for personnel are high profit payment, in the second place is favorable psychological climate, and in the third place is favorable working conditions. In the opinion of workers, variety of work is of the least importance for motivation.
6. To calculate the economic efficiency of motivational programs in its pure form is difficult because of the complexity of evaluating the result in monetary terms, which is a consequence of the introduction of a particular motivational program.
7. At the current stage of activity, the most optimal type of staff motivation in this hotel is monetary motivation. At the same time, it is impossible to ignore non-monetary methods of motivation, since only a balanced combination of these two types can give a positive result.

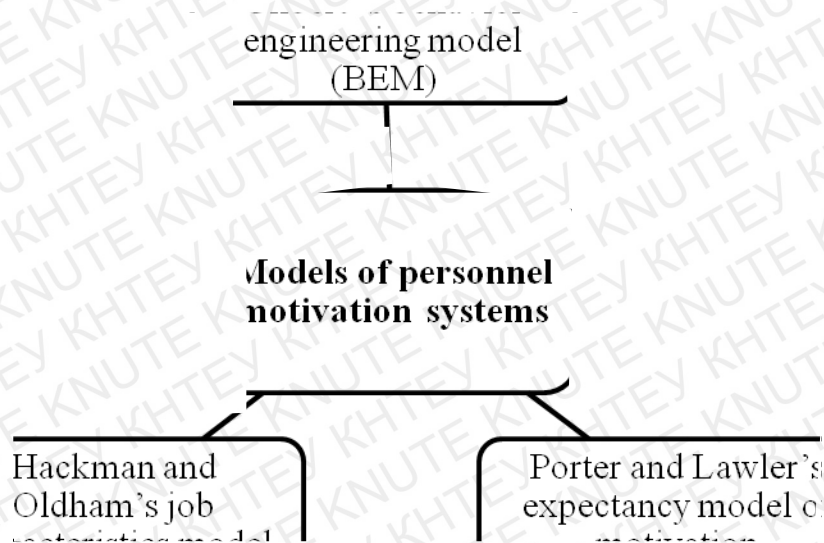
## PART 3 IMPLEMENTATION OF MOTIVATION PROGRAMS FOR PROFESSIONAL DEVELOPMENT OF PERSONNEL IN THE HOTEL SENATOR APARTMENT”, KYIV

### 3.1 Models of personnel motivation systems

Relying on the experience and position of the main theories of labor motivation, taking into account the individual approach based on the financial, structural and strategic features of each hotel industry, managers should develop such motivation models for employees that would transform the needs in the human mind into interests encourage him to take specific actions

The *aim of business modeling* is to describe the relationship between different, business aspects. Business modeling assists leaders to establish logical relationships to avoid uncertainty. Leaders could design and identify relationships based on structure, employee acceptance, and performance to develop motivational strategies. Leaders take into account job characteristics, what employees expect, and what factors affect/

Despite the recent trends in the development of the hotel business, the main models of motivation remain relevant and valid to this day. Among them are several of the most relevant for the Ukrainian market (Figure 3.1).



**Figure 3.1. Models of personnel motivation systems**



### ***Hackman and Oldham's job characteristics model***

The model focuses on interactions between job characteristics and psychological needs of employees, which demonstrated how employees responded toward challenging jobs. The model is a description of critical psychological dimensions, and one dimension included the experienced meaningfulness of the work, which is the extent to which employees experience their jobs as valuable and meaningful. Another dimension is the employees' experienced responsibility for the outcomes, which Hackman and Oldham described the degree to which employees feel accountable and responsible for the outcomes of their job or work. The third dimension is the knowledge of results describing the extent to which employees comprehend the effectiveness of their performance [26].

