

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Psychology**



**Master's Thesis**

**Work motivation**

**Smirnov Iaroslav**

**© 2022 CZU Prague**



# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

## DIPLOMA THESIS ASSIGNMENT

Iaroslav Smirnov

Economics and Management  
European Agrarian Diplomacy

Thesis title

Work motivation

---

### Objectives of thesis

The purpose of the work is to highlight, systematize and highlight the most important aspects in improving the organization's motivation system to increase its effectiveness on the example of hotel "Galaxie" (part of Global Inview s.r.o.)

During this, the following tasks were set:

- get acquainted with the features of the system of motivation of the organization's personnel in a modern organization and the main theories of motivation;
- consider staff motivation as a factor in increasing the competitiveness of the organization;
- study the organization of the personnel motivation system in hotel "Galaxie";
- analyse the effectiveness of the existing motivation system in hotel "Galaxie", identify its shortcomings;
- develop measures to improve the personnel motivation system in hotel "Galaxie" to increase its competitiveness.

### Methodology

When writing, the following methods will be used: questioning; study, and analysis of scientific and modern literature; study and generalization of practice; comparison.

**The proposed extent of the thesis**

30 – 40 stran

**Keywords**

motivation, stimulation, employees, labor, management, material, non-material, model, self-motivation, evaluation, questioning

---

**Recommended information sources**

ARMSTRONG, M. – TAYLOR, S. – ŠIKÝŘ, M. Řízení lidských zdrojů : moderní pojetí a postupy : 13. vydání. Praha: Grada Publishing, 2015. ISBN 978-80-247-5258-7.

BĚLOHLÁVEK, F. Jak vést a motivovat lidi. Brno: Computer Press, 2008. ISBN 978-80-251-2235-8.

PINDER, C C. Work motivation in organizational behavior. New York, NY: Psychology Press, 2008. ISBN 9780805856040.

URBAN, J. Motivace a odměňování pracovníků : co musíte vědět, abyste ze svých spolupracovníků dostali to nejlepší. Praha: Grada, 2017. ISBN 978-80-271-0227-3.

---

**Expected date of thesis defence**

2021/22 SS – FEM

**The Diploma Thesis Supervisor**

PhDr. Pavla Rymešová, Ph.D.

**Supervising department**

Department of Psychology

**Advisor of thesis**

PhDr. Daniel Heller

Electronic approval: 9. 3. 2022

PhDr. Pavla Rymešová, Ph.D.

Head of department

Electronic approval: 14. 3. 2022

doc. Ing. Tomáš Šubrt, Ph.D.

Dean

Prague on 30. 03. 2022

---

## **Declaration**

I declare that I have worked on my master's thesis titled "Work motivation" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on 11.03.2022

---

### **Acknowledgement**

I would like to thank PhDr. Pavla Rymešová, PhD., consultant: PhDr. Daniel Heller for consultations, advice, comments, expert guidance in the processing of this work. I would also like to thank the hotel “Galaxie” office for the willingness and documents provided to prepare this work.

# Work motivation

## Abstract

The thesis is devoted to the labour activity and motivation of the employees of the “Galaxie” hotel, which is part of “Global Inview s.r.o.” and examines the activities of the company over the past twenty years since the renovation of the hotel chain to modern standards. The work is divided into two parts: theoretical and practical. In the theoretical part, the essence and problems of personnel motivation used in companies are considered. The practical part describes the characteristics of the hotel, the organizational structure of the company. Based on the questioning, an analysis of the motivation system used in the hotel is carried out, as well as measures and recommendations for improving and motivating staff. Examining the long-term experience of the company, the structure of line management, the applied material and non-material incentives, the stability and return in the work of employees, their loyalty and disapproval of the company's policy are considered. An eight percent increase in sales of the restaurant, which is part of the hotel structure, is noted as a result of timely and high-quality staff training. An assessment and forecasts of the future of the company with existing employees are given, where rather positive data are established, in which 60% of the staff would like to stay at the hotel to continue working or move up the career ladder.

**Keywords:** motivation, stimulation, employees, labor, management, material, non-material, model, self-motivation, evaluation, questioning

# Pracovní motivace

## Abstrakt

Diplomová práce je věnována pracovní činnosti a motivaci zaměstnanců hotelu „Galaxie“, který je součástí „Global Inview s.r.o.“ a zkoumá činnost společnosti za posledních dvacet let od renovace hotelového řetězce na moderní standardy. Práce je rozdělena do dvou částí: teoretické a praktické. V teoretické části je zvažována podstata a problémy personální motivace používané ve firmách. V praktické části je popsána charakteristika hotelu, organizační struktura společnosti. Na základě dotazování je provedena analýza motivačního systému používaného v hotelu a opatření a doporučení pro zlepšení a motivaci personálu.

Při zkoumání dlouhodobých zkušeností společnosti, struktury liniového managementu, uplatňovaných materiálních i nemateriálních pobídek, stability a návratnosti v práci zaměstnanců, jejich loajality a nesouhlasu s politikou společnosti. Osmiprocentní nárůst tržeb restaurace, která je součástí hotelové struktury, je zaznamenán v důsledku včasného a kvalitního školení personálu. Uvádí se hodnocení a prognózy budoucnosti společnosti se stávajícími zaměstnanci, kde jsou zjištěny spíše pozitivní údaje, kdy by 60 % zaměstnanců chtělo zůstat v hotelu a pokračovat v práci nebo postoupit na kariérním žebříčku.

**Klíčová slova:** motivace, stimulace, zaměstnanci, práce, management, materiální, nemateriální, model, sebemotivace, hodnocení, dotazování



## Table of content

<b>1 Introduction</b> .....	<b>11</b>
<b>2 Objectives and Methodology</b> .....	<b>13</b>
2.1 Objectives.....	13
2.2 Methodology .....	13
<b>3 Literature Review</b> .....	<b>14</b>
3.1 The essence of the motivation system, forms, and models .....	14
3.2 The problem of staff incentives and their impact on the management of the organization.....	24
3.3 Personnel motivation as a factor in increasing the competitiveness of the organization.....	26
3.4 Directions for improving the efficiency of the organization's personnel motivation system.....	30
<b>4 Practical Part</b> .....	<b>40</b>
4.1 Hotel characteristics .....	40
4.2 Key features of the hotel's staff monitoring systems .....	43
4.3 Analysis of the motivation system used in the hotel.....	46
<b>5 Discussion of Results and Recommendations</b> .....	<b>59</b>
5.1 Discussion .....	59
5.2 Recommendations .....	66
<b>6 Conclusion</b> .....	<b>72</b>
<b>7 References</b> .....	<b>75</b>
<b>8 Appendix</b> .....	<b>78</b>

## List of figures

Figure 1: Forms of motivation .....	15
Figure 2: Maslow's pyramid .....	20
Figure 3: McClelland's heory of needs.....	21
Figure 4: Model of work motivation.....	37

Figure 5: Organizational structure od "Galaxie" hotel.....	43
Figure 6: Satisfaction with the work of the departments of the hotel .....	48
Figure 7: Motivation in the organization .....	49
Figure 8: Influence of working time in a hotel on motivation .....	49
Figure 9: Evaluation of the motivational policy in the hotel .....	50
Figure 10: Factors that determine work in a hotel .....	51
Figure 11: Wage satisfaction.....	53
Figure 12: Additional payments from the company by departments.....	54
Figure 13: Overtime by department .....	54
Figure 14: Demanded types of motivation.....	55
Figure 15: Participation in company incentive programs .....	56

## List of tables

Table 1 Number of respondents by department .....	46
Table 2 Satisfaction of job position .....	47
Table 3 Satisfaction with the organization of work .....	47
Table 4 Cases of wage arrears in the last six months.....	52
Table 5 Employee plans for the next 1-2 years.....	57

## List of abbreviations

CZK – Czech Republic Koruna

F&B – Food and Beverage

HR – Human Resource

NFT – Non-Fungible Token

PR – Public Relations

VIP – Very Important Person

VZP – Vseobecna Zdravotni Pojistovna (General Health Insurance Company)

# 1 Introduction

Personnel motivation is one of the main means to ensure the optimal use of resources, mobilization of available human resources. The main goal of motivation is to get the most out of the use of available human resources, which increases the overall productivity and profitability of the company. To encourage the personnel of organizations today, both tangible and intangible methods of remuneration are used. Meanwhile, neither the practice nor the theory of human resource management has a unique model of relations between some aspects of the motivational sphere of employees today and the most effective methods of managing them.

The relevance of the final qualification work lies in the fact that recently motivation as a function of personnel management has been paid more attention, because modern enterprises that are actively operating in a changing environment are focused on quality.

The practical significance of the final qualifying work is the possibility of applying its results in personnel management in the organization.

The object of research of the final qualifying work is the motivation of staff in “Global Inview s.r.o.” (in particular, the four stars hotel “Galaxie”), the subject of the study is the motivation system of the organization to increase its efficiency, using modern technologies, on the example of “Global Inview s.r.o.”

At the heart of the proposed hypothesis, we consider an organization that improves the effectiveness of staff motivation, this will help increase competitiveness.

The final qualifying work consists of an introduction, objectives and methodology, theoretical and practical parts, results and reasoning, conclusion, list of sources used, applications.

The third chapter discusses the theoretical foundations of the organization's motivation system, namely the essence of the motivation system, staff motivation as a factor in increasing the competitiveness of the organization, the problem of staff motivation and their impact on the management of the organization and pays attention to ways to improve the efficiency of the organization's personnel motivation system.

The fourth chapter presents an analysis of the existing motivation system of an organization to increase its competitiveness on the example of “Global Inview s.r.o.”, a brief description of the organization is given, an analysis of the effectiveness of the existing

motivation system is presented, and measures to improve the motivation system in “Global Inview s.r.o.” are also considered.

The appendix contains a questionnaire for employees and accompanying documents on the motivation of personnel in the organization.

## **2 Objectives and Methodology**

### **2.1 Objectives**

The purpose of the work is to systematize and highlight the most important aspects in improving the organization's motivation system to increase its effectiveness on the example of hotel “Galaxie” (part of Global Inview s.r.o.)

During this, the following tasks were set:

- get acquainted with the features of the system of motivation of the organization's personnel in a modern organization and the main theories of motivation;
- consider staff motivation as a factor in increasing the competitiveness of the organization;
- study the organization of the personnel motivation system in hotel “Galaxie”;
- analyse the effectiveness of the existing motivation system in hotel “Galaxie”, identify its shortcomings;
- develop measures to improve the personnel motivation system in hotel “Galaxie” to increase its competitiveness.

### **2.2 Methodology**

When writing, the following methods will be used: questioning; study, and analysis of scientific and modern literature; study and generalization of practice; comparison.

### **3 Literature Review**

The theoretical part of the thesis examines the very essence of staff motivation, its forms and models used for organizations in the world. The problem is noted, according to which it is difficult to stimulate staff and options for avoiding such difficulties. The process of motivation and increasing the competitiveness of personnel through a system of material and moral incentives is considered, since it is the human resource that is able to develop and develop the company. As well as analysis and directions for improving the efficiency of the motivation system, not only for employees who follow instructions, but also for management to solve its problems of the company.

#### **3.1 The essence of the motivation system, forms, and models**

The definition of labour activity motivation means the process of satisfaction by the employee with the help of labour activity of his specific needs that correspond to the goals set for the organization. During this process, the necessary labour motives arise.<sup>1</sup> The motive of labour can be characterized as a special reason for the labour activity of a single employee, which has an incentive orientation. Motives can be conditioned by such needs that are associated with minimal material and moral costs and are regarded as conditions of vital necessity.

Motivation of labour activity is considered an integral part of the general system of human motives. Their formation is associated with the goods at the disposal of an individual subject or the whole society that meet the socially determined needs of the individual. Only under the condition of the use of labour forces is it possible for the employee to receive these benefits. Thus, it becomes obvious that it is possible to achieve the acquisition of these social benefits, and with minimal costs, both moral and material, precisely in the process of organizing human labour activity.

A set of special events that correspond to the interests and values of the inner world of employees of the entire enterprise is called a motivation system.<sup>2</sup>

---

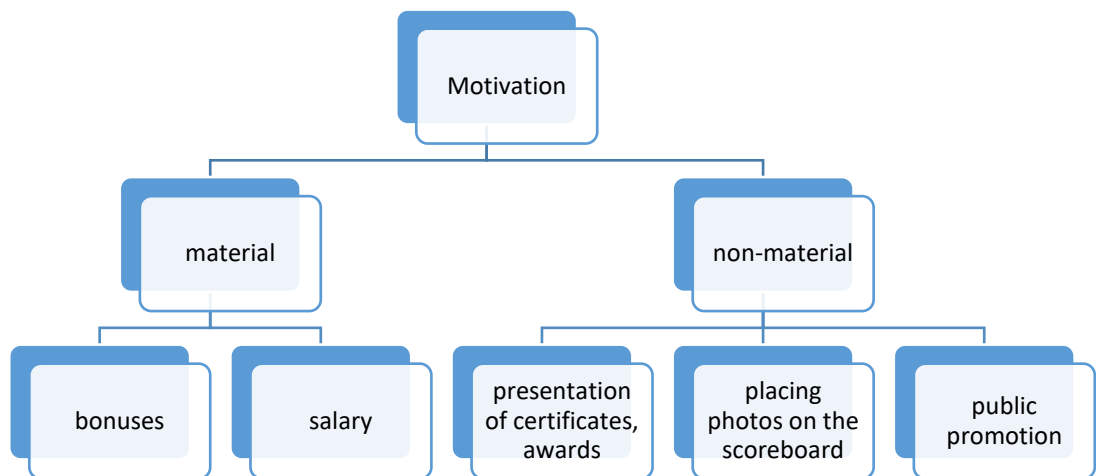
<sup>1</sup> MASLOW, A. *A Theory of Human Motivation*. 2019, p. 36.

<sup>2</sup> MATSUBARA, Y., NAGAMACHI, M. *Motivation system and human model for intelligent tutoring*. 1996, p. 73.

The personnel motivation system of an organization is such a system of measures that is aimed, first, at developing the desire to benefit this company with their work, to achieve high results in their specialization, to be tolerant of management, and not just to fulfil their official duties. duties for a fee. The main predicament for employers is that the direct provision of jobs and the appointment of wages is far from a decisive factor in the functioning of the personnel motivation system. The main thing is to be able to correctly form the motivation of employees. It is during the introduction of the motivation system into the work of the entire organization that the management encounters various kinds of difficulties and hitches.

The motivation system will be considered more perfect if it is directly dependent on the needs of the employees themselves, is consistent with the planned activities of the enterprise, and during its implementation various forms of motivation are used, shown in figure 1.

