

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

Importance of motivation in the hotel industry

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Ana Utalishvili

Business Administration

Thesis title

Importance of motivation in the hotel industry

Objectives of thesis

The aim of the theses is to define general differences between two hotels at selected countries at area of management style and identify the importance of motivation.

Methodology

The theoretical part will include definitions of the terminologies used in culture management. This will be based on a review of current and standard literature. Methodology of the thesis is based on a research methodology which would be describing the framework of this thesis. Practical part will be focused on a chosen industry and a comparison of different management style and motivation in chosen countries, including characteristic behaviours and firms cultures. Results will be compared with the theoretical data.

The proposed extent of the thesis

60 – 80 pages

Keywords

Hospitality and hotel management, motivation, Human resource management, management skills

Recommended information sources

ARMSTRONG, M. Personální management. Praha: Grada Publishing, 1999. ISBN 80-7169-614-5
Geert Hofstede, Gert Jan Hofstede, Michael Minkor 2010, Cultures and organizations: software of the mind, ISBN: 978-0-07-177015-6
MORAN, Robert T, Neil R ABRAMSON, Sarah V MORAN a Philip R HARRIS. Managing cultural differences. Ninth Edition. Abingdon, Oxon: Routledge, 2014. ISBN 9780415717359.
Wagner A. John & Hollenbeck R. John 2005, 'Organizational Behavior: Securing Competitive Advantage, 5/e. ISBN:0-324-25995-6

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Declaration

I declare that I have worked on my diploma thesis titled "Importance of motivation in the hotel industry" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on

11.04.2016

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Význam motivace v hotelovém průmyslu

Souhrn

Předmětem diplomové práce jsou ty zaměstnanci které pracují v hotelnictví. Hlavním cílem je objevit jak oni jsou motivováni svými manažery, jak radostně a efektivně pracují a zjištění významnosti stylu řízení v různých zemích. Teoretická část je zaměřena na důležitosti motivování pracujícího personálu v tomto společnosti, jaké pozitivní dopady to má na zaměstnanci, jaké druhy motivaci existují and jaké důsledky má na lidi. Je tady definován i významnost řízení lidských zdrojů a především v hoteliérství. Celá teorie je založená na základní pojmy a metody čerpané z literatury různých autorů, z internetových artiklích a z časopisích. Praktická část je taky zaměřená samozřejmě na motivaci, jestli zaměstnanci hotelu jsou motivováni svými manažery

Klíčová slova: Pohostinnost a řízení hotelu, motivace, řízení lidských zdrojů, řízení dovednosti.

Comparative study of the importance of motivation in the hotel industry

Summary

This thesis is written about the employees who work in the hotel industry, the primary goal is to discover how their managers motivate them, how cheerfully and efficiently do they do their job and the importance of the management style in the different countries. The theoretical part is written about how important it is to motivate the personnel working in a company, what kind of positive impacts it has in a relation with employees, what kind of motivations exists and what consequences it has on people. As well in the theoretical part, there is a definition of the importance of human resources management and especially in the hotel business. The whole theory is based on a variety of theories and the authors' conclusions, internet articles and magazines. As for the practical part, of course, is also based on the motivation, whether the workers of the hotels are motivated from their hotel managers.

Keywords: Hospitality and hotel management, motivation, Human resource management, management skills.

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1 Introduction

Generally speaking, motivation is what energizes and controls behavior. It is evident why it plays a significant role in organizations. Higher motivation is responsible for improved productivity. However, it is universally accepted that motivated employees generate higher value, productivity and leads to higher levels of achievement. The management of motivation is, therefore, an essential element of success in any business with a rise in productivity, a company can do higher levels of output.

Motivation contributes to strengthening the working efficiency of workers. When employees are truly inspired, they reinforce their working effectivity. The development of working effectivity among employees leads to maximize production and productiveness.

Motivation can lead the company in a successful cycle and give the organization many positive qualities. Manpower is the most important lively factor of creation and is accountable for the high-quality utilization of organizational sources. Motivation is the principal instrument which creates the willingness amongst staff to do their work within the nice possible manner. In different phrases, the stimulated staff makes the pleasant utilization of their talents, capabilities, and many others. So it will give the company adequate use of workforce.

Every company is established to reap specific goals. The primary responsibility of management is to focal point on organizational pursuits. Influenced employees put their effort toward the attainment of group pursuits. The first-class utilization of human effort contributes to the right use of different resources. That is beneficial to minimize the price of output or carrier and maximize profitability.

2 Objectives and methodology

2.1 Aim

Hotels structures are supported by human resources that enable the delivery of service to the customer. Key in the manner of delivering a quality of the service depends on the individual motivation of all workers whether well-qualified, skilled or unskilled. The employees of the hotel have an important role, because what they experience in their work will be spread to the clients and influence the experience of customers. Due to the increase in tourism and hospitality industry during the past years, this thesis is to progress understanding of the motivation of the employees from their managers.

The diploma thesis is based on comparing two hotels in two different countries and identifying which management style is better, to determine how their staff is motivated from the managers. In this thesis will be discussed how these two different countries differ in the context of the hotel industry. The aim of the theses is to define general differences between two hotels at selected countries at area of management style and identify the importance of motivation.

Research questions:

How important is the motivation for the employees in the hotel industry?

Comparisons of two hotels, how motivated are the employers?

2.2 Methodology

This thesis will be written with reviews of the standard literature, which is books about the hotel and hospitality management, motivation. Also, for this thesis will be used online articles, magazines, online links.

Theoretical part will be written about the importance role of managers in hotel industry, how important is to have knowledge of how manage their human resources, or employers. How important roles also have employers due to hotel business, because the

most important thing are done by employers and they are communicating straight to customers, so they have the direct relation with the guests and can have positive or negative impacts on the customers.

The practical part is based on both Quantitative and Qualitative Research Techniques, through which the questions are asked to the employees and managers of two hotels in different countries, in Prague and Georgia. On the ground of the results from the answers of managers, there are results what he thinks about his staff, how motivated are they, and from the answers of workers was learned what was going on and how motivated are they from their managers.

Main data of the thesis will be established from the online questionnaires, visits, and interviews with the managers of the hotels and the employers.

The questions were asked based on theoretical part of the importance of motivation. The managers will be asked the questions based on the answers from the quantitative research from the 50 employees from the hotel "Hilton" in Prague and 80 employees from the hotel "Marriot" in Georgia.

3 Literature Review

This chapter of the thesis will explain the theoretical part how important is motivation for the employees and what have to do a successful manager to give incentives to their employees. In this section of the thesis also will be discussed and explained the theories from the famous authors about hospitality and tourism industry, motivational ideas and the motivation influence on a hotel industry workforce.

3.1 Hospitality and travel industry

Over the past six decades, tourism has experienced continued expansion and diversification, to become one of the biggest and fastest-growing economic areas in the world. (Tourism highlights, UNWTO, 2015, pg. 2) It is the prove that hospitality and tourism are increasing and plays a great role in most of the countries economics.

In the book, “Business, travel, and tourism” John Swarbrooke consenting the statement that “Business tourism is concerned with people traveling for goals which are related to their work. As such is represents one of the oldest forms of travel, man having travelled for this purpose of trade since very early times.” (John Swarbrooke, Susan Horner; 2012) In another study, Wall and Mathieson (2006, pg.6) argue that tourism is the irregular movement of people to destinations outside their regular places of work and residence, the activities offered during their stop in those destinations, and the facilities created and services provided to cater to their need. These two definitions are very close to each other, and both prove that tourism and business are interconnected.

Another definition of tourism is from world tourism organization. Tourism is described as the actions of persons known as guests. A visitor is someone who is performing a visit to the main destination outside his/her general environment for less than a year for any principal purpose (including) holidays, leisure and entertainment, business, health, education or other plans... this field is much wider than the traditional perception of tourists, which included only those traveling for leisure. (UNWTO statistics guidelines, 2010).

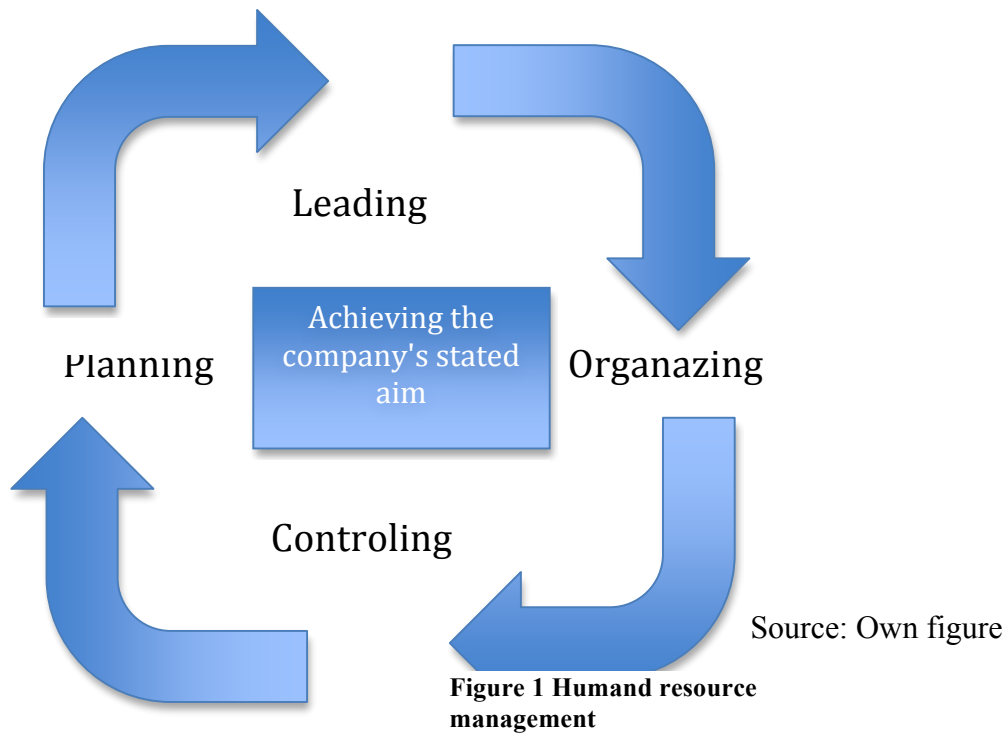
After defining what tourism is it is time to define and understand “hospitality.” It is tough to describe hospitality because different authors use different definitions, some of them Describes that hospitality is made up two specific and separate services, one is offering accommodation for people staying away from a residence, and the opposite one is providing sustenance for them which is meals service. So the most understandable definition for me is: “wherever tourists go, there are always people working in businesses that try to give them what they need for their journey. All the businesses that provide services to tourists are called hospitality.” (Pearson South Africa, 2008)

Now it is more comprehensible that why most of the occasions it's known as “tourism and hospitality industry” no longer simply “hospitality industry” or “tourism industry,” these two phrases are much more interrelated. Considering that tourism, as discussed before, is to persons visiting and staying far from home and their routine, and hospitality is providing these men and women desires such as accommodation and food.

3.2 Human Resource Management

The process of HRM involves managing people in organizations and it is a strategic approach to the management of a company’s most valued assets- the employees working in the organization, (Armstrong, 2006, pg.3). Human resource management will also be outlined as a function which offers with recruitment, coaching and growth, motivation and worker health and safety (York, 2009, pg.4).

Every organization is managed by people and through employers, without them organizations can never exist and the employers who make up the human resources for the company are critical, and they can make the company successful or the opposite they can destroy it. The main goals of human resources management are managerial functions and operative functions. Managerial functions are like planning, organizing controlling, establishing goals and objective to be achieved, developing rules and procedures. The operational functions involve choosing and placing the right person at the right position in the job and at the right time. (Durai, 2010, pg2).