### ***Porter and Lawler's expectancy model of motivation***

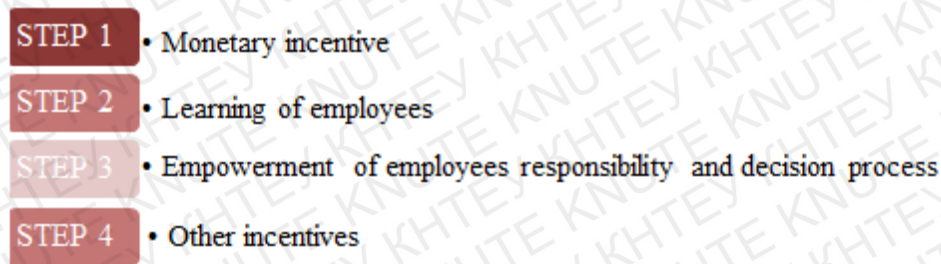
Porter and Lawler based their model of motivation on Vroom's expectancy theory, which involved two factors in this model for the completion of a task. The first factor includes rewards that individuals receive from their jobs, and these rewards include both extrinsic and intrinsic. Intrinsic reward includes a sense of achievement, and extrinsic reward includes pay. Employees combine the rewards received with the level of desire. The value of outcomes and the perceptions of efforts result in motivation [19].

### ***Gilbert's behavior engineering model (BEM)***

Motivation tactics connect the fundamentals of human behavior which influence the information shared through knowledge, skills, and technology expressed through work value performance. Gilbert's behavior engineering model is a representation of environment and individual and the influences of information, instrumentation and motivation have on each representation [27].

At the present period of activity, the most relevant model can be considered *Porter and Lawler's expectancy model of motivation*. Based on the postulates and principles that it dictates, it is possible to identify the main methods and rules that, after the implementation of the « Senator Maidan » hotel management practice, can positively affect the staff motivation of all departments and, consequently, the

profitability of the enterprise. This motivational model influences the motivation and interest of hotel staff through the following steps (Figure 3.2):



**Figure 3.2 Steps to increase the motivation and interest of hotel staff**

***Empowerment of employee's responsibility and decision-making process***

Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment [17].

***Learning of employees***

If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Hotel management can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees' attitudes toward the guests and the company, while bolstering self-confidence [29].

***Monetary incentive***

For all the championing of alternative motivators, money still occupies a major place in the mix of motivators. The sharing of a hotel's profits gives incentive to employees to a quality service, or improves the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to

an employee's ideas or accomplishments. Nevertheless, if not coupled with other, nonmonetary motivators, its motivating effects are short-lived [37]. Further, monetary incentives can prove counterproductive if not made available to all members of the organization.

### ***Other incentives***

The most effective motivators of workers are nonmonetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven nonmonetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

### **3.2 Ways of improvement motivation system in the hotel.**

To keep the employees motivated, the managers of "Senator Apartment" hotel should ensure that the employees feel that they are respected and appreciated. Everyone deserves respect whether employed or not. In an organization, everyone wants to feel that their work is valued and that they are respected for who they are and for the work that is being done. They want to believe that all that they have accomplished is recognized and rewarded.

Inspiring employee motivation requires much more than the old-fashioned carrot-and-stick approach. Today's manager needs to understand the reasons why employees work and offer the rewards they hope to receive.

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start.

As mentioned before companies have a lot to gain from motivated employees. Motivation does not only increase performance, but also generates a healthy workplace and a happier environment. It reduces stress and work pressure are managed well [59].

Based on the data obtained during the survey presented in section two, you can identify the main ways to increase staff motivation in the hotel Senator Maidan the motivation program must comply with the basic rules such as:

- Praise is more effective than censure and non-constructive criticism;
- The promotion should be tangible and preferably immediate (minimizing the gap between the result of labor and its reward);
- Unpredictable and irregular rewards motivate more than expected and forecasted;
- Constant attention to the employee and his family members is the most important motivator;
- People like victories, so more often let people feel like winners;
- Encourage the achievement of not only basic, but also intermediate goals;
- Give employees a sense of freedom of action, the ability to control the situation;
- Do not hurt the self-esteem of others, give them the opportunity to "save face";
- Big and rarely who get awards usually cause envy, small and frequent - satisfy the majority;

***Reasonable domestic competition is the engine of progress.***

Based on the data obtained during the questionnaires of the hotel staff, described in section 2.3, it can be concluded that for a general motivation program to increase staff motivation will consist of Non-monetary ways and Monetary ways. The management of the company and the head of the personnel department should deliberately and carefully consider the motivation program for each department and for the team as a whole.