Figure 1: Forms of motivation



Source: Own development

As can be seen from the schematic image, motivation differs in two main areas: material motivation, which implies economic incentives and non-material, that is, non-economic incentives. Obviously, a single indicator of wages as a motivation is not enough. Satisfaction of non-economic or, in other words, psychological needs and the introduction into the permanent work of the organization as an additional element of the system of non-

material motivation of personnel is no less important than wages themselves in principle. The development of positive motivation is possible under the condition of rewarding employees for successful performance in their work activities, and, on the contrary, negative motivation, which consists in the application of a system of sanctions, punishments, reprimands, etc. in connection with violation of labour discipline or even poor performance of their duties.<sup>3</sup>

The result of the choice of motivation - positive or negative - will depend on the attitude of an individual employee to his professional activity and working conditions at a particular enterprise. Thus, the conclusion follows that the motivation itself must be clearly consistent with the characteristics of the company's work and not contradict the goals set for the organization. One-sided motivation will also not become effective, since its system will provide either only incentives, that is, positive incentives, or conversely, only penalties.

The ability of employees to use self-assessment of their results is called internal motivation factors, and those related to the assessment of the success of employees' work directly by the management of the organization are called external motivators.<sup>4</sup>

It is advisable for the company's management to develop a system of self-assessment by employees of the results of their professional activities. Ideally, it is necessary to achieve a complete coincidence of indicators of external assessment, that is, from the side of management and the internal self-assessment of the employee. Otherwise, there will be a big resonance - the manager ignores the professional success of his employee and assigns the main role to negative motivation. As a result, there is a complete discrepancy between self-assessment and external assessment of management.

It is advisable for the company's management to develop a system of self-assessment by employees of the results of their professional activities. Ideally, it is necessary to achieve a complete coincidence of indicators of external assessment, that is, from the side of management and the internal self-assessment of the employee. Otherwise, there will be a big resonance - the manager ignores the professional success of his employee and assigns the main role to negative motivation. As a result, there is a complete discrepancy between self-assessment and external assessment of management.

---

<sup>3</sup> ASERS Publishing. *Modern Concepts of Financial and Non-Financial Motivation of Service Industries Staff*. 2017, p. 9.

<sup>4</sup> ScienceDirect. *The role of employees' leadership perceptions, values, and motivation in employees' proenvironmental behaviors*. 2018, p. 567.



The presence of constantly functioning feedback is necessary to identify coincidences or inconsistencies in the self-assessment of employees and assessment by management. To this end, in large organizations, a well-planned so-called corporate-wide motivation system is used. But it is worth emphasizing that more and more often one can hear about the need to use group incentives for individual successful groups of employees or, conversely, individual incentives for specific employees, which is called line management.<sup>5</sup> But still, an individual form of staff motivation, distinguished by professional achievements, is becoming increasingly popular due to the diverse interests and needs of different people.

It should also be noted that based on the isolation of personally significant or internal labour incentives, the form of self-motivation of employees of the organization and its management apparatus. Examples include getting pleasure from fulfilling duties in their own specifics, showing interest and creativity in work, recognizing the fact that their activities are significant for the whole society.

The attitude to work and self-motivation of the management have a direct impact on both the management style of the company and the performance of the entire organization. Line management, which is directly related to the first person of the company, is closely related to the self-motivation of the leader. Middle managers through work in their structural divisions form a certain mood and attitude of their subordinates to the performance of labour duties.

Often, being confident that the incentives of direct management and their subordinates are the same, managers project their own motivation onto the activities of employees. But since the movement of self-motivation of workers and the management apparatus goes in the opposite direction, it becomes obvious that these incentives do not coincide in many ways.

A significant external condition for the activation and implementation of the self-motivation mechanism is the process of isolating needs that have the same value for both employees and superiors. An important stage in the formation of a general motivational system is the preparation and organization of measures to increase the motivation of employees of the enterprise. The emergence of a full understanding and development of

---

<sup>5</sup> CORTES, A., BRIGHT, D., HARTMANN, E. *Principles of Management*. 2019, p. 164.

high-quality partnerships between management and subordinates is possible only if the desires, interests, and moods of the employees of the organization are known and considered.

In modern society, motivation is based on the knowledge and mechanisms of psychology. Various theories of motivation are divided into two categories: content and process. Content theories of motivation are based on the identification of those internal urges (called needs) that cause people to act one way and not another. In this regard, some aspects of the theories of Abraham Maslow, David McClelland, Frederick Herzberg and some other researchers that interest us will be described. More modern process theories of motivation are based primarily on how people behave in relation to their perception and cognition. The main process theories that we will consider are Vroom's expectancy theory, justice theory, and the Porter-Lawler model of motivation. The first to focus on the psychological characteristics of human activity were the substantive theories of motivation, which arose shortly after the theories of "carrot and stick" and the like. Since that time, theories of motivation have striven to consider as much as possible the various needs and motives of people's activities, constantly trying to identify new and predominant motives, motives and needs. Modern content theories of motivation focus on determining the list and structure of people's needs. Process theories of motivation are considered the most modern theories of motivation, they also recognize the motivating role of needs, however, motivation itself is considered in them from the point of view of what makes a person direct effort to achieve various goals. The most common content theories of motivation are those of Maslow, McClelland and Herzberg.

As noted above, it is possible to distinguish substantive and procedural models of motivation. Content models include models of motivation based on the identification of needs and motives, and those models of motivation based on the behaviour of people, interconnected with their knowledge and perception, are considered procedural. Models of F. Herzberg, D. McClelland, A. Maslow are meaningful types of motivation.<sup>6</sup> The procedural types of motivation include the Porter-Lawler model, as well as the so-called Vroom expectation and fairness models.<sup>7</sup>

Maslow's model of motivation is considered behavioural. In accordance with this model, all human needs are in a certain hierarchy. The whole process of meeting human

---

<sup>6</sup> WASSERMAN, T., WASSERMAN, L. *Traditional Models of Motivation*. 2020, p. 6.

<sup>7</sup> SAGE journals. *Valence–Instrumentality–Expectancy Model of Motivation as an Alternative Model for Examining Ethical Leadership Behaviors*. 2021.

needs according to Maslow has a clear structure and sequence. It should start from the lower levels of Maslow's pyramid, that is, from the satisfaction of physiological needs shown in figure 2. These needs determine the behaviour of the subject and are regarded as motives for activity.

The theory under consideration is called Maslow's Hierarchy of Needs. Its essence is reduced to the study of human needs. This is an older theory. Its supporters, including Abraham Maslow, believed that the subject of psychology is behavior, not human consciousness. Behavior is based on human needs, which can be divided into five groups:

- physiological needs necessary for human survival: food, water, rest, etc.;
- needs for security and confidence in the future - protection from physical and other dangers from the outside world and confidence that physiological needs will be met in the future,
- social needs - the need for a social environment. In dealing with people, a sense of "elbow" and support;
- the need for respect, recognition of others and the pursuit of personal achievements;
- the need for self-expression, i.e. the need for self-growth and the realization of their potential.

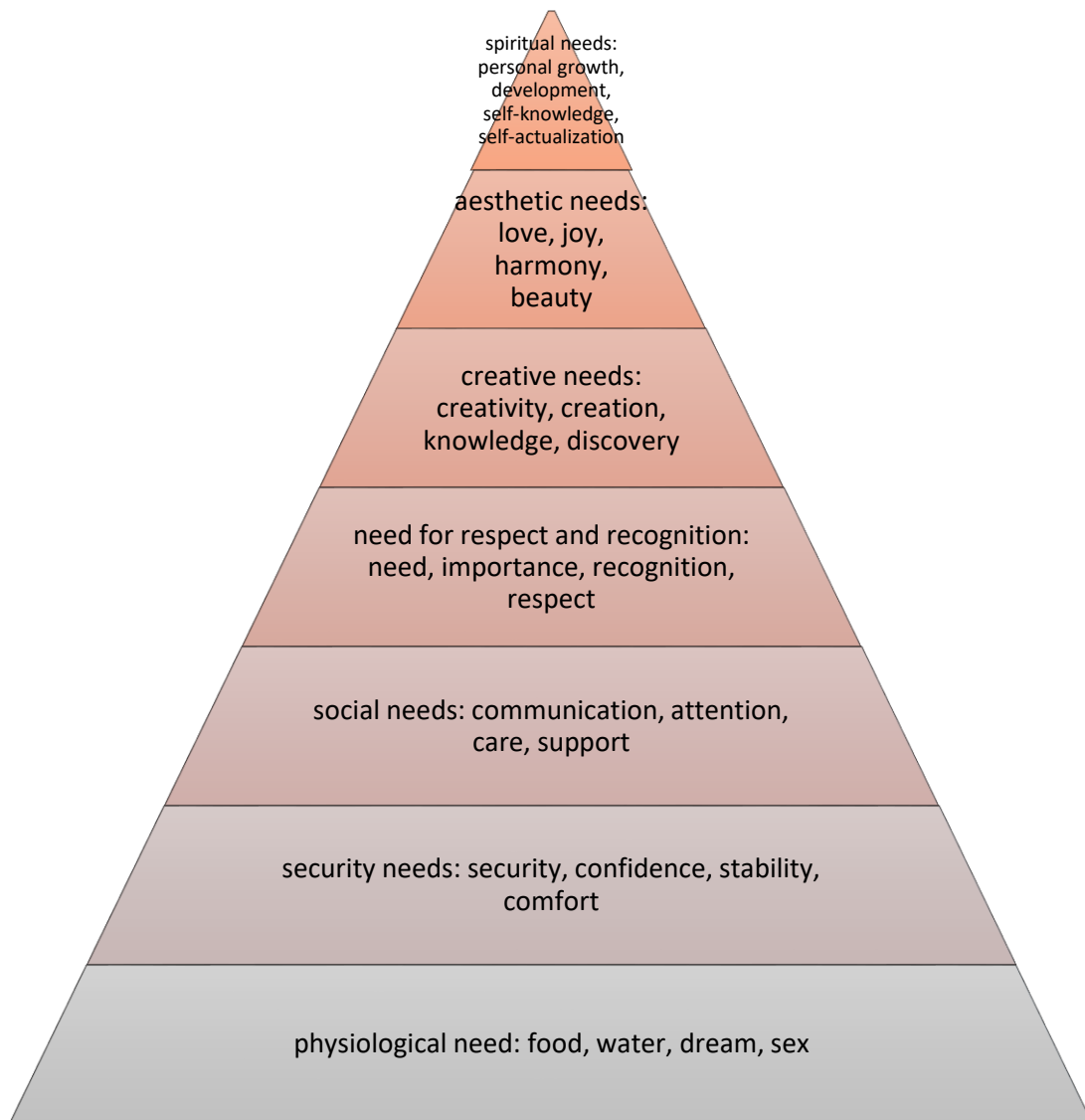
The first two groups of needs are primary, and the next three are secondary. According to Maslow's theory, all these needs can be arranged in a strict hierarchical sequence in the form of a pyramid, at the base of which are primary needs, and the top is secondary.

The meaning of such a hierarchical construction lies in the fact that the needs of lower levels are priority for a person, and this affects his motivation. In other words, in human behavior, the satisfaction of needs at first low levels is more decisive, and then, as these needs are satisfied, the needs of higher levels become a motivating factor.

The highest need - the need for self-expression and growth of a person as a person - can never be fully satisfied, so the process of motivating a person through needs is endless.

The duty of the leader is to carefully observe his subordinates, find out in a timely manner what active needs drive each of them, and make decisions on their implementation in order to increase the efficiency of employees.

Figure 2: Maslow's pyramid



Source: Maslow, 1943

As for the McClelland model, here, as in the previous model, the process of satisfying needs comes to the fore. The main difference is that higher-level needs such as power, belonging, and success take precedence. In other words, a person with a pronounced need for power and success should be motivated by tasks where he can fully show his creative initiative and leadership abilities.

With the development of economic relations and the improvement of management, a significant role in the theory of motivation is given to the needs of higher levels. The representative of this theory is David McClelland.<sup>8</sup> According to him, the structure of higher-

---

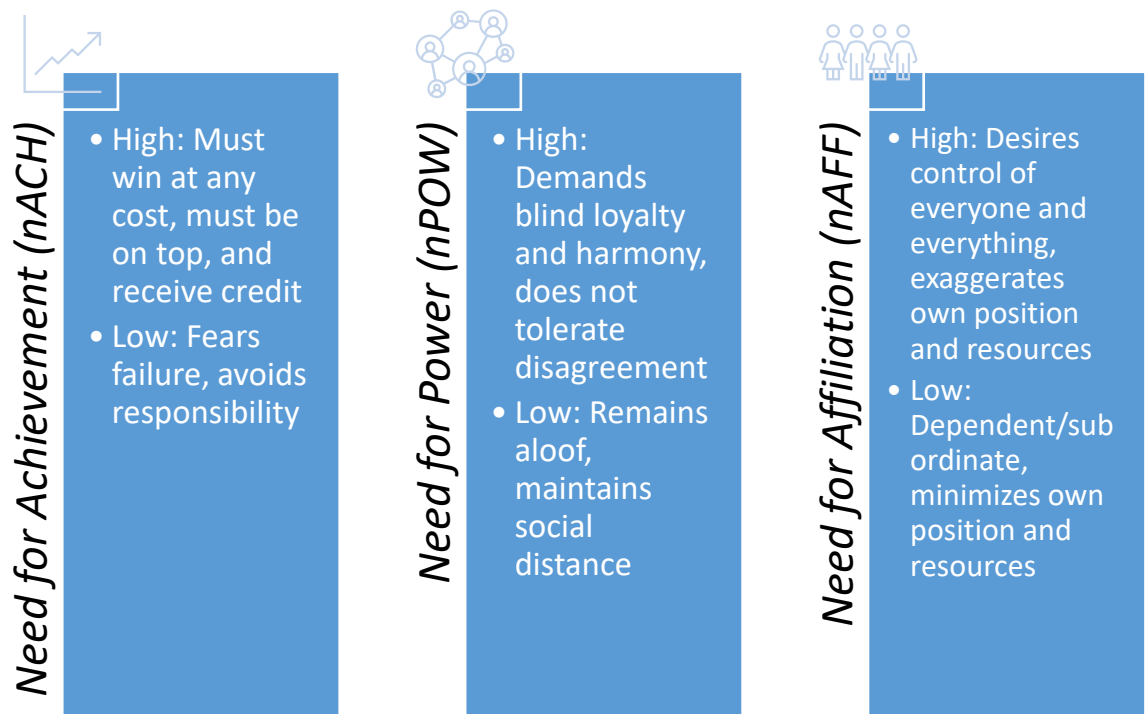
<sup>8</sup>MCCLELLAND, D. *The Achieving Society*. 2010, p. 32.

level needs is reduced to three factors: the desire for success, the desire for power, for recognition. With such a statement, success is regarded not as praise or recognition from colleagues, but as personal achievements as a result of vigorous activity, as a willingness to participate in making difficult decisions and bear personal responsibility for them. The desire for power should not only speak of ambition, but also show the ability of a person to work successfully at different levels of management in organizations, and the desire for recognition should be his ability to be an informal leader, have his own opinion and be able to convince others of his correctness.