3.3 Fourteen ideas of management

Within the 21st century, businesses already had to handle management in observe. Within the early 1900s, tremendous organizations, such as construction factories, had to be managed too. At the time, there have been simplest few (external) tools, units, and approaches available. Due to scientists like Henri Fayol the first foundations have been laid for modern day management.

These first concepts, often known as concepts are the underlying explanations for positive management. Henri Fayol explored this comprehensively and, as a consequence, he synthesized the fourteen concepts of administration. Henri Fayol ‘s standards and study have been released within the book ‘common and Industrial Management’.

Fourteen concepts of management are statements that are founded on an essential actuality. These principles function a guiding principle for determination-making and administration actions. They are brought up using observations and analyses of activities that managers come across in follow. Henri Fayol used to be equipped to synthesize 14 principles of administration after years of being taught, particularly. (PNP & Reddy Tripathi;2005)

3.3.1 Division of work

In the following, staffs is specialized in unique areas, and they have distinct capabilities. Extraordinary stages of skills can be distinct within the competencies areas (from generalist to the specialist). Personal and official tendencies aid this. Consistent with Henri Fayol specialization promotes affectivity of the group of workers and raises productiveness. Furthermore, the specialization of the workforce raises their accuracy and pace. This management principle of the 14 principles of management is relevant to both technical and managerial activities. (Pieter Johannes Smit; 2007)

3.3.2 Authority and responsibility

To get something done in an organization, management has the authority to provide orders to the employees. Of direction with this authority comes responsibility. In keeping with Henri Fayol, the accompanying power or authority offers the management the right to give orders to the subordinates. The responsibility will also be traced again from efficiency, and it is as a result essential to make agreements about this. In different words, authority and responsibility go collectively, and they are two aspects of the same coin. (Pieter Johannes Smit; 2007)

3.3.3 discipline

This third principle of the 14 principles of management is regarding discipline. It's frequently part of the core values of a mission and imaginative and prescient in the form of proper conduct and respectful interactions. This management precept is foremost and is seen because the oil to make the engine of an organization runs smoothly. (Vincent van Vliet; May 26, 2014)

3.3.4 Unity of command

The management principle ‘unity of command’ means that a man or woman employee will have to accept orders from one manager and that the worker is answerable to that supervisor. If tasks and associated responsibilities are given to the employee using a couple of supervisors, this may occasionally lead to confusion which may lead to possible conflicts for employees. Through utilizing this precept, the responsibility for mistakes can be centered extra easily. (Vincent van Vliet; May 26, 2014)

3.3.5 Unity of direction

This management precept of the 14 concepts of management is all about focal point and cohesion. All employees provide the same routine that may be linked to the identical ambitions. All routine ought to be applied using one crew that types a crew. These activities ought to be described in a plan of motion. The manager is ultimately accountable for this plan, and he displays the development of the outlined and deliberate movements. Focus areas are the efforts made using the workers and coordination. (Vincent van Vliet; May 26, 2014)

3.3.6 Subordination of Individual Interest

There are at all times all types of interests in a group. To (or “intending to”) have a group perform good, Henri Fayol indicated that private pursuits are subordinate to the interests of the institution (ethics). The principal focal point is on the organizational ambitions and now not on those of the individual. This applies to all stages of the whole institution, together with the managers. (Vincent van Vliet; May 26, 2014)

3.3.7 Remuneration

Motivation and productiveness are nearly one a different so far as the tender walking of an organization is involved. This administration principle of the 14 ideas of administration argues that the remuneration must be enough to preserve workers inspired and productive. There are two varieties of remuneration particularly non-economic (a compliment, extra obligations, credits) and fiscal (compensation, bonus or different economic compensation). Finally, it's about beneficial the efforts which have been made. (Vincent van Vliet; May 26, 2014)

3.3.8 The degree of Centralization

Management and authority for selection making method have to be competently balanced in an organization. It depends on the quantity and dimension of an institution together with its hierarchy. Centralization implies the attention of selection is making authority at the prime management (executive board). Sharing of authorities for the choice-making system with decrease phases (core and curb administration) is referred to as decentralization by using Fayol. Henri Fayol indicated that a group would have to attempt for a good balance on this. (Vincent van Vliet; May 26, 2014)0

3.3.9 Scalar Chain

Hierarchy grants itself in any given organization. It varies from senior management (management board) to the lowest levels within the organization. Henri Fayol 's "hierarchy" administration principle states that there must be a clear line within the field of authority (from high to bottom and all managers in any respect stages). It may also be seen as a type of management structure. Each employee can contact a manager or a superior in an emergency quandary without difficult the hierarchy. Exceptionally, when it considerations experiences about calamities to the instant managers/superiors. (Vincent van Vliet; May 26, 2014)

3.3.10 Order

According to this principle of the 14 concepts of administration, employees in an organization must have the right assets at their disposal so that they can perform correctly in a group. In addition to social order (accountability of the managers), the work environment needs to be riskless, easy and tidy. (Vincent van Vliet; May 26, 2014)

3.3.11 Equity

The management precept of fairness most commonly happens in the core values of an institution. Consistent with Henri Fayol, employees need to be dealt with kindly and equally. Workers have to be in the right place in the organization to do matters properly. Managers should supervise and reveal this method, and they should treat workers quiet and impartially. (Vincent van Vliet; May 26, 2014)

3.3.12 Stability of Tenure of Personnel

This administration principle of the 14 principles of administration represents deployment and managing of personnel, and this must be in balance with the carrier that is offered from the group. Management strives to lessen worker turnover and to have the proper employees within the right situation. Centre of attention areas corresponding to the time-honoured alternate of function and ample progress have got to be managed well. (Vincent van Vliet; May 26, 2014)

3.3.13 Initiative

Henri Fayol argued that according to this management principle workers must be allowed to express new suggestions. It encourages curiosity and involvement and creates

introduced worth for the manufacturer. Employee initiatives are a supply of force for the group in step with Henri Fayol. It supports the employees to be involved in the work. (Vincent van Vliet; May 26, 2014)

3.3.14 Esprit de Corps

The management precept ‘esprit de corps’ of the 14 standards of management stands for striving for the involvement and team spirit of the staff. Managers are in charge of the progress of morale within the workplace; in my view and within the area of conversation. Esprit de corps contributes to the development of the culture and creates surroundings of mutual belief and understanding. (Vincent van Vliet; May 26, 2014)

3.3.15 Conclusion

The fourteen ideas of management can be utilized to control businesses and are useful tools for forecasting, planning, method management, group administration, resolution-making, coordination, and manage.

Even though they are obvious, many of these matters are still used situated on fashioned experience in present administration practices in firms. It remains a functional record with focus areas which might be headquartered on Henri Fayol’s research which nonetheless applies in these days due to some logical principles, (Vincent van Vliet; May 26, 2014)

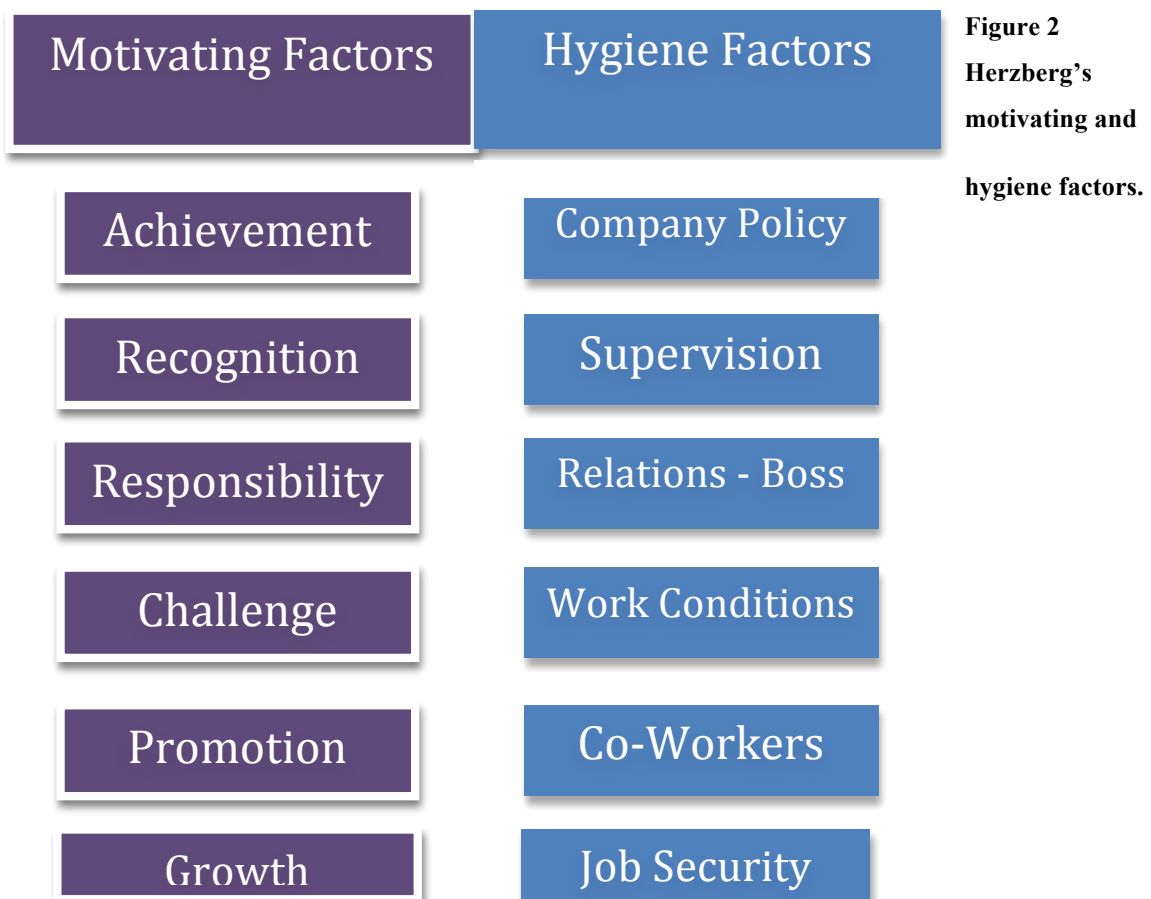
3.4 Motivational theory's

3.4.1 Herzberg and Maslow

Herzberg (1959) developed a recognized motivation theory, specifically the two-aspect thought; he distinguishes in his idea between motivators and hygiene motives. Fundamental is that causes are either motivators or hygiene factors but under no circumstances both. Motivators are intrinsic motivational causes similar to difficult work, attention, and responsibility. And hygiene factors are extrinsic motivational explanations akin to repute, job protection, and earnings. Motivating reasons can be a gift, result in delight and hygiene motives can, when not present, lead to dissatisfaction, however, the two reasons are not able to be dealt with as opposites from every other. Herzberg defines motivation within the office as performing a piece associated motion when you consider that you need to. (Stephen A. Woods, Michaels A west; 2010)