Since there are several age categories in the Senator Hotel, several categories of social security, ways and means of influencing staff and increasing their motivation can be very different. To determine the most optimal methods of motivation for each unit, a study was conducted and a survey based on which we can identify the main ways of working with staff. Based on the survey data, the main criteria for choosing motivational methods were the employee's department, his age, the degree of satisfaction with wages and team atmospheres, as well as preferences in the received bonuses and benefits from work. Strict goal setting and evaluation based on the goals set stifles innovation and creativity. In a total quality approach, it is essential that goals be continually reexamined and revamped for continuous process improvement.

### ***Salary increase***

The main method of motivation is to increase wages. As a rule, the salary will increase by 15% percent from the current level. The total amount of expenses for staff salary increases is calculated using the formulas(Form. 3.1)(Form. 3.2).

$$S_i = S_c \times 0.15 \quad (3.1)$$

$$S_{t.i.} = S_i \times A_t \times 12 \quad (3.2)$$

Where  $S_{t.i.}$  – total salary increase, UAH

$A_t$  – amount of employees in current period;

$S_c$  – current level of salary, per month.

### ***Bonuses, awards***

The award is a stimulating factor designed to support the employee, motivating him to work effectively and efficiently. Most often, bonuses are defined as cash payments that are made above the basic salary, however, this is not the only way to reward. Bonuses should be systematic, but only for real achievements, and not as a method of preventing discontent. The size of the award may vary depending on the department

### ***Insurance***

In the current political and economic conditions, it is very important for employees to receive insurance from the company. This gives them the feeling that the company cares about them, which has a positive effect on their motivation. The average cost of insurance for hotel staff starts from 1000 UAH per person per year. This option will be available only to an employee who has been working for 1 year or more.

### ***Trainings and professional education***

Training hotel staff - has the highest rate of return on investment, in relation to other hotel costs. In fact, the main product that the hotel sells is service. Any business should develop its main product - the training of hotel staff should generate profits.

### ***Corporate Meetings***

Actions at corporate meetings can include any number of team building exercises designed to improve interaction, creative thinking, problem solving, rest, etc. There are many interesting ways to encourage individuals to participate in a group project that requires a global contribution in order to be truly successful.

### ***Bonuses for extra hours***

Additional payment processing will reduce staff dissatisfaction from forced processing, which as a whole can improve the emotional state of the company.

### ***Improvement of the technical equipment of the employee's workplace***

This method allows to show the desire of management to facilitate the work of the person, but at the same time it allows to significantly increase productivity of hotel activity. Below are the departments for which various methods will be applied to increase motivation and staff satisfaction:

- Housekeeping and technical support department;
- Front Office department;
- Security department;
- F&B department.

Since the departments above involve workers of different ages and different marital status, with different wages, etc., methods will differ according to the form of influence on motivation.

### ***Housekeeping and technical support department***

Housekeeping refers to the management of duties and chores involved in the running of a household, such as cleaning, cooking, home maintenance, shopping, laundry and bill pay.

Based on the survey research data it can be concluded that since most of the employees are over 30 years old and they have a family and children, *monetary forms* of motivation will be more relevant and preferable to them. The management of the company should apply the following methods of motivation:

- salary increase;
- social package, insurance, benefits;
- vouchers for holidays in sanatoriums, health camps (for children of the employees);

Taking into account the peculiarities of the work of maids and technical support by a method that can particularly positively affect their motivations, these vouchers for holidays in sanatoriums, health camps, as well as trips to Summer Camps for their children. Approximate costs for implementation of the main methods of the motivation program calculated in Table 3.1.

*Table 3.1*

### **Approximate costs of implementation the main methods of the motivation program for HK department**

Motivation tool	Duration	Approximate cost of program for 1 year, thousands, UAH
Salary increase	12 months	129,9
Social package, insurance, benefits;	12 months	10
Vouchers for holidays in sanatoriums, health camps (for children of the employees);	1 per year	15
Total		154,9

### ***Front Office department***

Taking into account that the majority of personnel in this department are young specialists with special education, most of whom have no family / children to take care of, then for these workers, the most optimal means of motivation can be considered a combination of monetary and non-monetary methods of motivation such as:

- opportunity for career growth;
- motivating meetings;
- participation in strategic decision making;
- professional education
- percentage of sales;

Since this department employs workers who can potentially become entry-level managers, the personnel department should be especially attentive to the training and motivation of these workers. It will also rely on engaging management decisions and giving the opportunity to attend meetings.