According to McClelland's theory, people seeking power must satisfy this need of theirs and can do this when they occupy certain positions in the organization.

You can manage such needs by preparing employees to move up the hierarchy to new positions through their certification, referral to advanced training courses, etc. Such people have a wide circle of contacts and strive to expand it. Their leaders should encourage this. That model is showing on figure 3.

Figure 3: McClelland's theory of needs



Source: David McClelland, 1961

F. Herzberg also developed his own model of motivation based on needs. The author argues that the resulting feeling of satisfaction from the position held or, on the contrary, dissatisfaction with the performance of work are completely different concepts that are in no way connected with each other.

Herzberg identified a separate group of motivators - factors that are directly related to work and reveal the degree of satisfaction from the performance of work duties: responsibility, recognition, career growth, professional success. The policy implemented at the enterprise, current working conditions, relationships with colleagues, the level of wages - the author called these concepts hygienic factors that reveal the degree of job dissatisfaction and are directly related to the environment and the labour process. Thus, the Herzberg motivation model established a direct correlation between motivational hygiene factors and the level of labour productivity.

This theory appeared in connection with the growing need to find out the influence of material and non-material factors on human motivation. Frederick Herzberg created a two-factor model that measures job satisfaction.

The first group of factors (hygienic factors) is associated with the self-expression of the personality, its internal needs, as well as with the environment in which the work itself is carried out. The second group of motivation factors is related to the nature and essence of the work itself. The leader here must remember the need to generalize the content of the work.

F. Herzberg's hygiene factors seem to correspond to physiological needs, the need for security and confidence in the future.

The difference in the considered theories is as follows: according to A. Maslow, after motivation, the worker necessarily starts to work better, according to F. Herzberg, the worker will start to work better only after he decides that the motivation is inadequate.

Thus, meaningful theories of motivation are based on the study of needs and the identification of factors that determine people's behavior.

The second approach to motivation is based on process theories. It refers to the distribution of the efforts of workers and the choice of a certain type of behavior to achieve specific goals. Such theories include the theory of expectations, or the model of motivation according to V. Vroom, the theory of justice and the theory or model of Porter - Lawler.

The so-called expectations model, authored by V. Vroom, is because an individual is motivated to achieve a goal only if there is a specific need.

Here it is advisable to talk about the intensity of motivation, which consists in the very desire to implement a certain model of behaviour and confidence that this model will contribute to the achievement of the intended goals. The composition of this model includes the following components: perception, effort, result, reward, satisfaction.

With the help of the proposed model, it is possible to establish a connection between the efforts made and the result. Since the process of development of motivational theories is not revolutionary, but evolutionary, it can be argued that there are significant differences between the procedural and content aspects of motivation, but these concepts cannot be considered mutually exclusive. They are not only effective methods for solving emerging problem situations, but also encourage a person to participate in the labour process.

The theory of justice by John Adams states that a person's motivation is largely influenced by the fairness of the assessment of his current activity and its results, both in comparison with previous periods and, most importantly, with the achievements of other people. If a person sees that he is approached with the same standard as the others, he feels satisfied and will be active and vice versa. At the same time, a feeling of dissatisfaction can arise even with a high absolute level of remuneration, but there is no need to talk about a low one. According to Adams, each subject always mentally evaluates the relationship:  $\text{individual income} / \text{income of others} = \text{individual costs} / \text{costs of others}$ .

At the same time, the costs include not only the efforts of a person to perform this work, but also his experience in the organization, skill level, age, social status, and so on. The evaluation of costs and results is subjective, and the subjectivity is especially high in relation to other persons, whom a person can judge only on the basis of guesswork and fragmentary information. If, as a result of all assessments and comparisons, it is concluded that there are no violations, motivating factors operate normally; if they are detected, and even more so become chronic, then there is a demotivation of the individual, a decrease in business activity, as a result of which labour efficiency decreases. A person begins to “restore justice” by demanding higher wages, better working conditions, promotion; use of various illegal ways to increase income; regulation of personal productivity (rate and rationality of work); transfer to another department or dismissal. At the same time, if people are overpaid, for the most part they are not inclined to change their behavior. Because these kinds of evaluations are highly subjective, it is necessary to have clear reward criteria based on sound research and considering the psychology of people, which helps to mitigate collisions in case of divergence of opinions. In addition, as the practice of leading organizations shows, a

positive role is played by the opportunity to openly discuss controversial issues related to remuneration, the exclusion of any secrets regarding its value for each of the employees, and the creation of a favourable moral and psychological climate.

Edwin Locke's goal setting theory comes from the fact that people, to one degree or another, perceive the goal of the organization as their own and strive to achieve it, getting satisfaction from doing the work required for this. Moreover, its effectiveness is largely determined by such characteristics of goals as a person's commitment to them, their acceptability, complexity, etc.

If the goals are real, specific, clear, acceptable to the employee, then the higher they are, the more persistently, as a rule, he will strive for them, despite the complexity and specifics of the work, and he will be able to achieve great results in the process of achieving them. But the role in the successful implementation of the commitment goals, as well as the proper organization of work and the abilities of the performers, is especially great. In accordance with the theory of goal setting, the result obtained also has a significant impact on employee motivation. If it is positive, the performer remains satisfied with himself, and his motivation increases, and in the opposite case, the opposite happens. Satisfaction or dissatisfaction with the achieved result is influenced by its internal and external evaluation. Certain collisions may be associated with the latter. For example, in an effort to increase this assessment, the performer may take on understated obligations; at the same time, if not done in full, even for objective reasons, a lot of work is not highly appreciated, which leads to demotivation of a person. The theory of goal setting is close in spirit to the concept of participative management, based on the fact that a person gets satisfaction from participating in the affairs of the organization and, as a result, not only works with increased efficiency, but also maximizes his abilities and capabilities.

### **3.2 The problem of staff incentives and their impact on the management of the organization**

The loss of motivation among the representatives of the work team is not just a psychological problem. Lack of motivation will inevitably lead to a deterioration in productivity and provoke the onset of employee turnover, and in the long run will lead to the ruin of the company.



Employee turnover in teams is becoming commonplace, which also leads to constant costs - interviews and training of new employees require financial costs, while the performance of new team members remains low. To avoid problems associated with the loss of motivation in the work team, the personnel department must respond in a timely manner to any manifestations of dissatisfaction of employees with their position and closely monitor the psychological climate in the organization. To improve the attitude of employees to work, it is necessary to increase their self-motivation.<sup>9</sup>

The main principle of increasing the motivation of personnel can be called the timely satisfaction of the material and moral and psychological needs of employees. To understand the level of staff motivation at the current moment, it is necessary to analyse the situation, considering the age of the company, performance indicators, and the situation with staff turnover. In addition, it is necessary to carefully study the opinion of the employees themselves, to find out their preferences and wishes. Equally important is the position of employees in the company, their age, gender, social status, etc. For this reason, for different departments (divisions, groups of personnel) it is possible and even necessary to apply various incentive methods.

For example, various training programs are suitable for motivating highly specialized specialists, representatives of creative professions, personalization of the workspace, corporate transport for middle managers, free food for workers, etc. To motivate employees to work for a common result and for the sake of customers, it is necessary to develop a fair system rating.

Some ways to increase motivation can be safely called basic, that is, aimed at stimulating all groups of workers to the same extent. To increase motivation and improve the moral climate in the work team, it is necessary to apply them.

Informing. The employee must understand why he performs certain duties, how they affect the overall success of the company and what results they can achieve. The transparency and comprehensibility of the entire system will allow each employee to feel their importance, which serves as a good motive for the productive performance of work tasks.

Positive ratings. Evaluating the achievements and successes of an employee is a great way to increase motivation in a team. This also applies to assessments by management, and

---

<sup>9</sup> GELLER, S. *Applied psychology: Actively caring for people*. 2016, p. 83.

mutual recognition from colleagues. Enforcing this practice as an integral part of the corporate culture will help increase and maintain the level of motivation.

**Rewards.** The system of material incentives should be carefully designed and transparent. Many experts recommend reducing the amount of cash incentives for employees but making them more regular and affordable.

**Interaction.** Increasing the intensity of contacts between employees, as well as contacts between employees and managers with the help of planning meetings, meetings can have an overall positive impact. In addition, simple human relationships can act as a stimulus and encourage action.

**Support for independence.** Allowing subordinates to independently solve their strategic tasks and engage in work prioritization, you can achieve good performance indicators.

**Attention to initiatives.** Often, fresh thoughts and ideas come to the mind of ordinary employees who are not able to bring them to life on their own. Attention to the initiatives of employees and the creation of a bank of ideas is a great way not only to improve work processes, but also to increase the level of motivation in the team.

The attentive attitude of the management to the individual hobbies of employees will also have a positive effect on the level of motivation. Most productive employees with great growth potential have a variety of hobbies and passions. Attention to the success of staff outside the working environment will stimulate their motivation in the workplace.

Increasing motivation will make it possible to forget about low labour productivity and will become an incentive for the further growth of the company. To increase the motivation of employees, it is necessary to combine various methods and approaches.<sup>10</sup>

### **3.3 Personnel motivation as a factor in increasing the competitiveness of the organization**

In the general economic policy of the state, the problem of the competitiveness of the economy does not lose its relevance. The growth of the competitiveness of enterprises should be ensured at all levels without exception: starting from the products, goods or services provided, the operation of the enterprise, the functioning of the industry itself in the region

---

<sup>10</sup> NebGuide. *77 ways to motivate your workers*. 2007, p. 2.

and the state. The competitiveness of the organization itself, as an integral and indispensable link in the economy, is of particular importance. Despite a significant number of factors affecting the competitiveness of an organization, the main one remains the company's ability to produce products that can compete in their characteristics with similar products and create conditions for its successful offer and further sale on the market.

To ensure the competitiveness of the enterprise and achieve economic success, both personnel and the ability to effectively manage a team of employees are considered. People are considered as the property of the company, which must be placed, motivated, developed along with other resources to achieve the strategic goals of the organization.<sup>11</sup>

Organizations are traditionally called the institutions of society, which unite a certain set of people to achieve certain goals. Human resources in a single process of development of organizations play a significant role. On the one hand, they are the direct sources of the formation of those very organizations, determine the choice of strategic directions and develop methods by which the implementation and achievement of the intended goals is possible. On the other hand, people are the main resource that any organization needs to solve its tasks. In this function, the personnel staff needs a managerial apparatus.

Personnel management is a special area of management due to the specifics of its object of activity - human resources. The relationship between people and the management structure is a special organizational dynamic, as they develop over a sufficiently long time and during this process the needs of both parties are met.

Let us dwell in more detail on the specifics and specific features of human resources.<sup>12</sup>

First, everyone has a certain level of intellectual development. A person reacts to external influence or control is not mechanical, but emotionally meaningful. Thus, it can be argued that the process of interaction between the employee and the organization is two-way.

Secondly, unlike any other types of resources, only a person has the possibility of self-development and improvement. Starting from birth, people develop the ability to move around, talk, then read, write, and gradually master the work with a computer. A person acquires professional skills when applying for a job, and they can improve throughout their

---

<sup>11</sup> BUBNOV, M. *Personnel management*. 2017, p. 179.

<sup>12</sup> ALEKSANDROVA, O., BATCHENKO, L. *Specifics of managing competitiveness of present-day university on principles of social responsibility*. 2018, p. 157.

career. In modern conditions of rapid information and scientific and technological development of society, the desire of employees for continuous self-improvement and personal growth is the main source of productive and efficient activity of any enterprise, since technologies, being modern yesterday, may already become obsolete tomorrow.

Thirdly, the period of a person's labour activity on average covers from 30 to 50 years, that is, here we can talk about the development of long-term relationships between a person and an organization. For example, in France, the average length of time in one organization is 16 years. In Denmark 8 years. In the Czech Republic 3-5 years.<sup>13</sup>

Fourth, a person during the labour process uses his resources consciously, in contrast to material and natural resources. They have clearly formulated goals, exemplary ways, and methods to achieve them, as well as the expected forecasts and results of their activities. The main condition for the implementation and continuation of this bilateral interaction will be the state of complete satisfaction both on the part of the organization and the employee himself.

Ensuring the competitiveness of an organization is impossible without competent personnel management, implemented in the process of identifying professional abilities, knowledge, skills and abilities. In this aspect, the main task of management is to increase the level of motivation of employees.

In order to be able to develop an effective system of forms and methods of human resource management, it is necessary to have clear information about the motives and driving forces that encourage a person to a certain activity. It is also necessary to understand how the process of motivating employees is carried out, how certain motives are formed, with the help of what methods they are put into action.

Staff motivation is aimed at developing such conditions that contribute to the inclusion of personal motives in the work. The main purpose of motivation is stimulation, that is, inducing a person to activity, moreover, of a conscious nature.

The motivation process includes the following steps:

- establishing or assessing (understanding) unmet needs;
- identification of goals aimed at meeting needs;
- definition of a range of actions necessary to meet the needs.

---

<sup>13</sup> KURZY.CZ *Klesá loajalita zaměstnanců? Lidé většinou vydrží v jednom zaměstnání méně než 2 roky.* 2018.

Given that job satisfaction has an impact on human behaviour, it is important for a manager to know about the main sources of satisfaction, that is, about the factors that affect the degree of job satisfaction of his subordinates. This will help in choosing the optimal areas of motivation for labour activity.

The connection between the work behaviour of employees and satisfaction with the very process of labour activity in the organization is obvious. Dissatisfaction with work is very strongly reflected in the quality of the work performed, in the presence of a weak feedback between the organization and its employees. In the future, this will inevitably lead to a drop in the level of performance discipline, the emergence of a tendency to absenteeism, and, as a result, to dismissal.

A questionnaire survey is considered not only the most universal method of assessment, but also provides fairly accurate indicators of the degree of staff satisfaction with their work. The results obtained during systematic surveys in the form of a questionnaire allow us to analyse satisfaction with various areas of activity, as well as with changes associated with the introduction of new technologies. Often, such surveys make it possible to identify fundamental differences in the degree of satisfaction with certain aspects of work for different categories of employees of the organization, which indicate certain unfavourable trends that need corrective actions on the part of the organization.