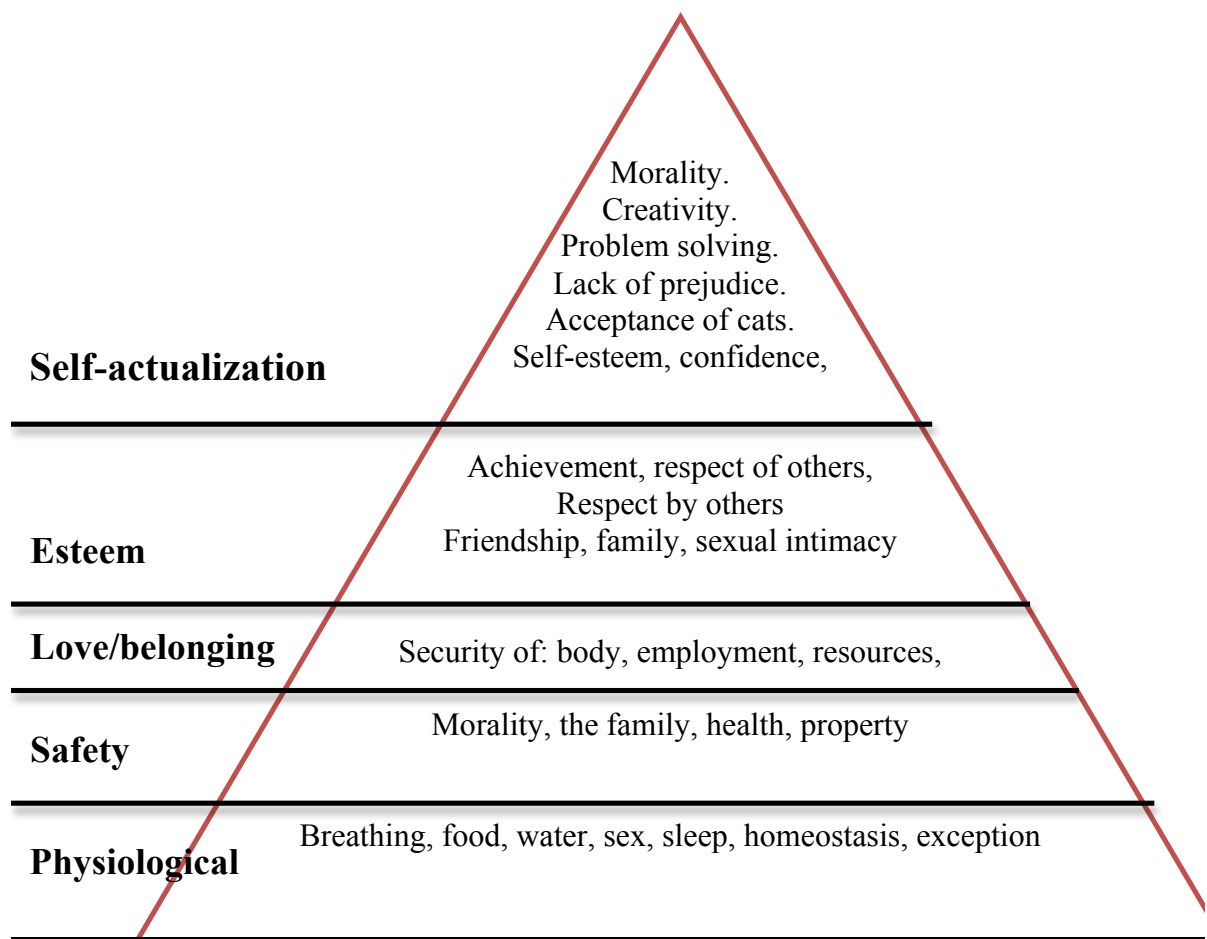
A figure is provided with Herzberg's motivators and hygiene. As noticeable is to determine, motivators are intrinsic conditions to the work itself and extrinsic hygiene stipulations to the work.

Source: own figure



The two-aspect idea of Herzberg regards Maslow's conception of motivation, named Hierarchy of needs. Maslow states in his need-hierarchy that there are at least five sets of ambitions, that are called the fundamental needs, specifically: physiological, safeguard, love, esteem and self-actualization. And "we are encouraged by the want to reap or preserve the various conditions upon which these common satisfactions rest and using unique extra mental desires"). When the primary, physiological, need is satisfied the subsequent "better-order need" must be satisfied. Maslow distinguishes between diminishing and bigger order wishes; the slash order needs are physiological, protection and love and the higher-order wishes are the last two. Slash-order desires must be convinced with the intention to pursue larger-stage motivators along the traces of self-fulfillment . (Harold Koontz, 2010)

However, the five needs differ in kind of motivation, e.g.: self-actualization is the intrinsic growth of what's already in the organism, or more accurately of what's the organism itself .Maslow argues that self-actualization is no longer anything extrinsic that an organism desires for health, reminiscent of e.g. "a tree needs water." At this moment, Maslow refers to the cut-down order desires as being extra extrinsic and the greater order desires extra intrinsic. (Frederick Herzberg, Bernard Mausner, Barbara Bloch Snyderman; 2011)



Source: Own source

Figure 3 Maslows's hierarchy of needs.

3.4.2 Intrinsic motivation

The goal of this phase is to interpret the habits of employees, why are they motivated with the aid of designated reasons. An employee can be prompted via personal explanations similar to a way of development and the feeling of having a significant work. Alternatively, workers will also be mentioned extrinsically situated on self-interest, because of this that they perform quite often in view that they obtain an income for the work.

Intrinsic motivation is about creative thinking and increased performance meaning that if a person is intrinsically motivated, the managers he/she can do many important tasks for their business, it is not only improving the performance but also a job satisfaction. Kenneth W. Thomas (2002) talks about four different types of intrinsic rewards: "sense of meaningfulness, sense of choice, sense of competence and sense of development." An

insight of meaningfulness is when you put all of your emotions and feelings into a specific task that makes you excited and gives you sense that the task is worth your time and energy (Thomas, 2002). A sense of choice is about having the opportunity to make your decisions and to choose task activities that you find useful to perform. Besides, a feeling of fitness includes the inclination that you are showing your picked assignment in a way that it is gaining ground and that the work with the picked undertaking is going admirably (Thomas, 2002). The fourth inherent prize, a feeling of advancement, includes the energy and feeling that you are destined for success.

„When you feel that the work with the picked undertaking is pushing ahead, and you finish something on your way, you get the inclination that it was justified regardless of all your time and vitality: (Thomas, 2002).

Ryan et al. (2000) say that intrinsic motivation was initially proposed as a significant response to the two behavioral theories that have been dominant in empirical psychology from the 1940s to the 1960s. Intrinsic motivation is defined as the doing of an undertaking for its inherent satisfaction alternatively than for some separable result. (Ryan, R.M & Deci, E.L 2000) adds that Intrinsic motivation exists within the relation between individuals and events. People are influenced because of some routine, and no longer is every person intrinsically prompted for a specific undertaking. With this form of definition, it may be mentioned that intrinsic motivation is certainly a critical a part of finding out volunteer explanations inside of a non-profit volunteer-centered organization. 15 Intrinsic motivation exists within the nexus between a character and a task; some students have defined intrinsic motivation in phrases of the project being fascinating while others have outlined it regarding the satisfactions a person gains from intrinsically motivated mission engagement (Ryan, R.M & Deci, E.L 2000). According to (Paananen, 2010), Autonomy has been linked to work engagement in previous reports, but the link has now not been utterly studied. In his be taught autonomy has been listed as a useful job resource that performs an intrinsic motivational role. Intrinsic motivation will also be called as “free alternative” type of measure. Because no economic incentives or manipulate are applied, the decision whether to volunteer is established on the volunteers’ will. It needs to be even noted that some motivational motives equivalent to peer stress can have an affect. According to (Ryan, R.M & Deci, E.L 2000).

The extra time participants spend with their venture; the more intrinsically prompted they are for that precise task. (Deci, E.L. 1971) States that autonomy appears to be an aspect that develops the intention of intrinsic motivation inside volunteers. Concerning schooling, a couple of experiences have proven that autonomy supportive (not like controlling) catalyze bigger intrinsic motivation, curiosity, and the desire for mission (Deci, E.L. 1971). However, (Paananen, H. 2010) Advocate that the link between autonomy and work engagement has no longer been completely examined within the context of work. This gain knowledge of represents an equivalent kind of process that (Deci, E.L. 1971) mentions, where autonomy and intrinsic motivation is examined via the case institution's technique to manipulate volunteers (autonomy –supportive vs. Controlling). From the management point of view, it is obviously more desirable to achieve a position the place the voluntary actors would participate in their duties situated on intrinsic motivation. Nonetheless, it's valuable to do not forget that intrinsic motivation will arise just for events that keep intrinsic curiosity for a character. In keeping with (Antoni, G. 2009) intrinsic motivation may play the main position in associations characterized with the aid of individual family members and high participation in choices. It can also be discovered for example in non-profit businesses, where the colossal presence of voluntary work may improve the inspiration that individuals act because they receive pride from the action in itself (Antoni, G. 2009). Also, a couple of reviews have proven that optimistic efficiency feedback superior intrinsic motivation (Ryan, R.M & Deci, E.L. 2000) point out that for an excessive level of intrinsic motivation men and women need to experience the delight of the desires each for competence and autonomy. For instance, most reliable challenges, effective promoting feedback, and freedom from demeaning opinions are all estimated to facilitate intrinsic motivation. Even in regular economic environments, people don't care about their fabric payoffs on my own, or most often, in regards to the consequences of moves, they also have intrinsic causes to act (Frey, B.S. & Jegen R. 2001). A couple of studies show that positive efficiency suggestions enhance intrinsic motivation. Additionally, it is said that extrinsic reward can undermine intrinsic motivation (Deci, E.L. 1971).

The authors state that every kind of anticipated tangible reward undermined intrinsic motivation. Additionally, not handiest tangible rewards, but also threats, time limits, directives and competitors strain diminished intrinsic motivation . However,

alternative and opportunity for self-course appears to enhance intrinsic motivation, as they find the money for the bigger experience of autonomy (Deci, E.L 1971). In the context of entrepreneurship mentor community, this would mean that a mentor has a self-directed probability to make an equity investment to one of the most firms he is mentoring. (Antoni,G. 2009) emphasizes that even though intrinsic motivation has acquired growing awareness in explaining human movements, our expertise on their reasons and results are incomplete. He sees that this form of study lacks especially a perspective the place the relationship between intrinsic motivation and social capital formation can be examined.

3.4.3 Extrinsic motivation

The elemental definition of extrinsic motivation refers to doing whatever because it results in a separable final result. Extrinsic motivation is a assemble that concerns whenever an activity is finished order to reap some separable effect. Extrinsic motivation, as a result, contrasts with intrinsic motivation, which refers to doing a pastime without difficulty for the enjoyment of the recreation itself, alternatively than its instrumental worth (Ryan, R.M. & Deci, E.L. (2002). Despite the fact that volunteers will not be encouraged using monetary incentives, it cannot be dominated out that their determination to be a part of the voluntary non-revenue organization is caused by other extrinsic motivations. Strictly speaking, many of the activities humans do should not intrinsically influence (Ryan, R.M. & Deci, E.L. (2002).