This can positively affect their motivation and at the same time give them the opportunity to get used to make decisions and solve conflict or problem situations. To improve the skills of Front Office department the management should organize the special training program, a course for administrator.

Approximate costs for implementation of the main methods of the motivation program calculated in Table 3.2:

*Table 3.2*

### **Approximate costs for implementation the main methods of the motivation FO department**

Motivation tool	Duration/ time for implementation	Approximate cost of program for 1 year, thousands,UAH
Motivating meetings	every month	12
Training, professional education	Every 4 months	78
Percentage of sales;	every month	depends of the revenue
Total		90



The example of special educational for Front Office course consists of:

- 80 hours (20 lessons, 4 hours/ lesson,).
- Duration of the course from 1.5 to 2 months.
- *Cost of education: 2640 UAH [48].*

This program will provide an opportunity for employees of the department:

- Terminology and the study of hotel business standards in English.
- To learn behavioral models in difficult situations, as well as management of the administrative and economic services of a modern hotel;
- To get the skills of conflict resolution.
- To understand the process of telephone sales.

How the guest is received and how quickly the necessary formalities are completed largely depends on the strongest impression of the hotel as a whole. In this regardspecial attention should be paid to the reception service.

### ***F&B department***

The quality of the service provided in the restaurant or in the bar directly affects the satisfaction of the guest and, as a consequence, the profitability of the enterprise. Therefore, in this case it is also very important to comply with the program of motivation, so that the department staff is interested in providing quality service. Approximate costs forimplementation of the main methods of the motivation programcalculated in Table 3.3.The motivational program for this department should consist of following tools:

- percentage of sales;
- cash bonuses for extra hours;
- comfortable working conditions for recreation and food;
- corporate parties;
- congratulations on important dates for the employee (birthday, wedding, anniversary);
- motivating meetings;

Table 3.3

*Approximate costs for implementation motivation methods for F&B department*

Motivation tool	Duration/ period of implementation	Approximate program costs for 1 year, thousands, UAH
Corporate meetings	every 3 months	15
Training, professional education	every 3 months	21
Improvement of the technical equipment of the employee's workplace	2 months	20
Percentage of sales	every month	depends on the revenue
Total		56

It's especially important to recognize the accomplishments of and give constructive criticism to new team members, who may just be getting to the hotel.

Due to the fact that delivery of service usually involves a contact between waiter and guest, thus the behavior of service provider can influence the perception of the customer. However, expectations may change during delivery process. For this reason, managers have to rely heavily on the ability of their staff to understand guest's demand and respond in a suitable way. For this reason, the factor of communication between managers and staff, how they communicate is of great importance. Motivation in a team goes through communication. So it is necessary to pay a lot of attention to building a good relationship manager-worker.

### ***Security department***

The work of the security department is often not visible, but at the same time it is impossible to underestimate its importance in the existence of the company. Monetary and non-monetary methods should be used together for motivation employees of the security department. Approximate costs for implementation of the main methods of the motivation program calculated in Table 3.4. Their most appropriate methods are:

- salary increase, cash bonuses for extra hours;
- vouchers for holidays in sanatoriums, health camps (for children of the employees);

- improvement of the technical equipment of the employee's workplace

Table 3.4

Approximate costs for implementation motivation methods for security department

Motivation tool	Duration/ period of implementation	Approximate cost of program for 1 year, thousands, UAH
Salary increase.	12 months	57,6
Social package, insurance, benefits	12 months	12
Vouchers for holidays in sanatoriums, health camps.	1 per year	15
Improvement of the technical equipment of the employee's workplace.	2 months	25
Total		109,6

### CONCLUSION TO PART 3

1. At the current period of activity, the most relevant model can be considered Porter and Lawler's expectancy model of motivation. Based on the postulates and principles that it dictates, it is possible to identify the main methods and rules that, after the implementation of the « Senator Maidan» hotel management practice, can positively affect the staff motivation of all departments and, consequently, the profitability of the enterprise.
2. Managers have to rely heavily on the ability of their staff to understand guest's demand and respond in a suitable way. For this reason, the factor of communication between managers and staff, how they communicate is of great importance.
3. Each worker is different and has different experiences and needs. While it is important to understand what the personnel at this workplace are expecting, it is also important to understand what impacts these expectations. Understanding

what can have an impact on staff's expectations help managers at hotels plan and change something for staff satisfaction.