Actions for the formation and further development of motivation include stimulation, enrichment of the very content of labour and the creation of conditions for the manifestation of the creative potential of employees and their self-development. It is important to clearly distinguish between the concepts of motivation and stimulation.<sup>14</sup> The process of satisfying needs, brought to the fore in the definition, is a motivational policy built by the management of the organization based on the interests of employees. Labour stimulation is a specific system that is a harmonious addition to the motivational policy and serves as the main means of meeting the specific, mostly material, needs of the employee.

Stimulation, from the point of view of management, is a tactic for solving a problem that satisfies certain employee motives and allows him to work more efficiently. Let us conditionally distinguish two groups of incentives.

The first group includes monetary (wages, bonuses, etc.) and non-monetary (vouchers, free treatment, transportation costs, etc.).

---

<sup>14</sup> MATSUBARA, Y., NAGAMACHI, M. *Motivation system and human model for intelligent tutoring*. 1996, p. 29.

The second group of incentives includes: social (the prestige of work, the possibility of professional and career growth), moral (respect from others, awards) and creative (the possibility of self-improvement and self-realization).

The motivating effect on the employee is not only such traditional incentives as monetary and moral, but also the characteristics of the work performed, such as:

- variety of skills;
- completion of tasks;
- independence;
- feedback;
- the importance and responsibility of the task.

A variety of skills involves the manifestation of creative abilities in the performance of job duties. Task completion is the ability to complete work from start to finish. Self-reliance is making independent decisions, which increases the sense of personal responsibility for the work performed. Feedback is the provision of information to employees about the effectiveness of their activities. Employees must have clear information about the results of their task. The significance of a task is the degree to which the work activity affects employees within the organization or in the wider environment.

Activities that meet all the above requirements will help increase the level of interest and motivation of labour, improve labour discipline. It creates a sense of personal contribution to the process of producing a product or providing a service and promotes a sense of ownership. Only such work enables a person to express himself and assert himself. Managers need to regularly analyse and improve methods and techniques to improve the work and increase the level of motivation of personnel. An example is the provision of a real opportunity to improve the level of professional qualifications of employees, the use of various forms and methods of labour activity, the receipt of remuneration for successful results, the exercise of self-control and the manifestation of creative labour initiative.

### **3.4 Directions for improving the efficiency of the organization's personnel motivation system**

Considering motivation in the personnel management system as a set of incentives that determine the labour behaviour of an employee or a group of employees, it must be emphasized that the effectiveness of the motivation system is measured by the degree of

awareness of labour by employees, their assessment of the results of their labour as a benefit for the organization.

Satisfaction of the employee of the enterprise with the conditions and remuneration of labour, relations with colleagues and managers, management policy regarding personnel, largely determines his interest in the most efficient performance of labour functions, which ultimately leads to an increase in labour productivity at the enterprise.

However, the relevance of the problem of staff motivation and incentives is given not only by the fact that it has a positive impact on the labour behaviour of employees and, as a result, the functioning of the enterprise, but also the possibility of negative consequences when the company does not pay due attention to motivational processes.

The most typical problems in organizations associated with low staff motivation are:<sup>15</sup>

- high staff turnover;
- high conflict both within the team and in relation to clients;
- low level of labour discipline;
- low-quality work;
- low efficiency of the influence of managers on subordinates;
- low level of interpersonal communications;
- failures in the production process;
- employee dissatisfaction with work;
- low professional level of the staff;
- lack of initiative of employees;
- negative evaluation of management activity by the personnel;
- unsatisfactory moral and psychological climate;
- unwillingness of employees to improve their skills.

An analysis of the above negative consequences of a low level of labour motivation of personnel proves that their occurrence is associated with the negative impact of administrative and socio-psychological conditions for the development of enterprise motivation.

A systematic and carefully designed analysis of the development of the personnel motivation system of any organization is necessary to ensure control over the current

---

<sup>15</sup> ScienceDirect. *Forty years of organizational behavior research in project management*. 2021, p. 6.

production situation and the course of the labour process. With the help of monitoring and analytical activities, it becomes possible to determine the weaknesses of the management structure and identify the degree of staff satisfaction with their working conditions, which subsequently contributes to the development of additional incentives aimed at the complete elimination or, in extreme cases, partial elimination of negative factors of labour activity.<sup>16</sup>

The motives of work and the needs of employees are determined by many factors the age of the employee, the presence of creative potential, demographic conditions, therefore, the main direction of management to meet these needs should coincide with the development strategy of the enterprise, as well as the goals and targets set. Of course, the level of professionalism of an employee is directly related to the quality of his work, but any specialist, even with the most prestigious education, must be ready for constant self-improvement through advanced training courses and the development of advanced production technologies.

Recently, modern society is increasingly turning to the concept of "intellectual capital", which is understood as a special form of own ownership, which has the status of protection from its use by others. At this point in time, most employees have a hired job, which leads to fundamental changes in the motivational structure of labour activity and indicates the development of intrinsic motivation based on the possession of intellect or intellectual capital.

The most significant characteristic of the problem of implementation of the motivational policy is the organization of management, the quality of which determines the level of labour productivity and the achievement of effective motivation through the skilful and expedient use by representatives of the governing apparatus of power and available financial support.

In the management system, it is customary to distinguish between the following types of organizational management structures: linear, linear-functional, linear-staff, functional and matrix.<sup>17</sup> The content of each of the structures is related to the number of personnel of a particular enterprise and the guiding principles of the organization of production activities. Of course, any of the above types of structures has both a set of positive characteristics and several disadvantages.

---

<sup>16</sup> GALKINA, T. *Sociology of management: from group to team*. 2014, p. 85.

<sup>17</sup> ScienceDirect. Forty years of organizational behavior research in project management. 2021, p. 11.



The joint-stock form of ownership, from the point of view of its consideration as an internal factor in assessing the motivation of personnel, directly affects the development of policy directions for managing labour personnel. In other words, the acquisition of company shares by employees at cost or at a lower price is one of the most effective incentives to increase labour motivation.

Any enterprise or organization is an open type of system, therefore their functioning is accompanied by the influence of various environmental factors (macroeconomic impact factors), for example, such as the circle of consumers, the economic state of the industry, the level of professionalism of personnel, etc. Accordingly, to ensure the efficiency of the enterprise, management must provide special production conditions that meet the conditions of the external environment.

The external environment is subdivided into the environment of direct and indirect impact.<sup>18</sup> The direct impact environment includes factors that directly affect the performance of the organization. These include suppliers, shareholders, the workforce, laws and regulatory agencies, trade unions, customers, and competitors.

Let us consider the influence of the main environmental factors that affect the motivation of the employees of the organization. Among the elements of the direct impact environment, the following are important for us.

Shareholders, that is, the owners of the company's shares. The greater the share of shares in the external environment, the smaller their percentage is divided among the employees of the organization, the so-called minority shareholders. They receive a smaller percentage of dividends. Being a factor of material incentives, this negatively affects labour motivation. In addition, if the principles of participatory management are applied in the company, then the participation of employees in the management of the company's activities in terms of the number of shares they have will be less, which also negatively affects labour motivation. A large percentage of external shareholders are trying to pursue a profitable policy aimed at obtaining large dividends by distributing profits to various investment projects, and they are not interested in such things as wage increases, the use of various types of material incentives and the development of social infrastructure necessary for normal and effective work of employees of the organization.

---

<sup>18</sup> NIKIFOROV, G., MAKSHANOVA, S. Management Psychology. 2016, p. 76.

Labour resources determine the situation in the labour market in a particular industry or in the country. During periods of crisis in the labour market, the demand for labour decreases and, accordingly, the volume of labour supply increases. This allows management to cut wages with little or no repercussions, as it is easy to find other workers, especially in lower-skilled jobs. For the same reasons, the administration can reduce social spending. From the point of view of employees, the main motivational factor in their attitude to work is the need for security, expressed in the desire not to lose their job.

Motivating conditions and attitudes towards work are not only under the influence of legislation, but also under the influence of special institutions of state regulation. The Labour Code, the Tax Code of the Czech Republic and various legislative acts are considered documents created based on the Law. So, many employers, avoiding the payment of ever-increasing taxes, pay for the work of their subordinates not based on an accountable statement, but with a “black” salary. Employees, in turn, also have a distrust of the tax authorities, making major transactions. Thus, we can talk about the presence of the so-called imbalance between the desire to receive large incomes and legally pay interest on them set by the state. So, all the above is part of a generalized need that is experienced by almost the entire working-age population - this is the need for security. In terms of its importance, the need for security occupies the second position, yielding only after the material one. This factor is regarded as the main motivating tool but is traditionally used in large joint-stock companies, state enterprises, foreign representative offices or joint organizations where there are investments in foreign currency.

The main task of the trade unions of the enterprise is to ensure the social protection of employees not only based on the provisions of the internal collective agreement, but also in full compliance with labour legislation governing labour relations based on social partnership. It is worth noting the fact of increasing motivation to work in those organizations where employees of trade union organizations are really interested in meeting social, material needs, as well as the need for security. As for the material side of the issue: the interest withheld from the employee's salary to the trade union fund can be returned in the form of material assistance, free or reduced-price vouchers to a sanatorium, rest home.

Factors or conditions that do not have a direct and immediate impact on the development of the enterprise, but affect the process of its functioning, the course of production activities, are called the environment of indirect impact. These factors include:

the presence of political, social, and socio-cultural changes, reforms, the level of economic development of the state, scientific and technological progress.

Special attention should be paid to such a factor as scientific and technological progress. Of course, the efficiency of production activities and the increase in labour productivity, the economic growth of the state is largely determined by the high level of development of scientific and technological progress, however, the widespread automation of production, the active use of the worldwide Internet is the reason for the reduction of jobs. Thus, the need of workers for security and confidence in maintaining their workplace in the future is becoming more and more important every day. A modern specialist in any field should not only be able to use a computer, but also have the skills to work with various information technologies, be ready for continuous professional training to work on modern technical equipment. Despite these difficulties, scientific and technological progress in general contributes to an increase in the labour motivation of workers since it is associated with the improvement and improvement of working conditions.

Changes in the political and social and cultural spheres of society are associated with the motivation of management, and not the staff of employees. As a rule, managers need to develop self-expression, the desire for success, a sense of belonging, self-respect - the so-called motives of a higher order. Managers need to carefully analyse all the above factors, while increasing the impact of positive working conditions and eliminating the negative effect on motivation.

Thus, when implementing the main directions of the motivational policy of the enterprise, management is obliged to consider not only internal factors affecting the functioning of the organization, but also external conditions that are no less important for the development of labour motivation of personnel.

According to E. Deci, money cannot motivate, it can only control a person's activity. ““Money speaks” - if the payment corresponds to the quality and volume of work. Rewards can be used as a way to show recognition, approval, and respect for effort, but the more they are used as motivators—like a bonus scheme—the more likely it is to backfire.”<sup>19</sup>

Speaking about the psychological ways of motivating employees, one cannot fail to mention internal motivation.

---

<sup>19</sup> DECI, E., RYAN, R. Intrinsic motivation and self-determination in human behavior. 1985, p. 45.

Intrinsic motivation is the desire to perform an activity for its own sake, for the sake of the reward that is contained in the activity itself.

Thus, it is assumed that each person strives for achievement and autonomy in the field of activity that interests him. In this case, limiting factors (for example, restrictions in decision-making, the controlling influence of the system of material incentives, etc.) are perceived by the employee as contrary to autonomy, and therefore activity and interest in such activities are reduced.

In connection with the theory of intrinsic motivation, it is worth mentioning the X and Y theories put forward by D. McGregor. Managers assumptions about the characteristics of their employees can be divided into two main groups:

- Theory X proponents view their subordinates as passive and lazy, preferring to be led and resistant to change.
- Proponents of the Y theory consider it an essential task of management to create such organizational conditions in which people could achieve their own goals, directing their efforts to the benefit of the organization.

Both types of representations lead to self-fulfilling prophecies: as a manager imagines his subordinates, so he treats them, and, ultimately, employees begin to live up to these expectations. Thus, based on the idea that motivation for activity comes from the person himself, the tasks of motivational management come down to organizing conditions in which employees could most fully realize their potential, as well as to taking measures to eliminate demotivating factors from their activities.

Based on the assumption that the main role in the motivation of employees is played by their own intrinsic motivation, Hackman and Oldham created a model of work motivation, which shown in figure 3.<sup>20</sup>

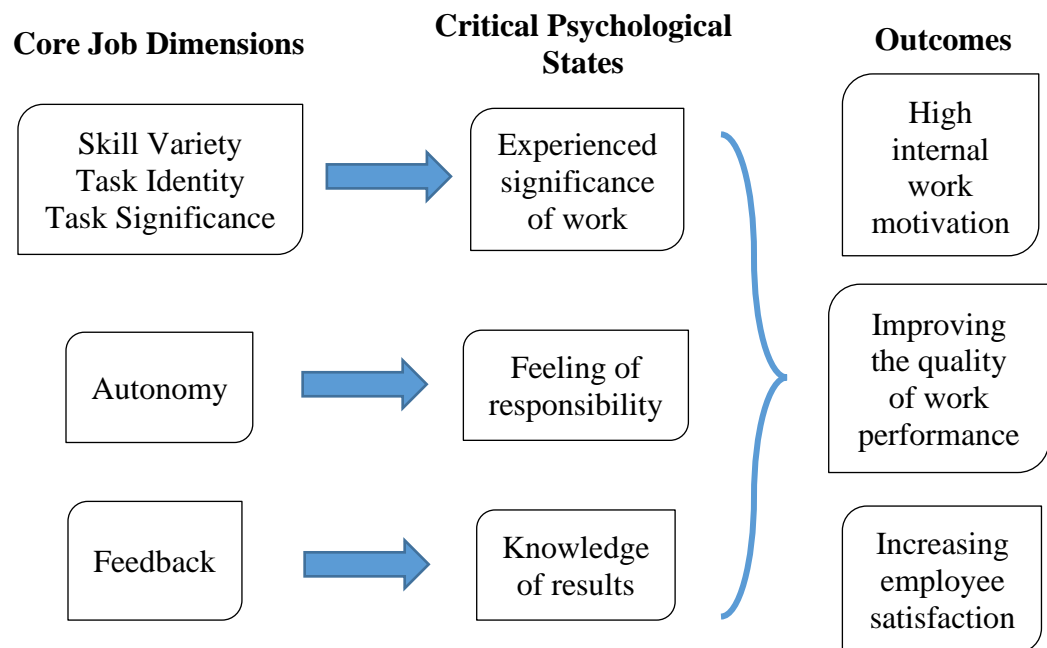
It includes three levels:

1. key performance characteristics that cause...
2. basic psychological conditions, in turn leading to ...
3. personal and work results.