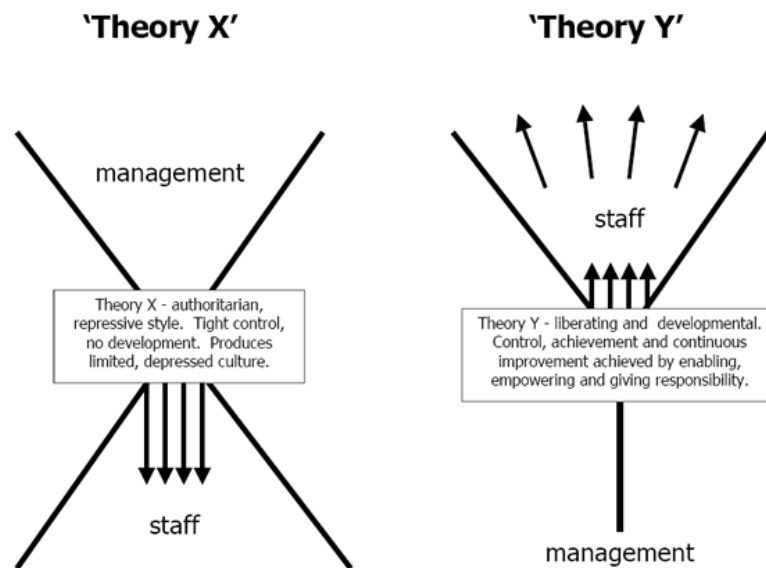
Extrinsic motivation as in a simple example will also be described in a hindrance the place a student who does his homework handiest for the reason that he fears parental sanctions for no longer doing the work to be able to achieve the separable final result to warding off sanctions (Ryan, R.M. & Deci, E.L. (2002). As an identical example extrinsically motivated the person in a voluntary entrepreneurship mentor community can be a character that is best giving feedback due to the fact he is feared that if now not giving as a minimum some feedback his organization would get mad for now not doing the job he's assigned to.

3.4.4 McGregor's theory X and theory Y

According to McGregor, managers who are holding the Theory X assumptions approach, they believe that those who work for them, their employees dislike the work. They have no ambitions, are not responsible. In theory Y, the assumptions in which manager believes are opposite from theory X because here managers think that the workers love their jobs, and they are willing to have the responsibilities, they want to be a creative and are willing to do their best.

The idea X and conception Y are extraordinary from common assumptions regarding human wishes and habits. Understanding individuals' desires and habits then turn into the important ability for all managers to develop.

Different from theory X, managers with Theory Y assumptions tend to behave better ways that allow workers more job involvement, freedom and more responsibility. (John R. Scherhorn, JR, 2010)



Source: (John Dudovskiy; 2013)

Figure 4 Theory X; Theory Y.

3.4.5 David McClelland's theory

Another theory which was really interesting in David McClelland's theory about people's needs, he says that people were not born with their needs, but many of them learned them from their life experiences. There are three most frequent needs studied by David McClelland:

For achievement the really big wish to reach some difficult goal, to be successful, master of your job and surprise other people. Need for affiliation- the wish to make good personal relationships and avoid conflicts with them, establish a safe and warm friendship. Need for power- the desire to have the influence or controls with other people, in other words, to have a power and to be responsible for other people or have authority over them. David McClelland studied people's needs for 20 years and their implications for the management. Individuals who have the high need for the achievement as the work, which is innovative and creative. People who have a high need for affiliation are successful communicators, whose main job is to connect and coordinate individuals and the departments. People who have a high need for power are enjoying recognition and are influencing other people. (Richard Daft, 2008)

The theory suggests that these requirements are almost in all workers and managers, and this indicator characterizes their motivational needs and their style of management



Source: Own figure

Figure 5 David McClelland's theory.

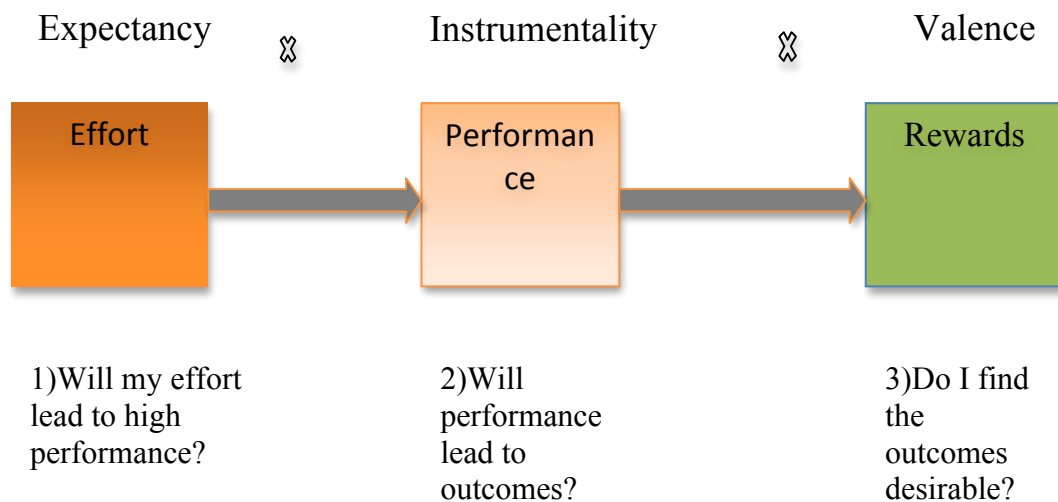
3.4.6 Victor Vroom expectancy theory

Vroom's expectancy theory says that people will be motivated to do some particular things to reach their goals if they believe that the goal is worth it and if they are sure that their efforts will be enough to achieve his aim. (Harold Koontz, Heinz Wehrich, 2006)

Expectancy theory

- o Having the resources available (e.g. raw materials, time)
- o Having the professionalism to do a job
- o Having the support to reach the goal, to finish the job.

This theory proposes that the employees' motivation is influenced by the expectation. (Harold Koontz, Heinz Wehrich, 2006)



Source: Own source

Figure 6 Vroom theory.

3.5 The importance of motivations to employees

Rutherford (1990) stated that all managers have an understanding of that motivation is major and if staff is captivated with challenge accomplishments, attempt to do their jobs

the pleasant, the group will benefit. Rutherford also is famous with his note that organizational goals can't be quite simply attained unless employees work collectively, so it's apparent that the necessity for teamwork within the hospitality organization is predominant. One factor that managers should have an understanding of is their job isn't just to "inspire an employee". All employees come to a work main issue influenced to acquire individual objectives which they have got based. One purpose for the provider supervisor is to enhance stimulated staff and develop their moral about their work. Employee morale closer to work, such as supervisors and peers, organization, work environment, can be outlined as the emotions a worker has about all facets of the job. There are many advantages to being received from building good morale. Besides, there are demonstrated relationships between morale levels, turnover, and absenteeism. Nonetheless, research suggests that top employee morale stages do not continuously yield high productivity phases (Daschler and Ninemeier, 1989).

There are three levels of employees' motivation according to research conducted by (Mosley, Megginson, and Pietri in 2001).

(1) The direction of an employees' behavior. It relates to these behaviors which the person chooses to participate in.

(2) The level of effort. It refers to how difficult the individual is willing to work on the behavior.

(3) The level of persistence. It refers to the man or woman's willingness to pursue the conduct despite obstacles or roadblocks.

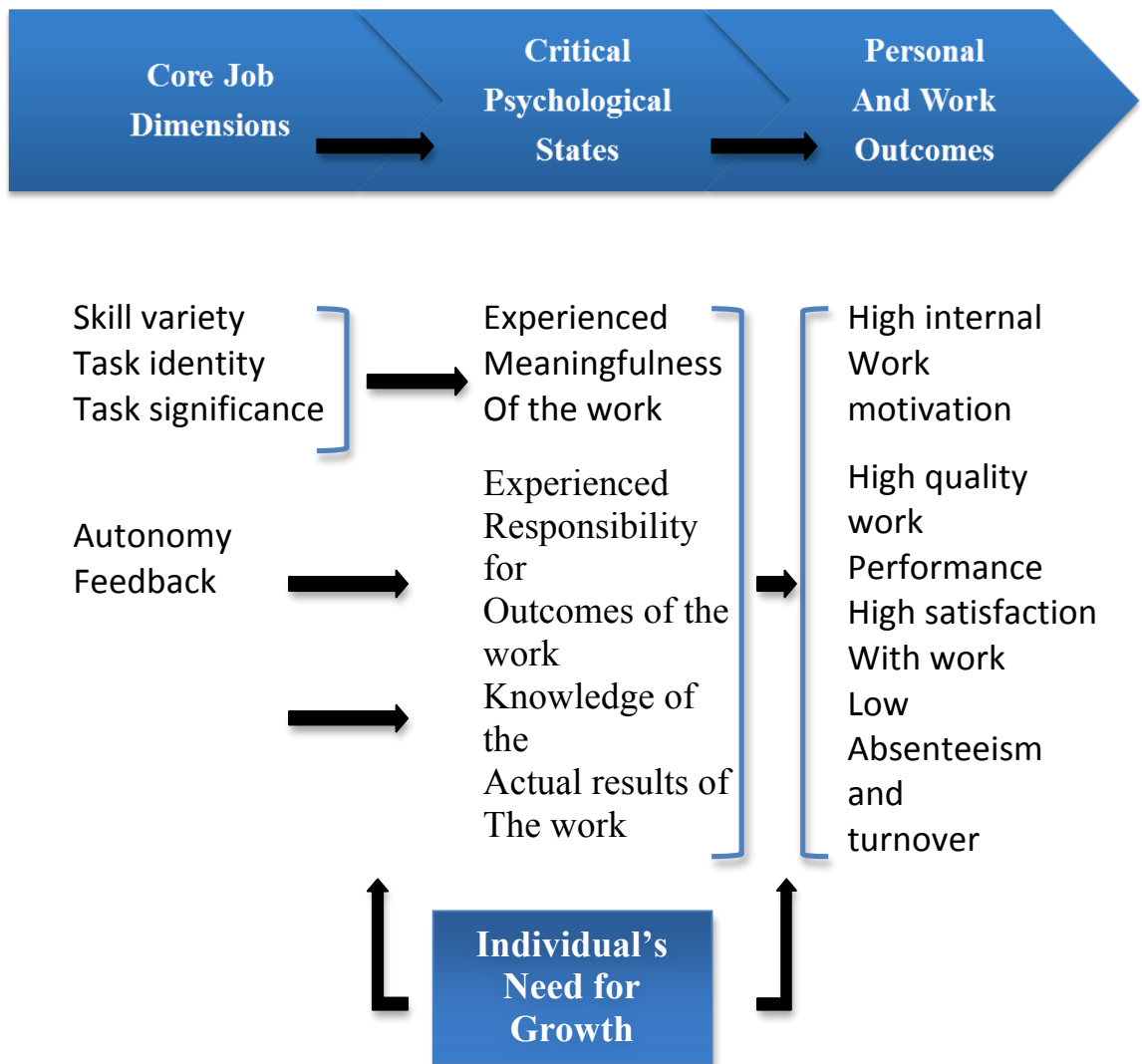
3.6 The connection between motivation, employee and job performance

There is a viewpoint that motivation explanations performance comes from human members of the family theory (Filley et al., 1976). The relationship between employee motivation and job efficiency has been studied for an extended period. Petty et al. (Petty, M. M., McGee, G. W. & Cavender, J. W. 1984) reviewed the 15 experiences Vroom (1964) used in his study and introduced an extra 20 latest studies; they concluded that worker motivation and efficiency are indeed associated with each other. The outcome of

their study point is that the relationship between individual, total job pride and person job performance is stronger than stated in the earlier researchers.

Hackman and Oldham argue that when the worker is getting pleasure from his job, a circular relationship is formed with efficiency, satisfaction, and motivation. The period satisfaction is also used by Herzberg; He argues that when intrinsic demands (motivators) are the reward for the job, pride is prone to occur as good as broaden in employee motivation. Amabile (1993) states that the quality of work depends on the performances of individual motivation level; the individual's stage of motivation can also be intrinsically and extrinsically based. It is also argued that detailed job characteristics are indispensable in establishing the relationship between employee motivation and efficiency. Brass (1981) argues that when special job traits are present in a supplier, staff are better influenced and a broaden in efficiency is noticeable. Job traits discuss with precise attributes or dimensions that can be utilized to explain specific tasks. Hackman and Oldham (1976) defined five job traits, which are founded on the two-component theory from Herzberg (1959). Those traits are talent form, venture identification, challenge importance, autonomy, and suggestions.