4. Based on research, a program has been proposed for motivating employees in Housekeeping and technical support, Front Office, Security and F&B.
5. The main recommendations for its development are as follows: to focus on the monetary motivation of the person, to raise the qualifications of personnel in various areas, to develop corporate policy.
6. The described motivation program allows increasing the return on staff, reducing its costs, reducing the dependence of business on the human factor of employees, increasing employee loyalty and improving the situation in the company.
7. The construction of a single high-quality motivational program requires detailed analysis and high costs of financial resources.

## CONCLUSIONS

1. The attempt has been to identify what motivation is, identify motivation theories (out of which five have been discussed) and the role of management in workers motivation as it affect each theory. The discourse analyzed and threw light on the implications for management practice and managers.
2. The link between motivation theory and the practice of management is crucial to management success.
3. Managers need to find creative ways in which to consistently keep their employees motivated as much as possible. Motivation is highly important for every company due to the benefits that it's able to bring.
4. The place of employees in organizations or work situations cannot be overemphasized. It is to this extent that one can safely affirm that employees (people) are the only asset that can actively frustrate organizational goals.
5. The results from the present survey indicate that most of the employees in our sample had a strong concern for financial incentives as well as for opportunities of personal development.
6. Moreover, this survey showed that gender, age and work experience had an interaction effect. Management must therefore be sensitive enough to direct and channel the creativity and energies of employees towards achieving the goals and objectives of the organization.
7. The conducted observations, research and analysis of the case studies show that some of the interchangeable tools are rarely used. This is mainly due to lack of the awareness of the managers of their importance or even of their existence. The tools, which also can be used at no cost in order to improve work efficiency human capital.
8. Only successful and thoughtful combination of various types of motivation can have a positive effect on staff motivation. Before taking any steps to improve the current system, a full-fledged study should be conducted.

9. Creating a motivational program is a very lengthy process that requires careful preparation, but at the same time, its effectiveness is difficult to prove mathematically.
10. To calculate the economic efficiency of motivational programs in its pure form is difficult because of the complexity of evaluating the result in monetary terms, which is a consequence of the introduction of a particular motivational program.

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**APPENDECIES**



**КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ  
ТОРГОВЕЛЬНО-ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ**

## ***INTERNATIONAL HOTEL BUSINESS AND TOURISM***

**Articles of master programs students  
Specialty 073 «Management» (specialization «Hotel  
and Restaurant Management», «Tourism Management»),  
241 «Hotel and Restaurant Business»  
(specialization «International Hotel Business»),  
242 «Tourism» (specialization «International  
Tourism Business»)**

**Київ 2018**

## PERSONNEL MOTIVATION METHODS IN HOSPITALITY BUSINESS

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*Метою статті є розуміння важливості мотивації в індустрії гостинності та розуміння різноманіття впливу кожного з інструментів мотивації, який вибирається організацією для використання. Стаття також має на меті показати важливість вибору відповідної форми інструменту мотивації в готельному бізнесі для підвищення продуктивності праці. У цій роботі були визначені основні методи та, що використовуються для мотивації персоналу, що дає змогу підвищити ефективність роботи.*

*Ключові слова: сфера гостинності, інструменти мотивації, працівники і продуктивність, потреби персоналу.*

*The purpose of the article is to understand the importance of work motivation at hospitality industry and to stress on the differential effects of each motivation tool when the organizations choose to implement. The article also aims to show the importance of choosing appropriate form of motivation tool at hotel business to increase productivity. . In this work were defined main methods and system used in personnel motivation that give the possibilities to improve work efficiency.*

*Key words: hospitality, motivation tools, employees and productivity, personnel needs.*

**Relevance of the topic.** Human resources especially for the hotel business play a crucial role for the success of the business. Motivated staff can be used a tool for increasing enterprise productivity. Top level management should properly analyse the staff and their economical, social and psychosocial need.