---

<sup>20</sup> HACKMAN, J, OLDHAM, R. The job diagnostic survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects. 1974, p. 7.

Figure 4: Model of work motivation



Source: Hackman & Oldham, 1974

Let's take a closer look at each level. Key features of the job include:

1. Skill diversity is the extent to which a job requires a variety of activities, involving the use of a number of different skills and abilities of the individual. The variety of necessary skills increases the subjective significance of work for a person.
2. Task identifiability - the extent to which work requires the completion of a coherent and defined task, or work step from start to finish, with a visible result.
3. Significance of the assignment - the degree to which the assignment has a significant impact on the lives or work of people both in this organization and in the external environment.
4. Autonomy - the degree to which the work provides real freedom, independence and the ability to act on your own discretion in planning work and determining how to carry it out.
5. Feedback - the degree to which the performance of tasks is accompanied by the receipt of direct and clear information regarding the effectiveness of work.

Main psychological states:

1. Experienced significance of the work - the extent to which the work is experienced by the person as meaningful, useful and worthwhile.

2. Experience of responsibility for the results of work - the degree to which a person feels personally involved in the results of work and responsible for them.
3. Knowledge of results - the degree to which a person knows and understands how effectively he performs the work throughout it.

The described characteristics of the work lead to a high degree of experience of the main psychological states, which leads to the following results:

- increased internal work motivation;
- improving the quality of work;
- increased job satisfaction of employees.

So, according to this model, a person experiences positive emotions to the extent that he learns that he personally performed the task well. This self-generated motivation will be highest if all three conditions are present and the employees have a high need for individual growth.

The behavior of its employees has a decisive influence on the success of an organization. Labour behavior is based on motives: internal aspirations and values that determine the direction of human activity. What can be the motivation of staff to work?

A clear organizational structure, the certainty of the rights and obligations of employees, well-established channels for disseminating information, etc. - all this is a necessary basis for the effectiveness of the team. However, the work behavior of its employees has a decisive influence on the success of the organization.

What is an effective labour behavior of an employee? It assumes that a person reliably and conscientiously fulfils his duties, according to the job description, is ready, in the name of the interests of the cause and his team in a changing situation and emerging requirements, to go beyond his immediate duties, making additional efforts, showing activity, cooperation and assistance; that he is satisfied with his job and is not going to change it. Usually in such cases they say that a person works conscientiously, that he is rooting for the cause.

Labour behavior is based on motives: internal aspirations, values that determine the direction of human activity and its forms.

What underlies the motivation of staff to conscientious work? Domestic psychology identifies the following main motives:

First, the passion for the profession, their work.

Secondly, focus on obtaining the maximum material reward.

Thirdly, awareness of the importance and necessity of work, even if it is not too financially attractive to the employee.

What lies behind this or that labour behavior? For example, an employee willingly stays after work to help his young comrade master a difficult operation for him. There are various reasons for this: “worries” about the team and the interests of the business; fears that his comrades do not like him, and wants to please them; likes to teach others and show his competence; does not know where to go after work; wants to help employees because of personal sympathy, etc. Thus, knowledge of the motivation of the staff is the key to understanding human behavior and the possibilities of influencing it.

Interest in work is largely determined not only by its content, but also by the organization of labour, the system of personnel motivation, management methods and the degree of influence of the employee on production (initiative, independence, participation in decision-making).

Material interest is one of the main universal incentives for labour activity. However, it must be taken into account carefully, since this incentive, although obvious, but, as experience shows, does not always “work”. For example, young workers who do not have their own families and who have not decided on a professional position may value the opportunity to have free time more than high earnings; the elderly are focused on improving working conditions, reducing its intensity, even to the detriment of earnings.

Satisfaction of employees with wages depends not so much on the size, but on social justice in wages. Equalization in pay is an obstacle to maintaining and strengthening labour motivation. With all the dedication to one's work, a conscientious attitude to work, the consciousness that another person receives the same amount with a much smaller contribution, has a demoralizing effect on the employee.

The social significance of labour is an understanding of the social usefulness of the work performed. How does the manager treat the employee, do colleagues notice his contribution to the common cause, do they value conscientious work in the organization? Positive answers to these questions are the basis of social justice in the team.

## **4 Practical Part**

This chapter analyses the firm studied in the thesis. The organizational structure of the hotel, the type of organization management and the quantitative definition of the human resource responsible for the functioning of the hotel are revealed. The key characteristics of the motivational system, the ongoing management policy of the organization of personnel are described. And an analysis of motivation was carried out using the method of questioning.

### **4.1 Hotel characteristics**

Hotel "Galaxie" is considered an ordinary hotel in the city of Prague, located in the district of Prague 6 - Suchdol. The hotel building was erected in 1993 and at that time was called "Vienna". Since 2007, the hotel has been called "Galaxie".

The hotel has standard rooms, and the main use of the hotel falls on groups of tourists from South Korea, Spain, Germany, Austria, Italy, who get to the location on tourist buses provided by agents with whom the hotel management cooperates. There is free parking in front of the hotel for up to three course buses. The complex consists of five floors, where on the first floor there is a reception, a hall, a kitchen, a restaurant, conference rooms and more. Accommodation rooms are located from the second to the fifth floors.

In addition, due to the availability of technically equipped conference rooms, the "Galaxie" hotel is perfect for holding various exhibitions, seminars, training presentations.

The location of the hotel does not apply to the benefits, as the location is quite far from the city center. The pluses include a calm, quiet location in a residential area on the border of Prague. A public transport stop is located practically in front of the hotel. It takes 12-15 minutes to get to the metro station, tram, or the nearest hypermarket by bus. Not far from the hotel is one of the major universities in Prague - Czech University of Life Science. And the benefits include a trip to the airport on the outskirts of the city, bypassing the traffic that forms during rush hour on the road. Another benefit is the remote location of the hotel, which is attractive to the Football Association of the Czech Republic, as excessive attention from fans to the players interferes with before and after game meetings. A hundred meters from the hotel there is a stadium for training athletes. In the past, due to its relatively close location to the airport, the hotel hosted airline employees: flight attendants and pilots.



Reservation of hotel rooms for visitors is made mainly through the website booking.com. At the time of writing the thesis, the assessment of the attractiveness of the hotel is 7.6 points out of 10 based on 448 reviews. The room can also be booked on the official website [www.hotelgalaxie.cz](http://www.hotelgalaxie.cz) and by phone +420246077111, as well as by e-mail [info@hotelgalaxie.cz](mailto:info@hotelgalaxie.cz).

At the time of the opening of the hotel, it met the requirements of regulatory documents and satisfies the requirements for the category \*\*\*\* (four stars) (Appendix No. 1)

Hotel "Galaxie", as well as many hotels in Czech Republic, has a typical structure, which includes all the main and additional services for the provision of hotel services. The main services include services: accommodation and meals in accordance with the "Rules for the provision of hotel services". The following types of services can be provided to guests without additional payment: ambulance call; use of a medical kit; delivery of correspondence to the room upon its receipt; wake-up call at a certain time; provision of boiling water, needles, threads, one set of dishes and cutlery.

The list and quality of the provision of paid additional services must comply with the requirements of the category assigned to the hotel.

The most common: excursion service; ordering services of guides-translators; organizing the sale of tickets for all types of transport; organizing the sale of tickets to theaters, concerts, etc.; ordering vehicles at the request of guests; taxi call; car rental; ordering seats in city restaurants; purchase and delivery of flowers; sale of souvenirs, postcards and other printed materials; repair and ironing of clothes; washing clothes; use of the sauna; services of buffets, bars and restaurants; rent of a conference hall, negotiation halls.

When providing services, not only their quantity is important, but also their quality. Therefore, in many hotels staying at the time of departure, they are asked to fill out small questionnaires. At the "Galaxie" hotel, such questionnaires are available to guests at the reception and are attached to the filling at will. Completed questionnaires are studied in the marketing and advertising service.

Household services include the following:

Urgent laundry, repair and ironing of personal items. The hotel can provide such a service, because it has its own laundry. In the hotel, each room is equipped with an individual safe, the provision of this additional service is free of charge.

The hotel has 80 rooms, which characterizes the hotel as small, and the maintenance of a large staff is irrational in terms of costs.

From an internal point of view, the hotel uses a linear-functional organizational structure. With such a management structure, the full power is assumed by the line manager, who heads a certain team.

Linear-functional structures are based both on linear powers and on the principle of functional departmentalization (the process of dividing an organization into separate elements, each of which has its own clearly defined, specific task and responsibilities).

All divisions are created according to the types of activities of the organization, each of which is responsible for a specific list of functions.

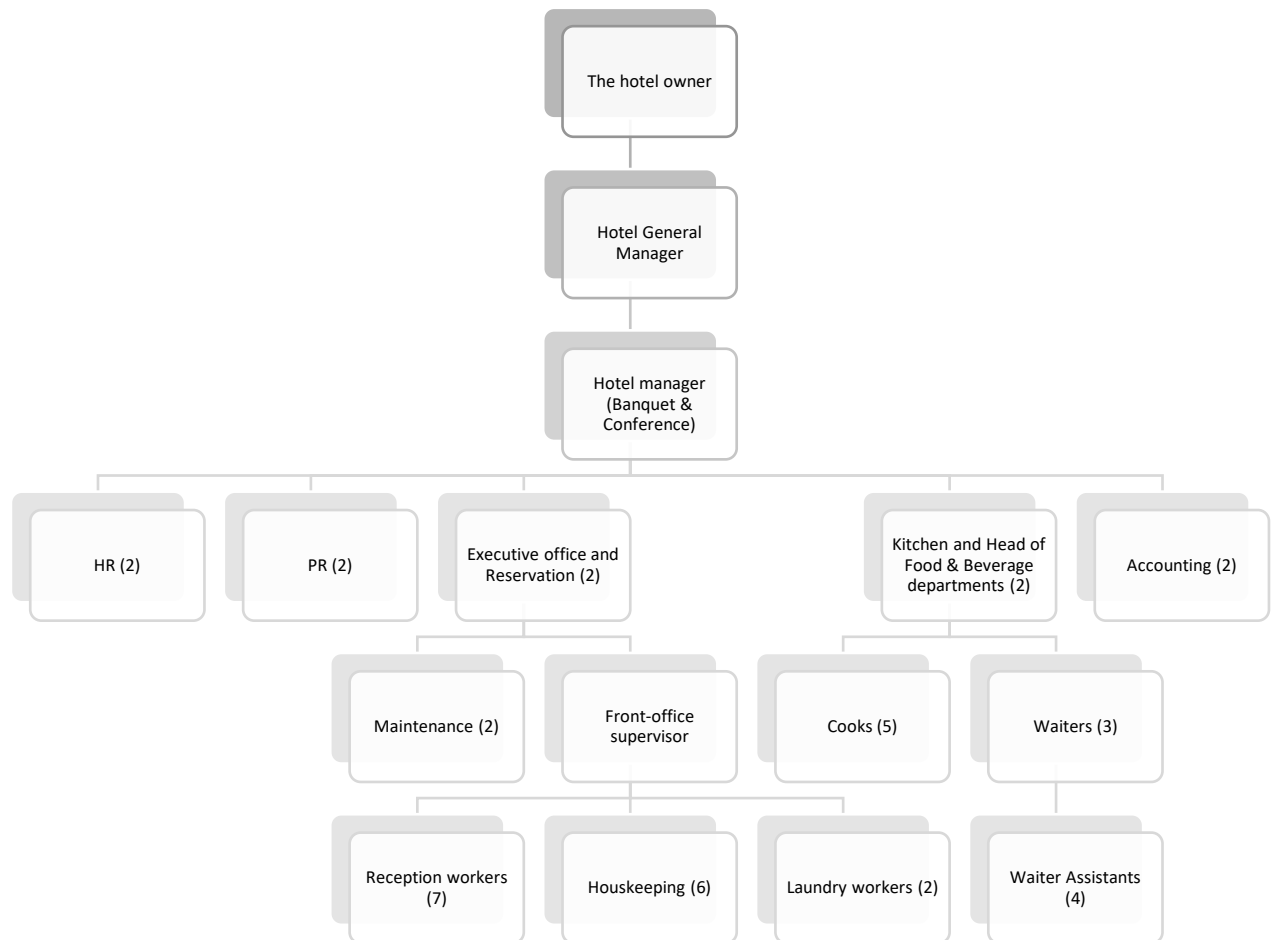
In the hotel "Galaxie" there are departments:

- Food & Beverage (restaurant service)
- Kitchen (cooking meals and breakfasts)
- Banquet & Conference (department of conferences and banquets)
- PR (public relations department)
- Executive office (administrative department)
- Front Office (reception and accommodation service)
- Reservations (reservations department)
- Housekeeping (economic service)
- Accounting (accounting)
- Human Resources (Department of Human Resources and Training)
- Maintenance (technical support department)

The total number of employees is 43 people, which includes line staff, managers, heads of departments of the company, general manager, hotel manager and workers.

The personnel composition of the "Galaxie" hotel and its subordination can be expressed in figure 3 (the quantitative composition is indicated in brackets).

Figure 5: Organizational structure of "Galaxie" hotel



Source: Own development

## 4.2 Key features of the hotel's staff monitoring systems

An effective motivation system requires its continuous improvement. Motivation research methods, such as surveys, testing, questionnaires, performance evaluation by managers, conversations, and observations, allow you to find out how the staff relates to existing incentive methods, as well as find out their needs and motives. The data and conclusions obtained during such studies make it possible to correctly adjust the motivational system in the organization.

Any manager must provide employees with resources to meet their needs to enhance their work performance.

At the “Galaxie” hotel, the staff motivation system is a combination of material and non-material incentives. The main goal of staff motivation in a hotel is to attract and retain qualified staff, as well as to encourage employees to work effectively and increase loyalty to the company.

The motivational program is visible to the employee from his first minutes at work. All employees, before starting their duties, must undergo an introductory briefing, which includes a tour of the hotel, during which a member of the personnel department tells the history of the hotel and how everything works now. After the tour, new employees listen to a presentation about the company, about principles, values, vision, thereby immersing the employee in the corporate culture from the first days. The briefing ends with a welcoming speech by the General Director of the hotel. All this motivates an employee to become part of a team, work for a common cause, develop both professionally and as a person.