The results of their gain knowledge of indicate that staff who work on jobs scoring high on the five traits, exhibit excessive work motivation, pride, and efficiency (Brass, 1981). Hackman and Oldham (1976) conclude that employees will also be inspired by way of the design of their work; They argue that via delivering designated intrinsic and extrinsic explanations a worker may also be prompted to participate in well. The 5 job characteristics (ability style, venture identity, venture significance, autonomy and suggestions) can convey the worker to three "principal psychological states", specifically: (1) experienced meaningfulness of the work, (2) skilled accountability for results of the work and (three) advantage of the actual results of the work events (Hackman & Oldham, 1976). And in keeping with Hackman and Oldham, the three critical psychological states will lead to excessive motivation, delight and efficiency. Hackman and Oldham (1976) also argue that the need development force of the employee has a position in the relationship; staff who have a high want for individual growth and development will reply extra positively to a job excessive in motivating capabilities than staff with a cut down want for growth force. According to them, need development strength has a moderating effect on the relationship. (Hackman, J. R. & Oldham, G. R. 1976)



Source: Own figure

Figure 7 Hackman and Oldham Job's characteristics model.

Petty et al. (1984) argue that the relationship is circular and starts by a high efficiency inflicting pride. According to them, when the employee performs well on a certain mission, satisfaction will arise. Seeing that of the internal satisfaction of the worker, the worker is

stimulated to take a look at to perform good someday (Brass, 1981). In step with Hackman and Oldham (1976) the effect is “a self-reinforcing cycle of work motivation, powered by means of self-generated rewards (satisfaction), so one can continue until one of the vital three psychological phases is not gift, or until the worker now not values the internal rewards (pride no longer happens) kind his/her excellent performance”. According to, Hackman and Oldham’s (1976) conception is headquartered on intrinsic reasons because they argue that developing in extrinsic reasons does now not result in an improve in performance. (Petty, M. M., McGee, G. W. & Cavender, J. W. 1984)

It can be concluded that the connection between employee motivation and performance seems to be circular. Starting via a high performance causing pride, this increases the employee’s motivation to take a look at to participate in well in the future. This round relationship can also be prompted with the aid of supplying opportunities for prime rankings on the five job traits; skill style, undertaking identity, task importance, autonomy, and suggestions. And according to another study, the round relationship might also define by using targeted extrinsic causes.

3.7 Other common model to influence employee motivation

Different works of literature and various authors showed us that, directors endeavor to energize workers with the guide of making utilization of both idealistic and poor result by utilizing using unquestionably one of three inspiration approaches. The managers have different tactics, and they are using several methods to motivate their employees. These methods are fear motivation, incentives, and personal growth opportunity. (Amaratunga & Baldry, 2002). Some critics give an explanation for those there motivation units have both up and down aspects and managers must use them within the correct instances to ensure that they obtain some benefits from them.

3.7.1 Fear motivation

Mainly, fear motivation as a rule peaks when the economy is at a difficult time and when some available jobs out there is lower than the quantity of qualified workers within the labor market is high, so the competitiveness is high in the marketplace. (Tomkiewicz et al., 2005). During these difficult economic conditions, most workers will consciously work with their first-rate effort and always broaden the vigor to supply toward the assigned duties. For illustration, workers may get to work early, stay late at work and work more than the assigned tasks requires.

Nonetheless, when fear is the important element that influences workers to work difficult, they don't seem to be so much trying to gain, but they are simply trying to be sure that they can keep their jobs. For this reason, employers will have to expect to look the first-rate performance to stay effective temporarily; however this will still supply increase in the organizational productivity. This strategy may be good for employers.

However, the capabilities lure of utilizing this approach is that the excessive performance from employees will not last, and it would even backfire on the organization. It is seeing that when managers use fear as a motivation to influence workers to work hard, staff will finally get used to it and at one factor, fear will grow to be the important thing emotion that they hook up with their job and work-existence. It will in flip intent bitterness, resentment and hatred as a way to have a bad impact on communication and cooperation between managers and frontline employees (Al-Khalifa& Peterson, 2004).

3.7.2 Giving incentives to employers

Giving work incentives to the employers is one of the trendiest tools to get employees to do what managers need. It is used to explain the initiator of managers once they use some style of incentives in front of staff to get them to work in the way in which they need or have an impact on them to work towards to earn a reward (Hoi & Robin, 2004). In different words, incentive motivation is a technique to make rewards work over an extended haul.

However, there is a downside of this motivation manner. What will occur after workers get the favored rewards or incentives is the main question that managers must

don't forget when using this tactic. The talents lure that managers will have to expect to encounter when utilizing this motivation tactic is that their employees will proceed to demand a reward to do any challenge or provide their best effort towards the assigned responsibilities (Yap, J., Bove, L. & Beverland, M. 2009).

Therefore, when utilizing this motivation tactic, managers will have to come up with new and better rewards or incentives to get employees to do their jobs. While staff could assume more and more rewards from their employer and if the desired rewards can't be furnished, they will only do what it wants to finish the assigned project, but not to the great standard that they would provide.

3.7.3 Personal growth

Private progress is a motivator that is elaborate to do as it requires some efforts from managers and leaders. Nevertheless, if success, managers will have to count on see an individual quality effect so they can, in turn, increase organizational performance. Utilizing private progress as a motivator worried with managers working more difficult to vary their staff feels about their jobs, supply them supports to make them grow to be more able and make them feel that their jobs are significant with the intention to make to come back to work and consider completely satisfied with it. Evidence in the literature urged that the opportunity for private progress is without doubt one of the key factors to developing the level of employee motivation (Huang, I., Lin, H. & Chuang, H. 2006). It is seeing that it the private development possibility represents a tendency of a person to appear out for ourselves. For instance, a character desires to maneuver up at work because they need acceptance while others may want their wages to be multiplied to be able to aid their families.

3.7.4 Conclusion

It may be visible that worker motivation pertains to the organizational productivity of corporations in many industries, above all in hospitality organizations the place entrance line worker shave a quality amount of direct contact with shoppers. The important rationale

that businesses must pay plenty of concentration on employee motivation is for the reason that it is among the fundamental motives to impact staff to hold out with their fine effort, and this may in flip expand the extent of the organizational result. However, motivating employees to work as a staff and with their satisfactory effort just isn't a handy assignment. For businesses to motivate employees without difficulty, managers have got to discover what are the reasons that can be utilized because the motivator. Other factors like management character and staff empowerment should even be taken into consideration as it will demotivate workers.

4 Practical Part

4.1 Primary data from the research: Hotel “Hilton” Prague

In this part of thesis was used questionnaire, which were sent in Georgia and asked In Prague, that can help us to see how cultures differ from each other, what kind of working style they have.

Answers from the Hilton Hotel in Prague

Number of questionnaires

Table 1 number of questionnaires from the "Hilton" hotel in Prague

Number of questionnaire was sent	Number of questionnaire returned	Percentage of questionnaire returned
100	50	50%

Source: Own source; 2016

Table 1 illustrates numbers of questionnaires sent and returned, number of respondents and percentage

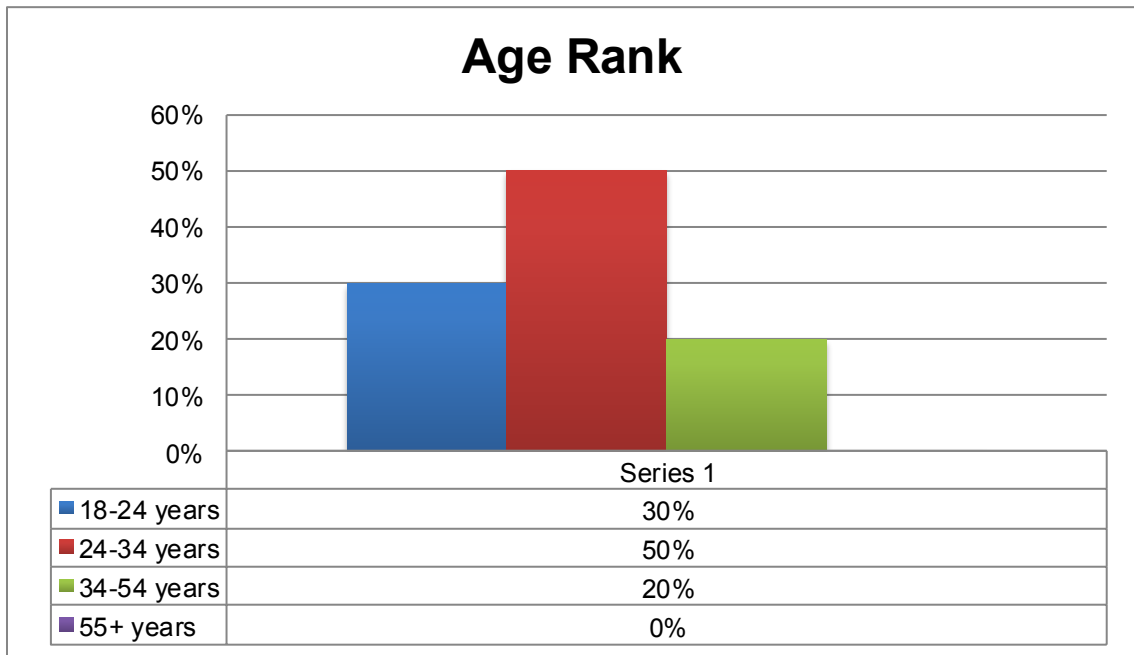
Table 2 Genders

1. Options	2. Frequency	3. Percentage
4. Male	5. 15	6. 30%
7. Female	8. 35	9. 70%
10. Total	11. 50	12. 100%

Source: own source; date 2016

Table 2 illustrates gender of the employees, which were interviewed from the “Hilton” hotel.

Table 3 Age of respondents in percentage



Source: own results; date 2016

Table 3 represents the respondents age rank in percentage, where 18-24 years are 30 % representing 15 person, 24-34 years 50 % representing 25 person, 34-54 years are 20% representing 10 person and 55+ years zero percent of the respondents. As we can see the majority of employees are the age of 24-34 years.

Table 4 Opinions from the employees from the “Hilton” hotel in Prague

Options:	Strongly Agree	Agree	Neither agree nor disagree	Strongly Disagree	Disagree
I am satisfied with my overall compensation	23	12	8	3	4
My coworkers and I have a good working relationship.	34	11	0	0	5
I feel completely involved in my work	27	17	0	0	6

The salary increments given to employees who do their jobs very well motivates them.	42	8	0	0	0
Financial incentives motivates me more than non financial incentives.	32	8	5	0	5
I am satisfied with the lunch break, rest breaks and leaves given in the organization.	24	11	9	0	6

Source: own results; date 2016

Table 4 represents the opinions of the employees from the Hilton hotel, which is located in Prague, these numbers represents the exact numbers of the respondents. The questions were asked to the employees about how satisfied do they are with their working environment, what motivates them the most and are they involved in their jobs.