**The aim of the article** is to to understand factors that can influence to workers motivation in the hospitality enterprises and explain the importance of implementation different types personnel motivation.

**Object of the article** is personnel motivation methods in hospitality business.

**Methodology:** theoretical and methodological basis of the study are the general scientific methods, such as comparative analysis and scientific generalizations.

**Research results.** the definition of the main factors that affect the degree of staff motivation and the identification of the main tools to increase the motivation and satisfaction of the person in the enterprise. For the first time the concept of «motivation» was used in the work of A. Schopenhauer and he essence remains the same to this day [11]: **Motivation (motivatio)** - a system of incentives that encourage people to perform actions. It is a dynamic process of physiological nature, controlled by the personality psyche and manifested at the emotional and behavioral levels.

Employee motivation in hospitality industry has been in the interest of many scholars and researchers for many years. Hospitality industry comprises of different segments, such as resorts, restaurants, hotels, pubs, nightclubs and travel businesses. The outcome of companies in this segment cannot only be judged by the quality of good food, high service or nice accommodation, but also the performance of frontline workers. The performance of workers in hospitality organisations can be judged by the friendliness, alertness, appearance, their attitude and they way they conduct and do their jobs or the assigned tasks. In other words, the performance in hotels enterprises should create a high level of customer satisfaction in order to get them back or get them to do a repeated business. [1]

Evidence in the literature showed that employee motivation is often used as the key strategy to motivate workers in hospitality companies. It is revealed that staff empowerment is particularly relevant to motivation in the hospitality industry.

# SENATOR

HOTELS & APARTMENTS

## QUESTIONNAIRE № \_\_\_\_\_

Date of completion \_\_\_\_\_

1. What department of the hotel do you work in?

№	<u>Departmentname</u>	
1	Housekeeping department	
2	Security department	
3	Front Office department	
4	F&B department	
5	Technical support department	

2. Please determine to what extent the various aspects of your work satisfy you (cross out the corresponding square).

	Satisfied	Difficulttoanswer	Notsatisfied
	1	2	3
1. Salary			
2. Work schedule			
3. Varietyofwork			
5. Carrier ladder opportunity			
6. Sanitaryandhygienicconditions			
7. Relationshipwithcolleagues			
8. Relationship with supervisor			

3. Please indicate on a scale to what extent you are satisfied with your work (as a percentage). To do this, circle your variant.

The work is not satisfied at all	0	10	20	30	40	50	60	70	80	90	100	Fully satisfied with the work
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4. What are your plans for the next 1-2 years?

- continue to work in the previous position;
- move to the next position;
- go to work in another structural unit;
- go to work in another organization without changing specialty;
- go to work in another organization with the change of specialty.

5. To what extent and how does the following factors affect your work activity??

	Increase	Decrease	Not influence
1. Monetary motivation			
2. Non-monetary motivation			
3. The work spirit of the team			
4. Innovationsinthecompany			

6. Age:

- 20 - 29 years;
- 31 - 45 years;
- 45 andmore.

7. Work period:

- Less than 1 year;
- 1 – 5 years;
- 5 andmore.



8. Your sex: M F

9. Family status: Married Single

10. Do you have special education? Yes No

11. Please select the 5 most important work characteristics from the list below. Opposite the most important characteristics for you, put the number 1, less important 2, then 3, 4,

Characteristic of work	Point
1. Technical equipment of working space	
2. Opportunity for professional growth	
3. Variety of work	
4. High profit payment	
5. Prestige profession	
6. Favorable working conditions	
7. Favorable psychological climate (team)	
8. Participation in the development of the enterprise	

12. Do you think that motivation contributes to improving the performance of you personally?

- Yes  
 No  
 Difficult to answer.

13. What kind of motivation will interest you in the first place? Please select the 5 most important work characteristics from the list below. Opposite the most important characteristics for you, put the number 1, less important 2, then 3, 4, 5.