Financial incentives at the “Galaxie” hotel:

- an employee who has worked at the hotel for a year or more is paid the “Thirteenth Salary” after the New Year;
- shifts on Christmas and New Year's days are paid double;
- additional bonuses and bonuses based on performance, this includes feedback on the good work of an employee, for active sales for the reservation department, accommodation service and sales department, for the sale of expensive alcoholic products for restaurant service employees, for the number of cleaned rooms for the economic accommodation service and etc.;
- bonus for years of service;
- surcharge for working conditions (work on night shifts, for severe harmful working conditions, for going to work on holidays and weekends).

The list of intangible ways to motivate the work of staff is impressively large:

1. The company regularly provides an opportunity to learn and improve their skills.

Staff training at the “Galaxie” hotel is carried out in the form of trainings. They are conducted by a training manager. Trainings are conducted directly with the aim of improving the quality of the work of the staff and increasing their level of skill.

In the winter of 2016, a training was held for the waiters of the “Splendido” restaurant (located on the first floor of the hotel), which included familiarization with the products, improving communication skills, a brief overview of financial issues, and a detailed study

of the services offered. The effectiveness of the training was an increase in restaurant sales by 8%.

The waiters of the seasonal cafe "Terrace" before starting work undergo training regarding the service, menu, serving, customer complaint handling training. The waiters of all restaurants are trained in the production of restaurants for a more complete knowledge and understanding of the technique of preparing dishes and their ingredients.

Since "Global Inview", which owns the hotel, works with foreign guests, many of the documents are presented in English. Accordingly, each hotel employee must have knowledge of the English language, its degree already depends on the position. Each employee can enroll in free English language courses in a group corresponding to a certain level of existing knowledge.

From time to time, trainings are held for various departments. For example, training for butlers, training on telephone etiquette for employees of the reservation department, training for a restaurant service on a wine list.

Every month, the hotel staff conducts trainings on emotional intelligence, where they play out various situations of communication with guests. For employees of the restaurant service, wine courses are held every three months.

Since 2017, "team building" for one or more departments has been carried out. Such events are held for one or more departments. First, they are aimed at team building.

2. Regular holding of the contest "The best employee of the quarter / year". In addition to recognition in the team, the best employee receives various certificates for using the hotel's services as a gift.

3. Organization of corporate events. Celebration of birthdays of employees of the department of the team, where employees from other departments can be invited.

4. Discounts on the purchase of the company's products: visits to hotel restaurants, accommodation, 50% discount on services and goods provided in hotels (for example, visits to the sauna and jacuzzi).

5. Possibility of free admission to the Prague Philharmonic and theaters.

6. "Global Inview" also provides the "Discovery GI" program, which provides the employee with free accommodation in any hotel owned by the owner of the hotel. The number of days provided depends on the duration of work in the company. For 6 months worked, an employee receives 3 days of free accommodation, for a year - 5 days, for 2 years - 7. This enables the employee to travel and motivates to work in this network.

7. The presence of the program "One Night Stay". A popular program in the hospitality industry that allows an employee to feel like a guest. The program involves rest in a hotel package for one day with the possibility of visiting a restaurant for 2.5 thousand Czech crowns. This is aimed at ensuring that the staff sees the other side, feels the services provided. Maybe he will emphasize for himself the pros or cons in his work, which can later be eliminated or improved.

8. The presence of a good social package, which includes free meals, VZP insurance, the presence of a uniform.

To improve the existing staff motivation program, it is necessary to find out which motivation methods are of great importance for employees, what they would like to change, what they lack.

### 4.3 Analysis of the motivation system used in the hotel

To conduct a study of the motivation of the work activity of a person in the hotel "Galaxie", a selective survey of employees was conducted. In accordance with the objectives of the study, a questionnaire was compiled, including several interdependent blocks. It was necessary to touch upon as wide as possible the topics of concern: the needs of employees, satisfaction with the organization and its motivational policy, attracting factors in the labour process of the hotel.

Google Forms was used to create the questionnaire. The questionnaire consists of 19 questions (Appendix 2). First, a pilot study was conducted among the personnel department in the hotel. During this study, some remarks of the respondents were recorded and corrected: the incorrectness of the questions posed, clarifications and definitions.

The respondents are 40 employees of hotel departments, namely: Executive Office, Accounting, Kitchen + F&B, HR, and PR which represented in the (Table 1).

Table 1 Number of respondents by department

Department	The number of employees	%
HR	2	5
PR	2	5
Executive office	18	45
Kitchen, F&B	16	40
Accounting	2	5
Total	40	100

Source: Own development

The first part of the questionnaire was aimed at determining the degree of satisfaction of employees with the parties to the labour process in the organization is shown in the (Table 2). To be more precise, employees' satisfaction with their position in the company and the very organizational process in the company.

Table 2 Satisfaction of job position

<b>Department</b>	<b>The number of employees</b>	<b>%</b>
Quite satisfied	12	30
More satisfied than not	17	42
Can't answer satisfied or not	5	13
Rather dissatisfied	4	10
Dissatisfied	2	5
Total	40	100

Source: Own development

Table 3 Satisfaction with the organization of work

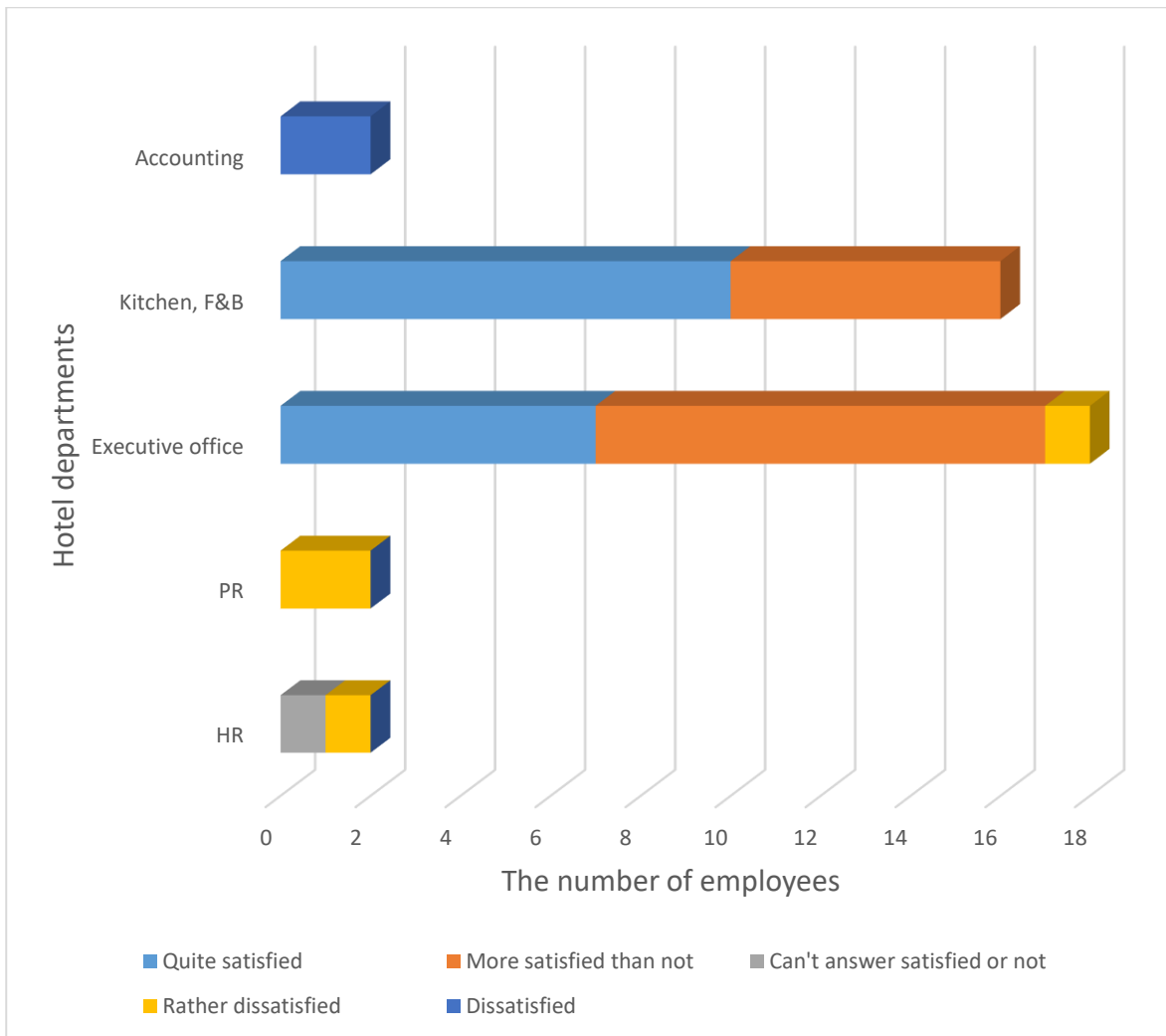
<b>Department</b>	<b>The number of employees</b>	<b>%</b>
Quite satisfied	17	42
More satisfied than not	16	40
Can't answer satisfied or not	1	3
Rather dissatisfied	4	10
Dissatisfied	2	5
Total	40	100

Source: Own development

According the (Table 3) we see that most employees are “more satisfied than not” with their work in general, and the degree of satisfaction with the organization of work is divided between “quite satisfied” and “more satisfied than not”. At the same time, there are those who are dissatisfied with both the work and the organization of work. Perhaps this is due to periodic conflicts between employees of the organization that managers do not notice. Or routine workflow.

As we can see, the most satisfied employees are in the Executive Office, Kitchen + F&B, the most dissatisfied employees were only in Accounting. According to unofficial information received from the employees of the department themselves, this is due to the profession itself, which shown on figure 4.

Figure 6: Satisfaction with the work of the departments of the hotel

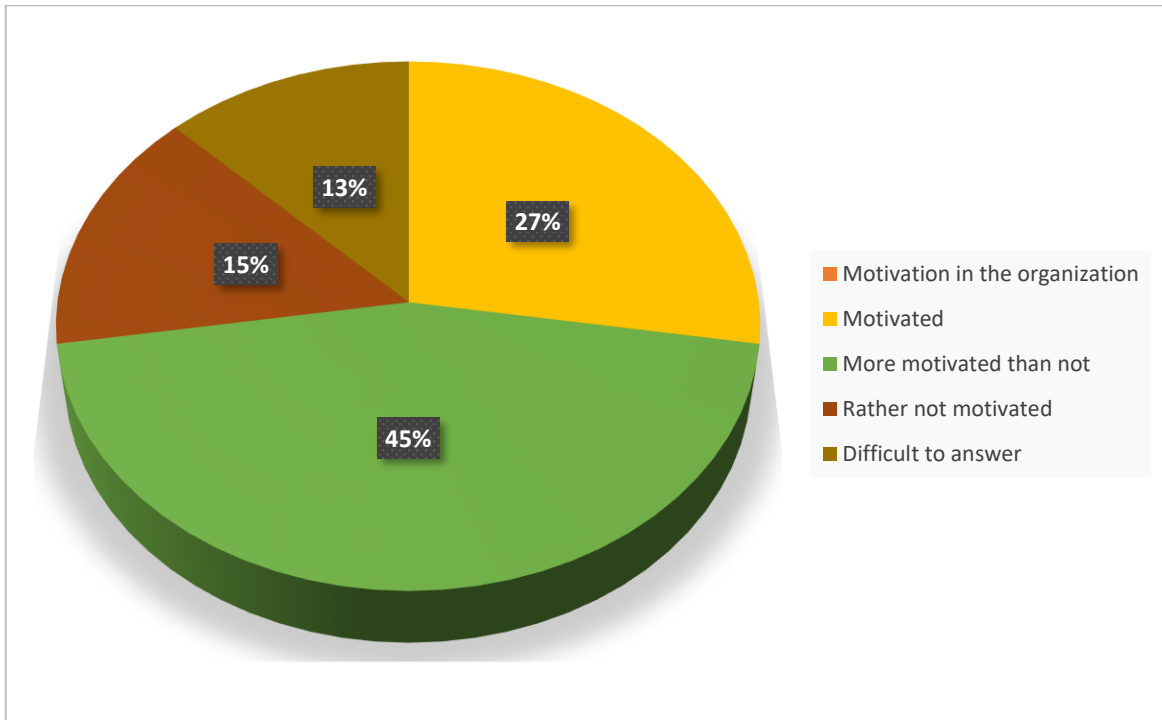


Source: Own development

Further, the questionnaire on figure 5 touched upon the degree and assessment of motivation in the organization. The total number of respondents consider themselves rather motivated by the organization. This may be due to relatively high wages, attention from management, the comfort of the organizational process, or positive feedback from the company's customers, or rather tourists - people living in the hotel.



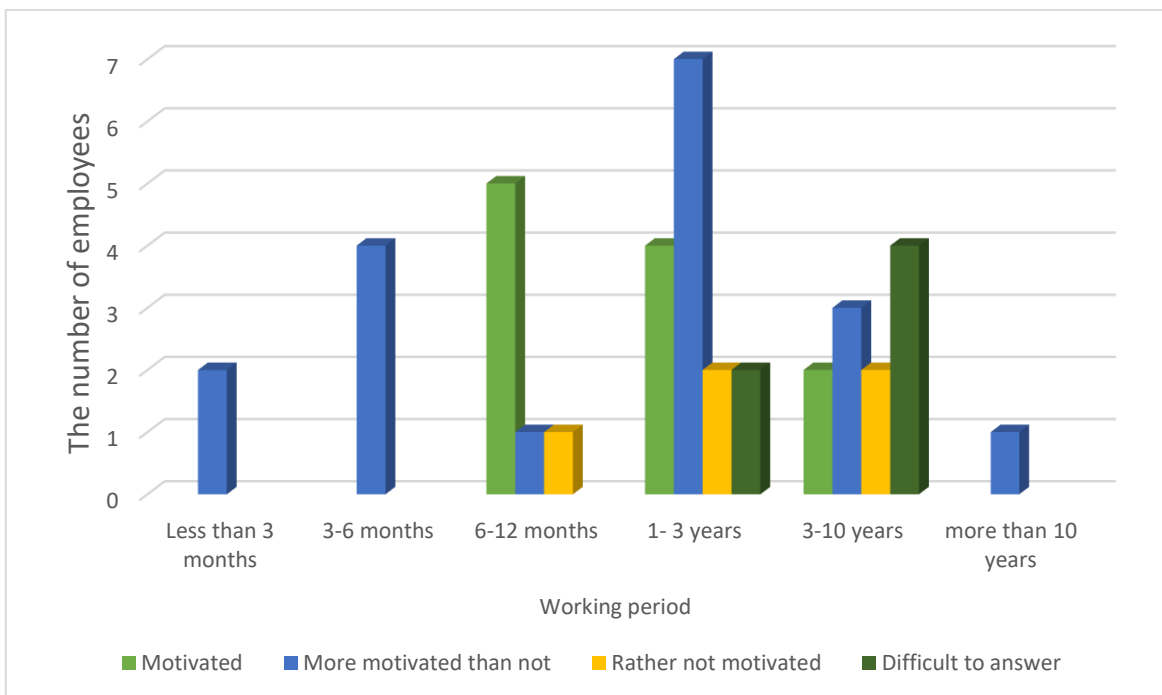
Figure 7: Motivation in the organization



Source: Own development

Consider how the term of work in the organization affects the motivation of the employee as you can see on figure 6.