The percentage from these numbers will be available in table 4.1.6

Table 5 percentage of the opinions from the employees from the “Hilton” hotel in Prague

Options:	Strongly Agree	Agree	Neither agree nor disagree	Strongly Disagree	Disagree
I am satisfied with my overall compensation	46%	24%	16%	6%	8%
My coworkers and I have a good working relationship.	68%	22%	0%	0%	10%
I feel completely involved in my work	54%	34%	0%	0%	12%

The salary increments given to employees who do their jobs very well motivates them.	84%	16%	0%	0%	0%
Financial incentives motivates me more than non financial incentives.	64%	16%	10%	0%	10%
I am satisfied with the lunch break, rest breaks and leaves given in the organization.	48%	22%	18%	0%	12%

Source: own results; 2016

Table 5 illustrates the opinion from the employees from the “Hilton” hotel in Prague, how are they satisfied with their lunch breaks, financial incentives and etc.

Source: own results; date 2016

Table 6 Job satisfaction level from the employees, "Hilton" hotel

Options	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Wages	3	4	8	12	23
Employee benefits	0	0	7	10	33
bonuses	0	4	10	26	10
Amount of work	10	14	15	11	0
Working hours	8	10	13	15	4
Working environment	0	0	7	27	16

Opportunities to progress	0	0	12	28	10
Communication with colleagues	3	0	15	23	9
Overall job satisfaction	0	0	9	26	15

Table 6 illustrates the data from the employees in “Hilton” hotel, in these table 6 and 7 is give the number and the percentage from the respondents, how satisfied are they from their wages, benefits, bonuses, working hours, amount of work, and etc.

Table 7 percentage of the job satisfaction level from the employees, "Hilton" hotel

Options	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Wages	6%	8%	16%	24%	46%
Employee benefits	0%	0%	14%	20%	66%
Bonuses	0%	8%	20%	52%	20%
Amount of work	20%	28%	30%	22%	0%
Working hours	16%	20%	26%	30%	8%
Working environment	0%	0%	14%	54%	32%
Opportunities to progress	0%	0%	24%	56%	20%
Communication with colleagues	6%	0%	30%	46%	18%
Overall job satisfaction	0%	0%	18%	52%	30%

Source: own results; date 2016

4.2 Primary data from the research: Hotel “Marriot” Georgia

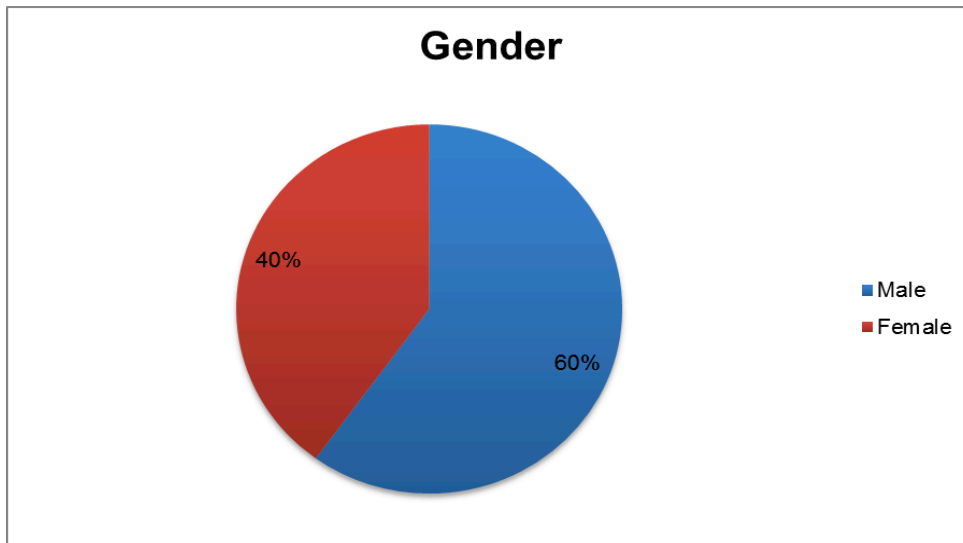
Table 8 Number of questionnaires from the "Marriot" hotel in Georgia

Number of questionnaire was sent	Number of questionnaire returned	Percentage of questionnaire returned
100	80	80%

Source: Own results; date 2016

Table 8 gives us information about the numbers of people who received the questionnaires and the numbers and percentage from the returned and answered questionnaires.

Table 9 Genders in percentage



Source: own source; date 2016

Table 9 illustrates that, workers from “Marriot” hotel 40% of persons are female and 60%of persons are male.

Table 10 Genders



Source: own result; 2016

The chart 10 illustrates the exact number of female and male respondents

Table 11 Ages

Options	Frequency	Percentage
18-24 Years	17	21%
24-34 Years	42	53%
34-54 Years	21	26%
55+ Years	0	0%
Total	80	100%

Source: own results; date 2016

Table 11 represents the respondents age rank, where 18-24 years are 17 person representing 21%, when 24-34 years are 42 persons representing 53%, 34-54 years are 21 persons representing 26% and 55+ years zero percent of the respondents.

Table 12 Opinions from the employees from the “Marrio” hotel in Georgia

Options:	Strongly Agree	Agree	Neither agree nor disagree	Strongly Disagree	Disagree
I am satisfied with my overall compensation	39	14	5	15	7
My coworkers and I have a good working relationship.	21	26	2	19	12
I feel completely involved in my work	13	18	1	31	17
The salary increments given to employees who do their jobs very well motivates them.	24	9	0	39	8

Financial incentives motivates me more than non financial incentives.	49	22	2	0	7
I am satisfied with the lunch break, rest breaks and leaves given in the organization.	12	7	7	32	22

Source: own results; date 2016

Table 12 represents the opinions of the employees from the “Marriot”, which is located in Georgia, these numbers represents the exact numbers of the respondents, the percentage from these numbers will be available in table 4.2.6

Table 13 Percentage of the opinions from the employees from the “Marriot” hotel in Georgia in percentage

Options:	Strongly Agree	Agree	Neither agree nor disagree	Strongly Disagree	Disagree
I am satisfied with my overall compensation	49%	17%	6%	19%	9%
My coworkers and I have a good working relationship.	26%	32%	3%	24%	15%
I feel completely involved in my work	16%	22%	1%	39%	22%
The salary increments given to employees who do their jobs very well motivates them.	30%	11%	0%	49%	10%
Financial incentives motivates me more than	61%	27%	3%	0%	9%

non financial incentives.					
I am satisfied with the lunch break, rest breaks and leaves given in the organization.	15%	9%	9%	40%	27%

Source: own results; date 2016

Table 13 illustrates the level of satisfaction from the employees of the “Marriot” hotel, how do they like their financial increments and salary.

Table 14 Satisfaction level of the employees, "Marriot" hotel, Georgia

Options	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Wages	11	17	4	27	22
Employee benefits	8	24	9	17	22
Bonuses	4	16	5	32	23
Amount of work	21	25	10	18	6
Working hours	28	13	11	19	9
Working environment	8	17	9	28	18
Opportunities to progress	14	21	13	19	13
Communication with colleagues	7	9	16	37	11

Overall job satisfaction	17	26	6	19	12
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Source: own results; date 2016

Table 14 represents the data from the interviews in hotel “Marriot” and is represents the opinions of the employees working there, how and why are they satisfied,

Table 15 Percentage of the satisfaction level of the employees, "Marriot" hotel, Georgia

Options	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Wages	14%	21%	5%	34%	27%
Employee benefits	10%	30%	11%	22%	27%
bonuses	5%	20%	6%	40%	29%
Amount of work	26%	31%	13%	22%	8%
Working hours	16%	20%	26%	30%	8%
Working environment	10%	21%	11%	35%	23%
Opportunities to progress	17%	26%	17%	24%	16%
Communication with colleagues	9%	11%	20%	46%	14%
Overall job satisfaction	21%	32%	8%	24%	15%

Source: own results; date 2016

Table 15 represents the data from the table 14 in percentage.

4.3 Results from the interview: Hotel “Hilton” Prague

When it comes to Hilton, what most of the people think is “Standard of quality, comfort, and luxury.” It was what I was looking for from the employees of the hotel too. I was looking forward to meeting people, who would be interested in helping me. I can say that this research has been exciting and also challenging for me. During the time I have understood and also learned a lot about the way a well-known Hotel as Hilton, functions. However, after this great name as Hilton also comes a great history that I have to say, “Never trust the cover.”

The reason I chose this hotel from all the other businesses run in Prague, is the reputation that the company has all over the world, together with many awards taken through years. As part of the world leading hotels, I was surprised that they have accepted me and did not hesitate to answer some of my questions related to their management style.

After some research regarding the efficiency and effectiveness of the Hotel, I had noticed that Hilton had always been a smart choice, since 1925 when Conrad N. Hilton opened the first Hilton Hotel in Texas. To reach its goals the company has always used different ideas and for that, I had to go back to history to found out how this name was spread everywhere. One of the best examples of reaching both efficiency and effectiveness dated back to 1925, in the first Hilton in Dallas. At that time no air conditioning was invented, so they came up with the idea that the laundry and aircraft would be placed at the west sides so the guest would not face the western sun. This hotel stood and also stood for “Hospitality, Integrity, Leadership, Teamwork, and Ownership”. (The History of Hilton Hotels and Resorts, 2013.)

My work was concentrated and consisted of talking to as many people as I could, gathering a lot of information on different websites, observing the employees’ relations, looking for rewards and also flaws, understanding their management style, their main goals and their way to reach them, and the last but not the least having the pleasure to be there. During this project, I experienced very different situations since I went in both Hiltons situated in Prague.

Among many rewards that they have taken I will mention some of them, which I was able to see at the hotel hall. Hilton hotel in Prague won the award of the “Best business Hotel in Eastern Europe” in 2013. This prestigious prize was given to Hilton for the fourth

time consecutively. The prize is a result of the poll's readers of the Business Traveler Magazine. Along with this prize, the same was won in 2014.

One another award was "The Czech Republic's Leading Business Hotel". This award was taken away from Hilton due to some other nominations such as:

- Four Seasons Hotel Prague
- Hotel Le Palais Prague
- Intercontinental Prague
- Prague Marriot Hotel

Travel agents from all over the world voted for Hilton hotel, for the second time consecutively. It is really important to underline the fact that the "WORLD TRAVEL AWARDS" is considered to be the main key of global institutions, by recognizing the outstanding experiences of much travel consumers for more than 20 years.

As I have laid out, Hilton also won the award of "The best Hotel in the Czech Republic" and lately Hilton Prague, took the excellence certificate by the Trip Advisor, which every year more, spreads its customer experiences and comments on different hotels.

Through years of hard work Hilton made it had the prestigious name and turned out to be on the top lists everywhere, by spreading the privilege any customer could have to be there.

I also noticed that all the four functions of managers were put into practice.

- They had a Plan, so they set different goals for different employees.
- They were able to Organize in the very best way to reach those goals.
- Further, in this paper, you will find that they motivate employees to do a better job, so they had the Leading part included
- Moreover, after all, they were able to Control each step of the work done, to figure out how successful or not they were.

After all these superlative words there is always a But when manager or assistant manager provides you with their business cards; that means that you are allowed to call them during their working hours, for any appointment or problem you might have. Do not do that in Prague in return you will get a large message telling that you are disturbing them even though it is their job to answer for what you look for.

As I have already mentioned, I have visited two headquarters of the Hilton Hotel in Prague. I was able to talk with the five receptionists and with the front desk manager for the interview and ask them several questions. The answers of the interviews made it clear that Hilton does not use only one management theory, but the combination of them.

From the manager's answers, it was clear that they use Intrinsic motivation theory because managers motivate their employees if they perform well. For the motivation in Hilton, there is an employee of the month and an employee of the year. The assistant of the front desk manager, Mr. Christopher Pustchmann, said that the marginal salary of the employ also increases if they are upselling a room and/or breakfast. The workers of Hilton often get some presents from the company.