Motivation tools	Point
1. Additional payments (bonuses, awards)	
4. Professional education (courses, trainings, seminars, studies)	
5. Insurance (medical, pension, life)	
7. Coverage of cost on the way to the work	

8. Corporate events (tickets to theaters, cinemas, concerts; nature trips; excursions)	
9. Free or partial payment of vouchers	
11. Sports (subscription to the gym, swimming pool, etc.)	
12. Other	

Appendix B

Table 1.1

**Age categories in Senator Maidan hotel**

<b>Age categories</b>		
<b>Categories</b>	<b>Age</b>	<b>Percent, %</b>
20 - 29 years;	14	39%
31 - 45 years;	13	36%
45 and more	9	22%

Appendix C

Table 1.2

**Kinds of motivation which interest employees**

<b>Motivation tool</b>	<b>Average Point</b>
1. Additional payments (bonuses, awards)	4,1
4. Professional education (courses, trainings, seminars, studies)	2,7
5. Insurance (medical, pension, life)	2,1
7. Coverage of cost on the way to the work (for night shifts)	2,6
8. Corporate events (tickets to theaters, cinemas, concerts; nature trips; excursions)	2,0
9. Free or partial payment of vouchers	1,9
11. Sports (subscription to the gym, swimming pool, etc.)	1,3

Appendix D

Table 1.3

**Most important work characteristics for employees**

<b>Characteristicofwork</b>	<b>AvaragePoint</b>
1. Technical equipment of working space	1,0
2. Opportunityforprofessionalgrowth	1,3

Table 1.3 continuation

<b>Characteristicofwork</b>	<b>AvaragePoint</b>
3. Varietyofwork	0,2
4. Highprofitpayment	4,0
5. Prestigeprofession	1,5
6. Favorableworkingconditions	2,8
7. Favorablepsychologicalclimate (team)	3,7
8. Participation in the development of the enterprise	1,2

Appendix D

Table 1.4

**Indicators of social-economic efficiency of the motivation system**

<b>Nameoftheindicator</b>	<b>Indicator</b>	<b>Formula</b>	<b>Description</b>
productiongrowth	E p.g	$E\ p.g. = (V2/V1) * 100$	V2 - the volume of sales for the period after the introduction of measures, V1 - the volume of salesfor the period before the introduction of measures

laborproductivitygrowth;;	E l.p.g	E l.p.g. $= (P2/P1)*100$	P2 - labor productivity for the period after the implementation of measures, P1 - labor productivity for the period before the implementation of measures
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Table 1.4 continuation

<b>Nameoftheindicator</b>	<b>Indicator</b>	<b>Formula</b>	<b>Description</b>
theworkforcereduction;	E w.r.	E w.r. $= (A1/A2)*100$	A2 - the amount of employees for the period after the implementation of activities, A1 - the amount of employees for the period before the implementation of activities
staffdevelopment;	E s.d.	E s.d. $= (A \text{ q.i. } 2/A \text{ q.i. } 1)*100$	A q.i. 2 - the amount of people who have improved their qualifications for the period after the implementation of measures, A q.i. 1 - the amount of people who have improved their qualifications for the period before the introduction of measures
staffturnoverreduction	E s.t.r	E s.t.r $= (A \text{ s.t. } 1/A \text{ s.t. } 2)*100$	A s.t. 2 - staff turnover for the period after the implementation of measures, A s.t. 1 - staff turnover for the

			period before the implementation of measures
the economic effect of invention and rationalization	E s.i.w.	$E\ s.i.w. = (A\ p.\ 2/A\ p.\ 1) * 100$	A p. 2- the amount of proposals for the period after the implementation of events, A p. 1 - the amount of proposals for the period before the implementation of events

Table 1.4 continuation

Nameoftheindicator	Indicator	Formula	Description
achieving the goals of the organization	E a.g.	$E\ a.g. = A\ a.g.\ 2/A\ a.g.\ 1$	A a.g. 2 - achievement of the organization's goals for the period after the implementation of measures, A a.g. 1 - achievement of the organization's goals for the period prior to the implementation of measures
jobsatisfaction	E j.s.	$E\ j.s. = S\ 2/S\ 1$	S 2- job satisfaction for the period after the implementation of measures S 1 - job satisfaction for the period before the implementation of measures