Figure 8: Influence of working time in a hotel on motivation



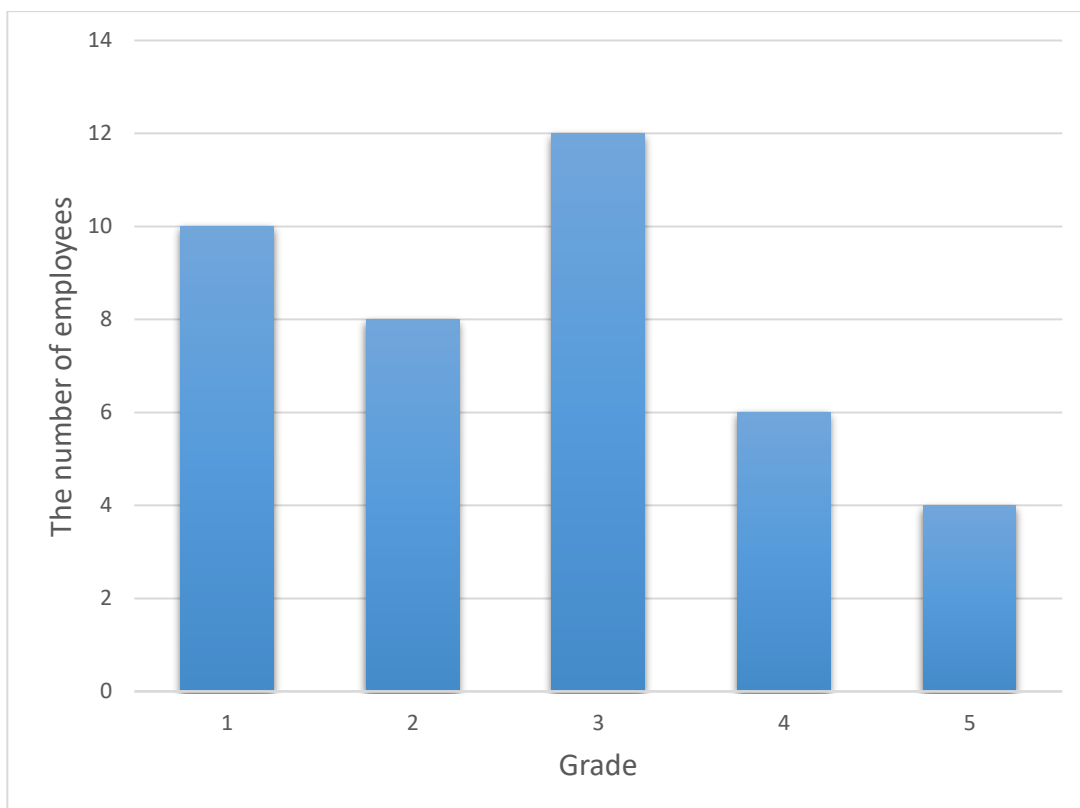
Source: Own development

As we can see, the most motivated employees were those who have been working at the hotel for more than a year. Here, the hypothesis that these employees, during the year of work at the hotel, became familiar with all the methods of motivating employees, both material and non-material, can be confirmed. Indeed, significant motivation programs are opened for staff only after passing the trial period, which lasts 3 months at the “Galaxie” hotel, or after half a year of work at the hotel.

It is also necessary to note many respondents who have been working for more than a year and have not decided on an answer. This is since during this period the employees managed to consider the work in the company from different angles and made their own conclusion on the organization and organizational process in it. And they have a desire to change their place of activity but have not fully decided on their future.

To assess the motivational policy of the hotel, employees were asked to rate from 1 to 5, where 5 is a weak policy, the employee does not feel it at all, 1 is a strong policy, the company motivates its employees perfectly showing on figure 7.

Figure 9: Evaluation of the motivational policy in the hotel



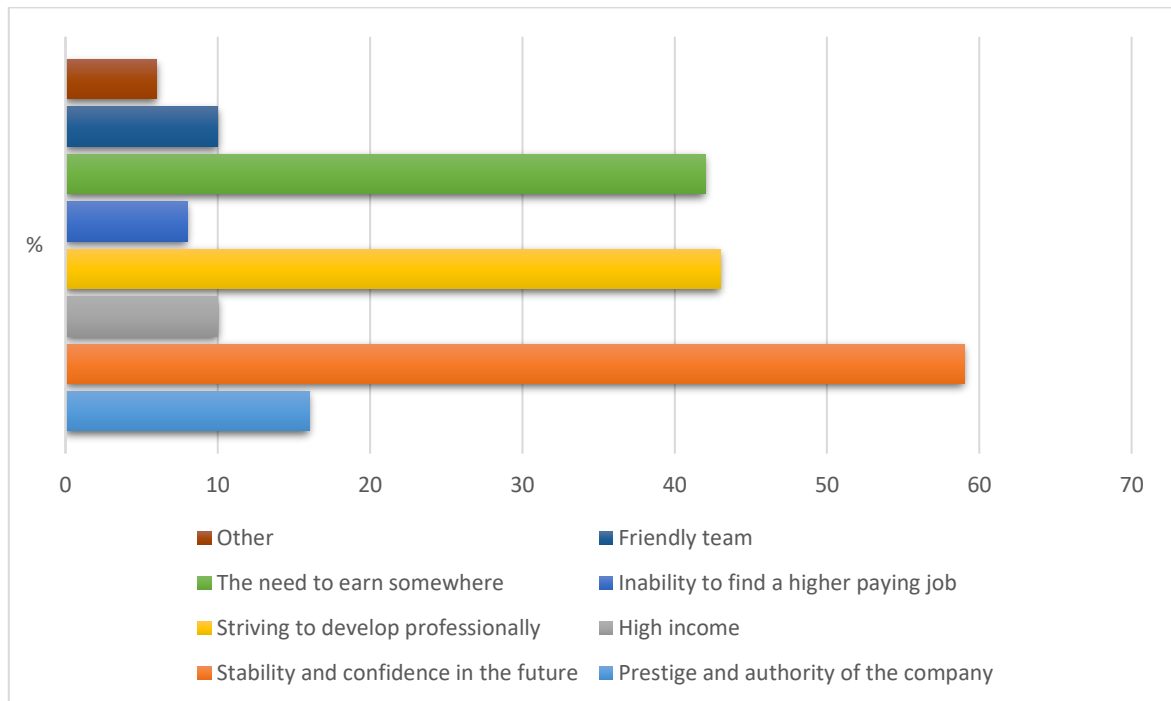
Source: Own development

The average value is 2.65, which indicates a successful motivational policy through the eyes of employees. Most employees are satisfied with both material and non-material motivation. According to research, the company tried to maximize the possibility of intangible rewards to please the desires of each employee.

Next, we found out what factors currently determine the work of an employee in a company and its representing on figure 8. We saw that, without a doubt, the most popular factor was "stability and confidence in the future", here we can immediately touch on another question about salary delays for the last half of the year, where thirty-seven employees out of forty answered that there were no delays that presenting in the (Table 4). This indicator indicates stability and confidence in the future for employees. After all, the majority has families that need to be provided for, loans and mortgages, for which it is necessary to make payments in a timely manner.

As for delays, their number is small compared to the frequency of payment of wages to employees. Most likely, the other three employees encountered a delay due to technical reasons of the bank.

Figure 10: Factors that determine work in a hotel



Source: Own development

Table 4 Cases of wage arrears in the last six months

	<b>The number of employees</b>	<b>%</b>
There was at least one case	3	7
There were no delays in payment	37	93
Total	40	100

Source: Own development

The prestige and authority of working for the company plays a high role, because the employees of such organizations are in great demand in the labour market. The capital of the Czech Republic - Prague has many hotels throughout its territory. And it is not difficult to identify the competence of an employee who has moved from one hotel to another.

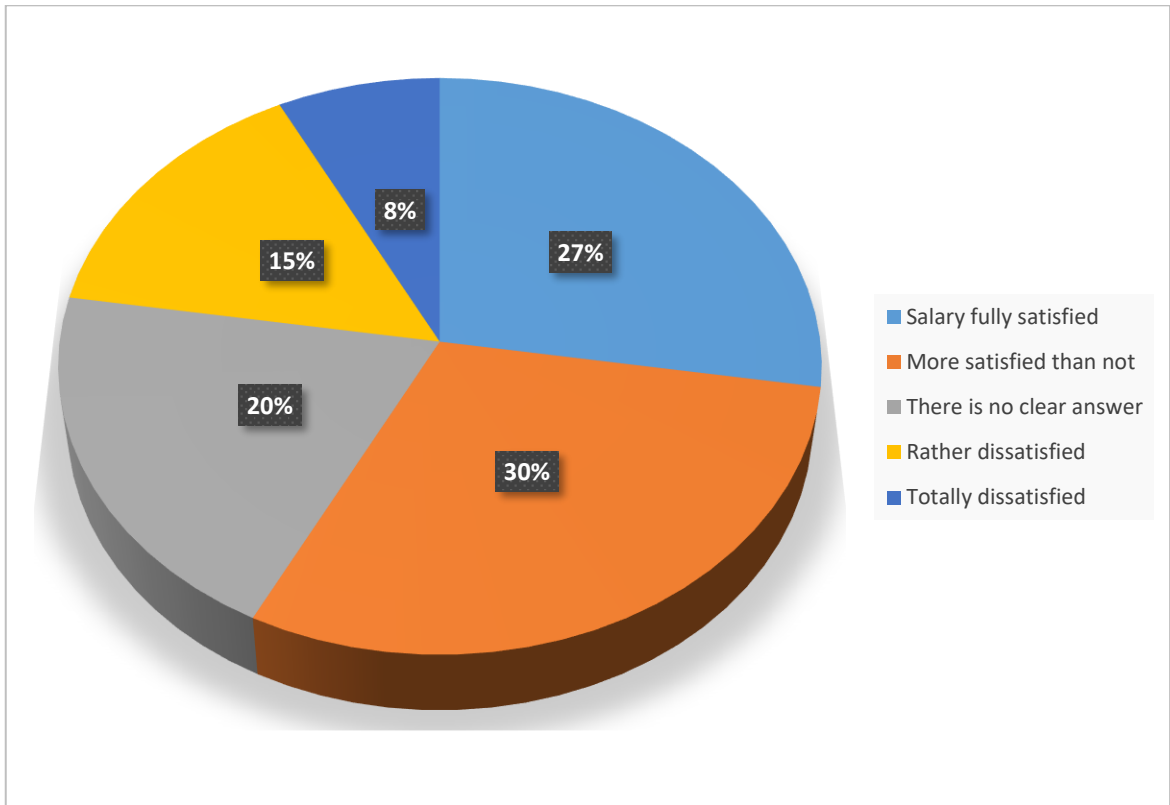
Working in such an organization brings moral satisfaction for each employee. Employee knows that his professionalism and motivation will directly affect the image of the company, especially since feedback from customers arises instantly, based on the specifics of the hotel. The hotel serves guests face to face, and any incompetence on the part of an employee or manager immediately shows up in the assessment of the organization both on the spot and on the Internet and social networks.

The desire to be realized professionally is also important for the staff. The enterprise, as mentioned above, pays attention to staff training, so here the needs of employees and the support of the organization converge.

As you can see, “high income” is not at all the most important thing that keeps employees in the organization, which can be attributed to the peculiarities of motivation in the hotel business. The answer of the employee in the “Other” column also turned out to be interesting: “I chose the first two answers randomly, but I really like working with the manager.”, which indicates a favourable atmosphere among the management and acting in the organization.

Employees gave ambiguous answers to the question about the satisfaction of their earnings in the organization. It’s representing on diagram 9.

Figure 11: Wage satisfaction



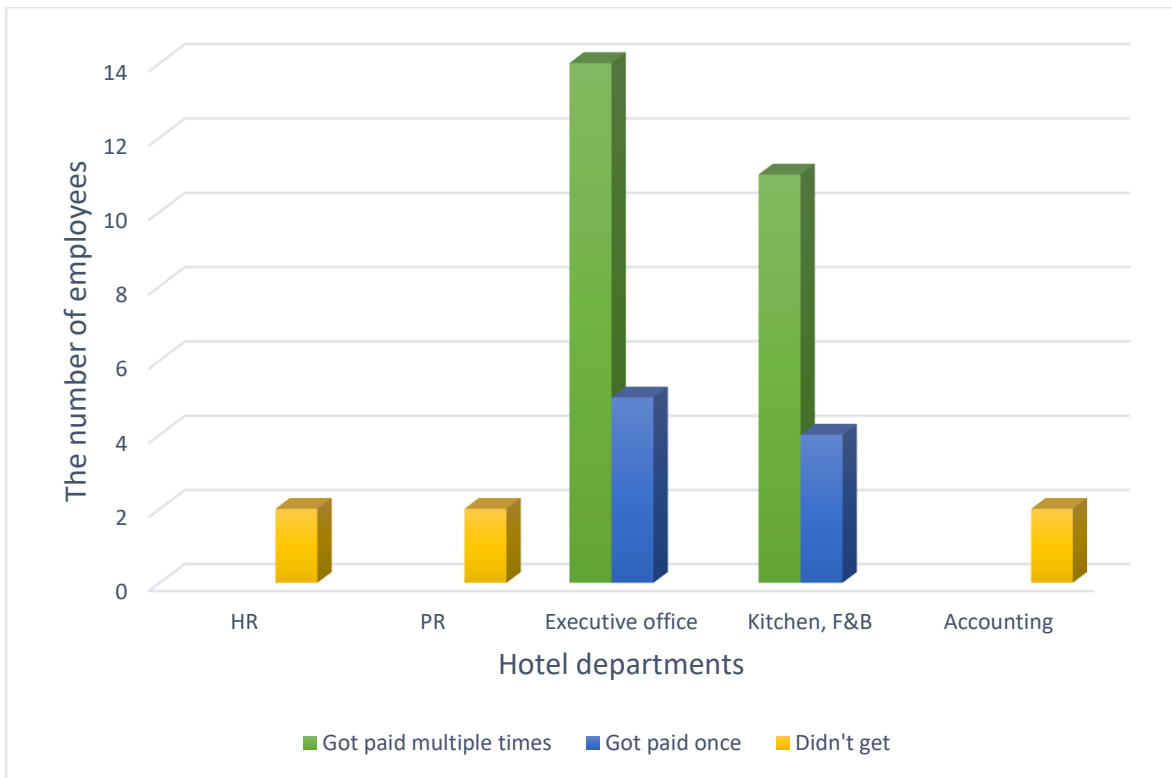
Source: Own development

As mentioned above, the hotel business widely uses the method of material motivation of employees by departments, that is, they develop programs for individual departments to increase the desire of staff to do their work better and better.