The interaction between employees and manager are everyday face-to-face conversations. Personally, managers try to be friendly to motivate their employees. In Hilton, they even have the "first name" policy, which tells much about their corporate culture. They seem to be very close to each other. They also have team building exercises that are going out together for a drink and get to know each other better outside the working environment. It helps the employees to relax. They become closer and at work communicate better together. It is essential for the successful management because teamwork is encouraged at Hilton.

The hotel also uses Management-Science theory to improve its' management system. For example, there is an internal tracking system, which is filled out by the guests of the Hilton hotel. They use a quantitative technique, which is rating services provided by the hotel from 1 to 10 points. The data then is collected and processed and the manager's get information about the guest satisfaction, which is directly connected with their employee's performance.

All the employees have the opportunity for further trainings. Firstly, there is a "welcome day" at Hilton, where employees learn all the important and basic stuff about the company and what they have to do. Later managers meet with their employees, they make sure and control that employees are trained and have all the necessary information.

The employees of Hilton also are motivated by some benefits that the employees of other companies do not have. There are special programs of travelling discounts, in case the worker at Hilton decides to travel. They also have the unique opportunity to transfer to other Hilton hotels and work in other countries, because Hilton hotels are all over the

globe. This gives the workers an ability to have different experiences around the world, meet different cultures and improve their working skills. Moreover, of course, employees at Hilton have benefits as health insurance and free food in the canteen.

In case, there is a problem, and two departments do not communicate well together, the managers of these departments sit together, talk and figure out an action plan to deal with a problem.

It is not surprising that Hilton Hotel had won the “Happiest Employee’s” award, because when I observed how the system works, it seems that mostly Hilton is using the Behavioral Management theory. The managers do whatever is in their strength to motivate and encourage their employees. It was amazing and very interesting when during the interview I discovered that once in a year, there are “special weeks” for each department. The special thing about this week is that for example, this year there was a “housekeeping week” and every employee from every department was involved in housekeeping. For example, employees from the finance department were cleaning up the rooms and changing beds. Such kind of policies are the reasons why during the interviews receptionists said that there is a pleasant, friendly and funny atmosphere at the workplace.

Based on the interviews I had with some of the employers at ‘Hilton’ I identified the implementation of Theory Y, which is one of the main factors that is represented by the management style for a certain company. This theory assumes that the employers are not lazy towards accomplishing their work goals, and the job itself will determine if it is the suitable position for them meaning if the employer actually prefers the job or not. When I talked to one of the supervisors named Mr. Cipa, he confirmed to me that employers are consistently and highly motivated therefore it is not necessary for them to be supervised. One of the methods used to motivate employees is through organizing different meetings and events, monthly, yearly, or when the New Year starts where all the team members can participate.

Employers also receive different awards besides the employee of the month, and there is the “spirit award” that is immediately reflected in their stimulation towards working better and efficiently. We can also mention in here that the theory it is very well applicable to this company because of the fact that has won an award as having “the happiest employees in the Hotel Industry in the whole world.” When I interviewed assistant, which is a lower level employee named Mr. Puschmann, he also supported this argument

concretely by claiming that “I’m passion about working in here, and there is a really positive spirit of teamwork functioning in a collaborative and constructive way”.

Even though they claim that they are happy because of these reasons and of being self-initiating to work I presume another influence for their effective performance is because of their bonuses and rewards.

With regards to administrative management theory, I have listed some of the most important principles from the “Fayol’s 14 Principles”, that are properly applied to this company.

4.3.1 Division of labor

So this principle has to do with separating the process of work in specialized tasks for each employee of the company. It is arranged for employers to be more effective in accomplishing their work objectives. This method of operating is applied at Hilton’s because if each employer undertakes certain assignment it leads to higher efficiency at work in the end. Some of the job specialization that is assigned in this company are the operations manager, revenue managers, human resource, finance and legal department respective, marketers, or in other services such as engineers or architects.

4.3.2 Line of authority

Every company has a certain chain of command where every employee is responsible for its tasks. From top to the bottom there are clear objectives, required by supervisors from each department. So every employer needs to be aware of his or her responsibilities and duties. When I interviewed a manager at Hilton’s, he said that, regarding the corporate culture, in general, it is a very “open-minded and constant communication.” If something needs to be addressed, it will be right away, and at the same time, it will be supported by a constructive feedback. The line of Authority is encountered in a flexible way at Hilton, and on a regular basis, the employers are communicated different requirement and tasks.

4.3.3 Unity of Command

Unity of command is principal in the management strategy applied nowadays in the majority of the companies throughout the world. At Hilton employers usually receive orders and report to only one supervisor, who is the head of their department. These functions as a chain reaction, step by step: the receptionist is reporting to their shift leader, the shift leader to the manager, then to the main manager, etc. According to (hiltonworldwide.com), at Hilton Conrad in U.S.A Kathryn Beiser and Joe Berger, which are executive vice president at Hiltons, report to their CEO, which is Christopher J. Nassetta.

4.3.4 Esprit de Corps

This principle is defined otherwise as "brotherhood" in a sense that relates to the enthusiasm and dedication that workers demonstrate at work. The common team spirit that is shared among workers in a company leads to higher efficiency at work. As reported by the interviews I had with some employers at Hilton I came to a conclusion that this principle operates in the right way.

Furthermore, in concrete cases where two departments do not work properly with each other, the departments heads sit together, to figure out what happened and according to this, they find an appropriate action plan that is needed to solve the problem and improve the interactions in the future. They also find a way to encourage the spirit of the cooperation among colleagues through organizing outdoors, dinners or sports events

4.4 Results from the interview: Hotel "Marriot" Georgia

After the quantitative research, I decided to make the qualitative research too about the both hotels. As It was already discussed the results from the Hilton hotel in Prague, now It is time to talk about the Marriot hotel in Georgia. As this thesis is based on the comparative research, I would I like to discuss all the important details, which drew my attention.

Again when it comes to Marriot, what most of the people think is Standard of quality, comfort, and luxury, the same what people think about Hilton. That was what I was looking for to find two international and luxuries hotels to compare their management style and the motivation of their employees. I was looking for people, who would be interested in helping me and it was not difficult unlike from the Hilton hotel.

The reason I chose this hotel from all the other hotels in Georgia, is definitely the reputation that the company has. It attracts many foreigners visiting Georgia, which specify its international name among other hotels

After some research regarding the efficiency and effectiveness of the Hotel, I had found out that, the history begins since 1927 when John Williard Marriot with his wife opened a root beer restaurant. To reach its goals the company was based on his beliefs in treating people fairly, working hard, paying close attention to details and giving customers what they wanted.

My work was concentrated and consisted on gathering as much information as I could for my research. Also, the data was collected and observed from the different websites and internet articles about the Hotel Marriot.

Among many rewards that they have taken I will mention some of them, which were the most interesting for me. (Marriot, online; 2016)

- Listed on the New York Stock Exchange
- \$14 billion in annual revenue in 2015
- More than 4,400 locations in 87 countries and territories worldwide
- The company added nearly 52,000 rooms during 2015

Through the paper, I covered everything I found interesting and important about this hotel, but for this diploma thesis, I am focusing on the branch in Georgia and about their management style. Motivation is the important a factor of management, as all individuals who type a part of a team must be rewarded in some way or one other for their efforts. Maslow's hierarchy of needs plays a critical phase in one's efficiency at work. It states that for a man or woman to reside a gratifying existence there need to be the indispensable foundations in place. For the Marriot hotel in Georgia after talking to their manager and asking questions about their employees and their level of motivation, the answers were that is important for her as a manager to listen to their staff and to solve their

problems. As she explained, it is very important for her to meet their needs and communicate with them.

Marriott also believes that there is no other method of motivation for employees rather than receiving earnings on the end of the month. Employees must believe as if they are valued for their contributions to the agency's success.

After hearing these results from the manager and then observing the results from the employees, I noticed that the results from the Hilton employees were almost perfect, the personal working in Hilton hotel were satisfied from their work unlike from the Marriot Hotel in Georgia, that is why I decided to ask the questions about their working atmosphere.

The question which I asked the employees about how the managers motivate their staff, the answer was sketchy. The sales executive Ms. Natia Nanobashvili told me that when they are making their work successful, they get bonuses, but it does not happen often, it happens maybe once a year, because it is impossible for them to have some reward for every job, which they are making excellent, they just get Verbal encouragement from their managers.

After this interview, I also discovered that people in Georgia are working more than they have to. So the next question was what kind of rewards they get if they work extra for their company and answer was unexpected because they do not get any rewards for that, they just know that they have to do their job and do it successful if they want to keep their position at work.

Unlike from the Hilton hotel, they also don't have any team buildings or entertaining programs for the employees. They just have trainings once a year, which is essential for their professional growth. They also don't get any presents from the hotel or vouchers; there are not any programs for traveling for the successful employees again unlike from the Hilton hotel. It was also strange for me because as I already mentioned Marriot is an international hotel industry and has 4,400 branches around the world, but they are not making any good offers for their staff.

4.5 Analysing of findings from the quantitative research

The main goal of this study was to identify the current employee's motivation levels in two hotels. One hotel is located in Prague "Hilton" and one hotel is located in Georgia "Marriot". As I already mentioned they are two different countries with different organizational culture, economic factors, behaviour, but the hotels, which was chosen are the international and at the same time high standard of quality hotels.

The population of this research were the employees of these two hotels, who filled the questionnaires, 50 people from the "Hilton" hotel and 80 people from the "Marriot" hotel. The questionnaire was designed according to the theories, which were used in the theoretical part in order to collect the information about their motivational level.

From the analysis we can see that the motivational level in "Hilton" hotel is higher than in "Marriot", from the table 5 we can see that 46 % from the Hilton hotel employee are satisfied with their overall compensations, when in the table 13 we can see that 49 % of the "Marriot" hotel strongly agree, that they are satisfied with their salaries. This was not very exciting for me because the economic development in Georgia is very low, and the hotel "Marriot" has high salaries for the Georgian standards of living and of course people are satisfied with their compensations. But we cannot say that the people working in "Hilton" hotel are not satisfied with their salaries because only 8% from the respondents answered that, they strongly disagree with their compensation. However, as it already was mentioned above in the practical part of the Hilton analysis, we can again make the conclusion from this research question, that money or financial incentive are the highest motivation for the people in 21st century.

As it was already mentioned in theoretical part working atmosphere is very important for the motivating person that is why the next question was asked about the colleagues and about their relationship in the work. The differences between the results were really high because the employees from the "Hilton" hotel representing 68% strongly agree that, they have good relationship with the co-workers unlike from the "Marriot" hotel, where only 26% agrees that they have friendly relationships with the working personnel. (Table 5, table 13)

The next question was about how they are involved in their work, in my opinion it means how they are satisfied with their job and how they are motivated, and maybe question was tricky for the respondents, but the results again were extremely different,

because 54% from the “Hilton” employees said that they are involved in their jobs, when only 16% from the “Marriot” hotel said the same. (table 5; table 13;)

Going back again to salary and salary increments, I would like to say that it is extremely important for the employees motivational level. The results again are very different and it was actually strange for me, because the main factor for the motivating person after their natural needs, as it was mentioned in Herzberg and Maslow’s theory, next is financial increments. The 84 % from the “Hilton” hotel answered that they strongly agree to this idea, when only 30 % from the “Marriot” hotel said the same, but the strange thing was that the next question which is again about money, the results were almost the same both hotel’s employees answered that financial incentives motivates them more than non-financial incentives. The 64 % from the Hilton and 61% from the Marriott the results are almost the same unlike the previous question. (Table 5; table 13)

The next question was about the satisfaction level about the lunch break, rest break in the organization, here 48 % from the “Hilton” hotel answered that they are very satisfied and only 15% from the “Marriot” hotel answered that strongly agree with this idea, I want to add that even more 40% from Georgian personnel answered that they strongly disagree with the company’s rules about their breaks, when 0% from the “Hilton” hotel said the same. (Table5; table 13;)

From these questions we can see that the difference between these two hotel’s employees motivational levels and the standards are different, that is why were asked the next questions, which are more detailed.

If we look (the table 7) and (table 15) we can see the questions, which are asked to the both hotel’s employees again and they are more detailed, because it will help us to identify the problem of the dissatisfaction level from the “Marriot” hotel’s employees.

The first question was again about the financial part, but now it was focusing only about the wages. Here we can see that from the “Hilton” hotel respondents answered these questions are only 6% very dissatisfied, when 14% from the “Marriot” hotel employees said the same and I want to add that It is twice more number than in hotel “Hilton”.

The next question was about the employee benefits, which means how comfortable they feel in the work they are now, or in the positions, which they have and if they have any benefits from their work, if they are satisfied and feel that they have some advantages from working there. The results were 0% from the “Hilton” hotel, which is amazing and

almost impossible for the organizations and of course I was very surprised when see amount from the results, when the 10% from the “Marriot” hotel said that they are strongly dissatisfied with their working benefits. It was not very high numbers and the different between these two hotels were not high, but again the result from the employees form the Hilton hotel was amazing. (Table 7; table 15)

The next question was about the amount of work, which means, how difficult is for them to work there and it worth for them to work there, the results from the “Hilton” were 20% of the employees are dissatisfied and from the “Marriot” hotel only 26 % are very dissatisfied, this demonstrates that the respondents working in both hotels are hardworking and the hotels are not giving them the big amount of work, which would be impossible for them to perform. (Table 7; table 15)

The next question was again the working hours, but at this time the question was exactly about the working hours, not about the breaks or lunch breaks. The results were that 16% from the “Hilton” hotel are very dissatisfied from the working hours in their jobs and the same percentage was from the “Marriot” hotel, 16 % said that they are very dissatisfied with their working hours. The results were expected, of course, there is always a wish to work less from the employees. (Table 7; table 15)

The next question was about the working environment in their works and here again Hilton was leader because their employees negative answer was 0%, when from the “Marriot” hotel 17%, which is very high for this kind of question said that they are very dissatisfied with their working environment.

The last question from this quantitative research was about the overall jobs satisfaction, which would show us every single element united together and their level of satisfaction from their jobs. The results from the “Hilton” hotel were that again 0% was very dissatisfied, when 21% form the “Marriot” hotel were very dissatisfied. This question again showed us the big difference between these two hotel staff and motivational level.

4.6 Analysing and comparing the results from interviews from the both hotels

According to the both researches, which were made for this diploma thesis, I can say that the motivational level and the management style is much higher to the “Hilton” hotel than to the “Marriot” hotel. From the chapter 4.4 which is according to the interviews to

the respondents to the “Marriot” hotel in Georgia, we can clearly see that the employees are not motivated unlike from the “Hilton” hotel.

When interviewing the employees from the “Hilton” hotel, they were happy and satisfied, when they were talking about their job. They had the stories from the hotel, which were motivating for them, they also were sure that will have some career grow if they do their job excellent, because the “Hilton” hotel’s system gives to everyone the opportunity to make their position higher and earn more. The managers who have the high position now, they started from the lower position for example from the front-desk manager. The employees of this hotel also have many possibilities to travel and in general they are enjoying their work and like their working environment. It is very important factors for the motivating level for the employees, that they are happy when going to work.

From the results about the “Hilton” I cannot say anything just positive unlike from the “Marriot” hotel, which employees tried to show that they are satisfied with their job, but when answering some questions they could not hide their complains. As I already mentioned I talked to the sales executive manager Ms Natia Nanobashvili and three employees for this interview and even the manager said that, they have no possibility to grow. She told me that she was working already 5 years for this hotel, but she is in the same position, because they don’t have the same system as the “Hilton” hotel has. After talking to the employees, I also had no positive comments about their working atmosphere and motivational level again unlike from the “Hilton” hotel. They don’t have any teambuilding or the friendly atmosphere, they just go to work, try to do their jobs and going back at home. They don’t have any presents or incentives from their supervisors and managers; they even don’t have any bonuses for working extra time or doing their job excellent again unlike from the “Hilton” hotel.

Comparing all these results and facts, I conclude that the motivational level of the employees is very important, because they influence straight to the customers to the hotel. The problem, which the “Marriot” hotel has is not only their employee’s dissatisfaction, but the problem is that their managements or supervisors didn’t analyse that the employees are the main attributed for their business. As it was already mentioned in the theoretical part, if they are not satisfied they can directly influence the customer’s satisfaction level, which is significant for the hotel industry.

5 Recommendation

Motivating hotel staff not only improves a job achievement but also reduces the costs associated with finding and training new workers. The stress that the hotel workers are facing each day can be tiring. It is important today more than ever to motivate employees keep their spirits up and give incentive to them to continue to work. Inspiring staff needs time, energy and flexibility.

For the hotel and not only for hotel employees will be more suitable to shine in their jobs and stay with the organization if they feel they have a chance to move up the stairs. If the manager gives the clear intentions and explains to the employees that they can increase their salaries and move to better places, it will motivate the staff.

Using guest cards are very efficient, and I recommend to the "Marriot" hotel to use this tactic as the "Hilton" hotel does because Guest cards allow to the managers to see which of the departments and employees are performing properly or unsuccessfully. By giving hotel guests survey cards before they check out and asking them to comment on specific departments and workers, gives the great possibility to the managers to see the realistic situation in their organization. Than Paying bonuses to the staff based on the number of naming, a department or employee receives give them a great incentive to do their jobs competently.

If the managers want to be an inspiration to their staff, they must be an example of what they want from other people and of course communication is a fundamental tool for building a motivated society. People need to know how they make changes and achieve success for the company they work. Workers also must feel that their viewpoints and ideas are valued. Believe in people's skills and let them do their jobs will allow them a right of independence that is suitable for their role, and motivation.

As I already mentioned when talking about the "Hilton" hotel in Prague they have some benefits for their workers, such as a day off for birthdays, some gift voucher schemes; some spa offers or traveling possibilities. As I already mentioned, "Hilton" is offering to their employees to travel in different countries and proposing to work in other branches of the hotel. All this is also very essential for the motivation level of the workers and their satisfaction.

Talking to the staff regularly is also the very important tool for motivating them, asking them about their needs and set up a way of regular assessments and be magnificent

for the company. It is also significant how the manager acts during the work and how the managers are trying to show to their employees, that they are attempting to do a productive job for their common goals. Representatives also need to see that the manager is also labouring for the company.

One of the best ways to keep the hotel workers motivated is to make them feel that their efforts will drive their jobs forward, and they will have great opportunities to grow in a career.

During the regular working day they can talk to them about their career way and what's the basic for them, what it would take for them to get developed, and how they can benefit financially, individually and professionally if they wait and work laboriously in the hotel.

If the employees, feel themselves motivated and trying to deliver goods, services, and work performance it is excellent for the company, and it is extremely valuable to appreciate and give them incentives those who are performing properly to keep them motivated and to encourage those who are not doing so well to move up. Celebrating success and notable accomplishments, or just saying thank you gives the managers possibilities to impress their appreciation within the employees. For many people, honest praise is more meaningful than financial rewards.

If they are doing their jobs adequately the managers can show their admiration to the worthy hotel staff in many ways, such as a day off, spa gift card, take them out for lunch/meal or even say them compliments and positive feedback. It is also important that through incentives, managers are showing the fundamental competitiveness of their employees to get these incentives. The competition among the personnel is unusual and enjoyable for them too, but the managers need to make sure that the game remains healthy. It's not only necessary for employees to like their work to be motivated, but they also have to like the communication with people they are working with. So it is important that the managers promote teamwork and a culture of mutual work and entertainment as "Hilton" hotel does.

The managers can organize regular team building gatherings where the employees and the manager can have fun and feel more connected to each other. Teamwork is very powerful among the hotel employees if the managers want them to come to their jobs every day with renewed enthusiasm.

5.1 Conclusion

Generally speaking, Higher motivation is responsible for improved productivity. However, it is globally accepted that motivated employees generate higher value, productivity and leads to success of the organization. Motivation contributes to strengthening the working efficiency of workers and can lead the company in a successful cycle and especially in a hotel industry, because the employees are the most important part of the hotel. They can influence on a customer's satisfaction level, because the staff of the hotel is straightly communicating with the guest of the hotel. If the employees, feel themselves motivated they are trying to deliver goods, services in an excellent way. So we can fairly say that the staff of the hotel and their level of motivation is crucial for the company.

The aim of this diploma thesis was to identify the level of satisfaction from their works in two different hotels and also to suggest to improve the employees motivational level in „Marriot“ hotel in Georgia. As already mentioned above in this study the employee motivation is a critical and efficient factor for the success of the company. The results of this study were obvious by the answers from the respondents, the motivational level was more higher for the „Hilton“ hotel employees than for the „Marriot“ hotel employees.

There is not any specific way for motivating employees because personalities are different from each other according to their characters, beliefs, etc., but therefore, there are some ways to motivate them. As it was mentioned in the above in the theoretical part, there are many theories of motivation written by different authors. I will consider the basic one, which is the Maslow theory of needs, according to this and many other authors both the financial and non-financial motivations are important. Not only salary or tips are relevant but also training and giving competencies are powerful and valuable as well, but of course, Financial rewards are more important for most of the people.

According to this research, the salary was the first motivational factors of concern to employees, because both hotel's employees answered that financial incentives motivate them more than non-financial incentives. The 64 % from the Hilton and 61% from the

Marriott. The second factor was about the satisfaction level of the lunch break, rest break in the hotel, where 48 % of the “Hilton” hotel answered that they are very satisfied, and only 15% from the “Marriot” hotel responded that strongly agree with this idea. Moreover, 40% of Georgian personnel answered that they strongly disagree with the company’s rules about their breaks. (Table 5; Table 13;)

So according to those judgments, it can be said that physical and factor is the major motivators for the employees and the managers of the hotels should foresee this, because as I already mentioned motivating hotel staff improves a job performance.

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7 Appendix

Questionnaire for the “Hilton” and “Marriot” hotel employees.

1. What is your gender

Male

Female

2. What is your age?

18-24 Years

24-34 Years

34-54 Years

55+ Years

3. How satisfied are you with the following?

	Strongly Agree	Agree	Neither agree nor disagree	Strongly diasgree	Disagree
I am satisfied with my overall compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree
My coworkers and I have a good working relationship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel completely involved in my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The salary increments given to employees who do their jobs very well motivates them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial incentives motivates me more than non financial incentives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the lunch break, rest breaks and leaves given in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How satisfied are you with the following?

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Wages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working Hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to Progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Communication with Colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Job Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.1 Appendix

Questionnaire for the “Hilton” and “Marriot” hotel managers.

- A. How do managers motivate their employees?
- B. What kind of reward/bonuses do you get when you work extra, not in working hours?
- C. How do managers evaluate their employees’ performance?
- D. How are employees trained? Do they have opportunity for further trainings?
- E. How do employees get promoted?
- F. How do managers communicate with employee?

G. Do employees meet outside of work?

H. What kind of special programs do you offer employees?

I. What happens when two departments don't communicate well together?

J. Do you have team building exercises? Could you describe some of them in detail?

K. Does everyone in the company know the company goals? How?