During the survey, it turned out that the Executive office, Kitchen and F&B departments most often receive additional payments from the company, but at the same time, these two departments most often face processing as showing on diagram 11, as agents send groups of foreign tourists at any time of the day and often the hotel organizes dinner for groups with musical accompaniment. According to the organization's employment contract, overtime is not paid at an increased rate, that is, it can be considered quite fair that these departments receive additional bonuses more often than others on diagram 10.

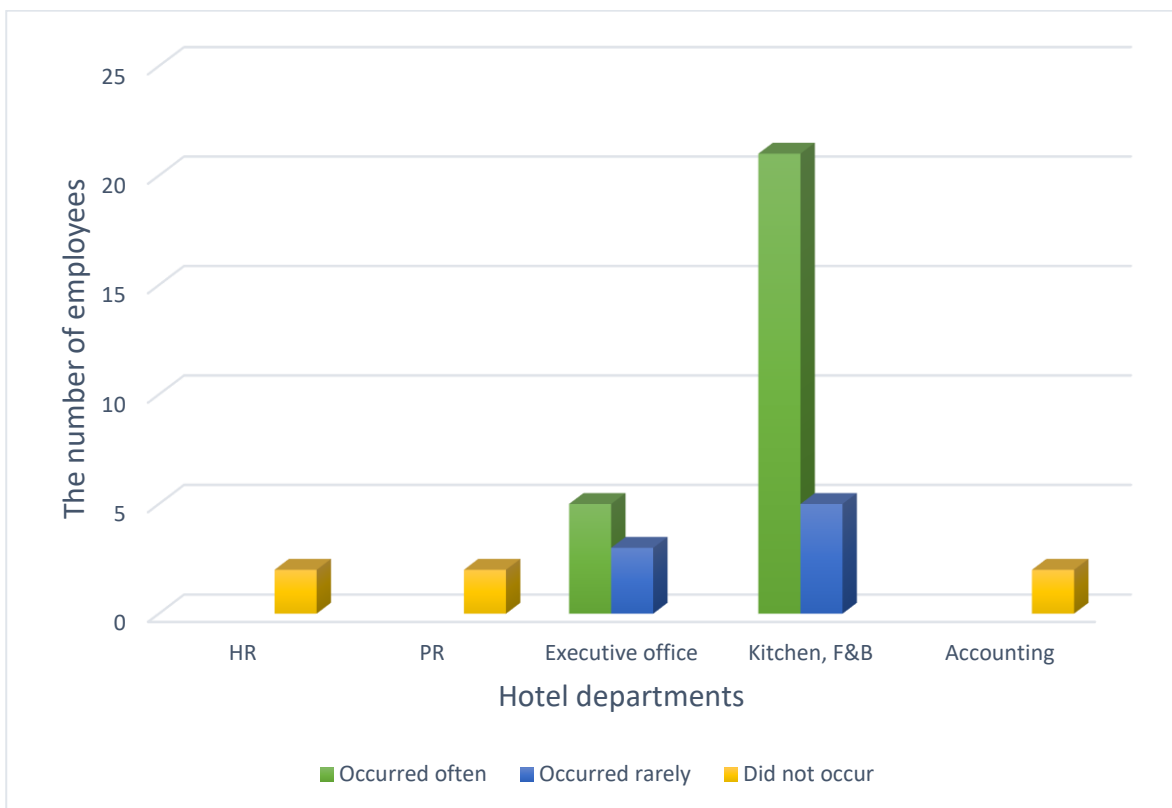
Perhaps it would be better for the company to create a motivational policy for other departments, such as HR, PR, Accounting - an increase in hourly work, in cases of overtime. Then employees, if necessary, would not rush to complete their duties in a hurry by the end of the work shift and would be sure that their work is valued as highly as employees of other departments.

Figure 12: Additional payments from the company by departments



Source: Own development

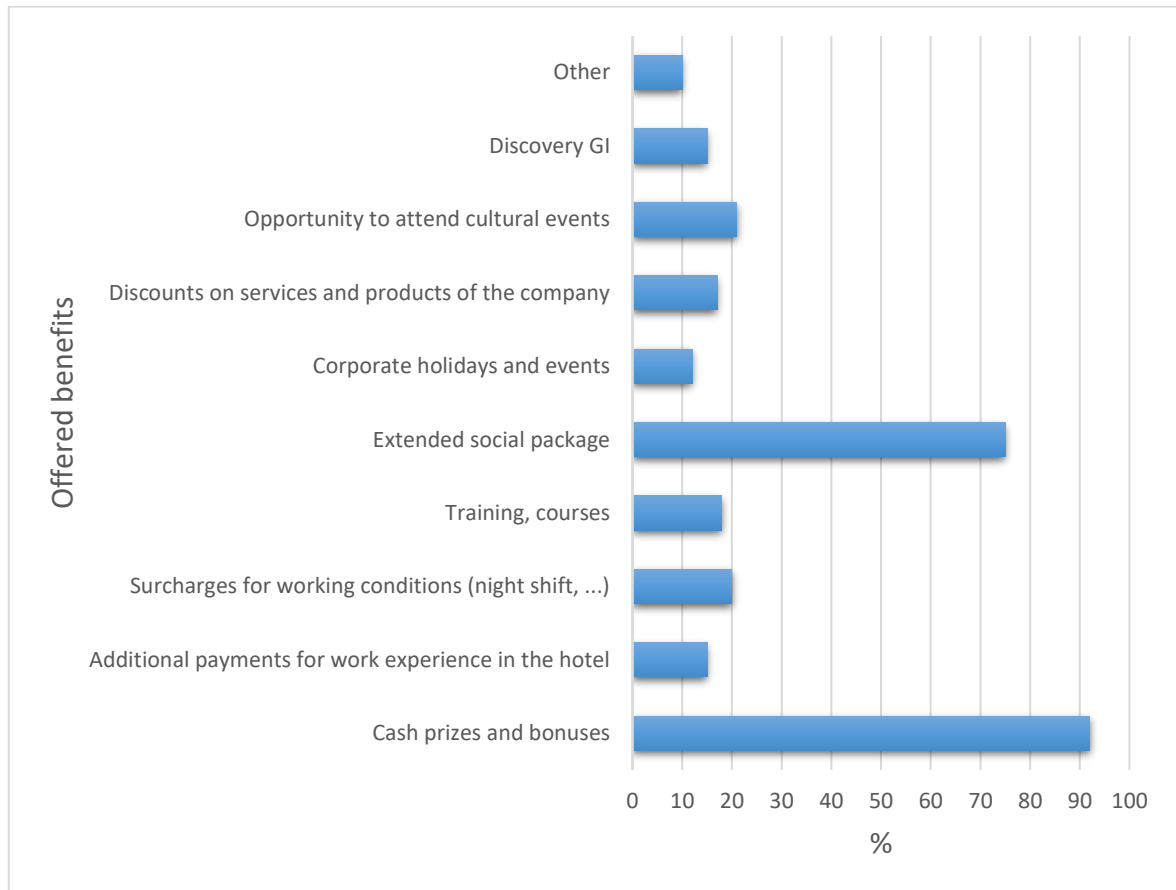
Figure 13: Overtime by department



Source: Own development

Figure 12 is representing when studying the motivation system, it is important to understand how wide the list of moral and material benefits provided to employees is, and how these benefits correspond to the needs and desires of the staff.

Figure 14: Demanded types of motivation



Source: Own development

Most of the respondents – 92% chose bonuses and additional payments as their preferred type of motivation, most likely this is due to the low incomes of most of the employees of the organization, and additional payments for working conditions and social package opportunities (insurance, additional payments for a child) -75% were also on the preferred list. Employees themselves prefer to invest in their own needs. It can also be training or cultural events that are not included in the motivational list of the hotel itself.

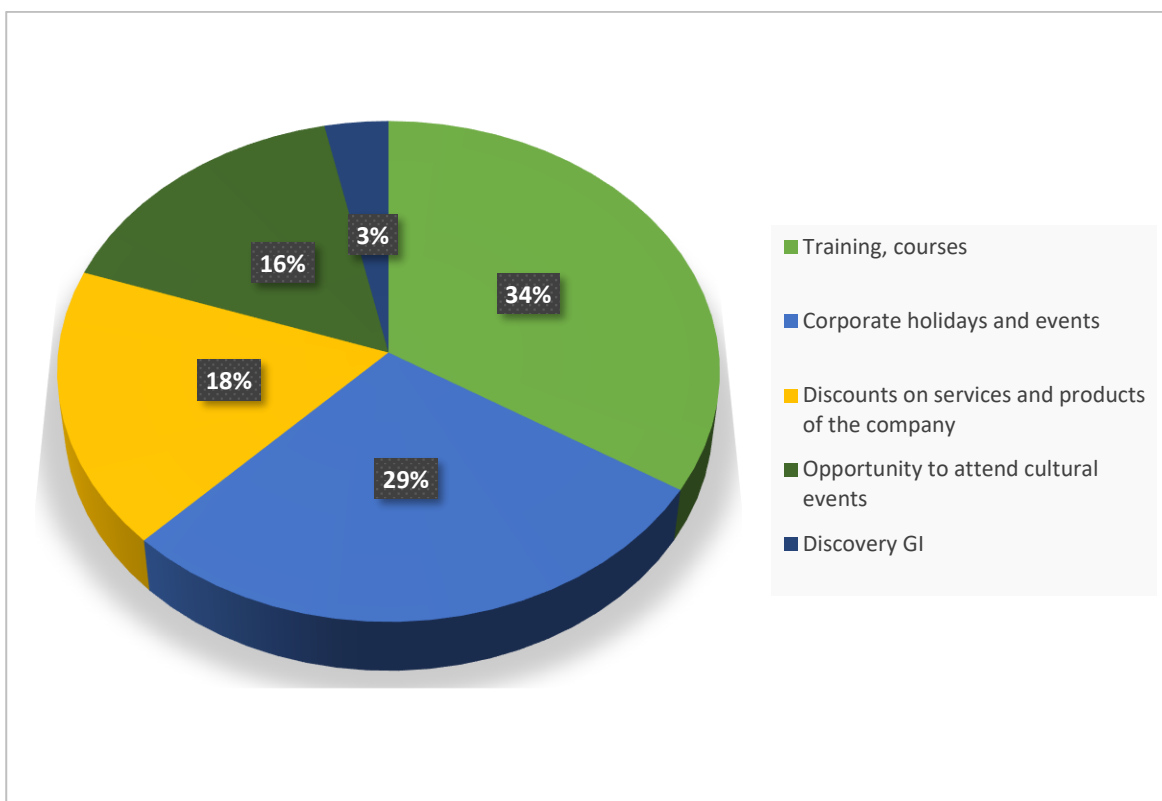
A small number of respondents chose other options: free access to cultural events, participation in training programs, company parties and travel using the opportunities to stay at the hotels of the Discovery GI program.

It is logical that employees choose financial incentives, this is since when there is a need for financial resources in the first place, few employees will be interested in various bonuses that do not bring additional income.

Among the responses under "Other" was the following:

- the possibility of real career growth (rather than promises), based on performance indicators;
- the opportunity to get a place in a “Global Inview” hotel’s chain in another country;
- business trips.

Figure 15: Participation in company incentive programs



Source: Own development

The effectiveness of the company's motivational system is most evident in the training of employees and the organization of corporate events that showing on figure 13. After all, this not only improves the professionalism of employees, but also brings employees together, makes the team united. Training is a formal connection and mutual assistance in the team, and corporate actions are an informal component.

The plans of employees for the next 1-2 years look quite optimistic for the organization, because most of them plan to stay at the same place of work (Table 5). This



shows that in the organization, along with the desire to make a profit and improve the image of the company, they take care of their employees, listen, encourage, and provide an opportunity for self-realization.

Table 5 Employee plans for the next 1-2 years

<b>Department</b>	<b>The number of employees</b>	<b>%</b>
Move up your career to the next position	8	20
Remain in current position	16	40
Difficult to answer	6	15
Move to another organization with a position change	6	15
Move to another organization without a position change	4	10
Total	40	100

Source: Own development

The functioning of the company is always connected with the people who work in the hotel. The correct principles of production organization play, of course, an important role, but the success of the company depends on specific people, their knowledge, competence, qualifications, discipline, motivation. Therefore, when hiring employees, they are assigned to the appropriate department of the hotel. It should be noted that sometimes an employee of a particular department was asked to perform tasks inherent in the duties of employees from other departments. So, it was in the period after the seasonality of the hotel. This period is sometimes four to five months. At the moment when the restaurant was closed for the weekend at the hotel, the reception staff, by order of the managers, were obliged to serve the guests at the bar: prepare drinks for them and make orders for the kitchen for the following days. What negatively affected the perception of the high service of the hotel, the dissatisfaction of the reception staff and increased responsibility for unpaid actions outside their area of competence. It should be noted that in case of poor-quality service at the bar, the receptionist was not punished financially. But the employee himself did not feel protected and professionally confident in the place where he performed other people's duties. It should also be noted that such a division of responsibilities affected the assessment of the hotel itself by customers and the organization of its work. Customers complained and were amazed that the reception staff served them unprofessionally and for some it seemed like nonsense, which lowered the rating of the hotel.

The organization of labour at the enterprise is designed to create normal working conditions for a person, the employee's interest in the results of personal and in the results of the enterprise. In addition, the organization of labour is designed to create labour systems at the enterprise that increase the income of the enterprise. Motivation is one of the main factors determining the effectiveness of workers activity.

For the manager, it is important to understand what kind of motive, what need is important for his staff, which is most relevant at the moment. So, for one employee, financial reward is important, and for another, such a factor as working conditions and recognition is more important. In order to understand how to motivate each specific employee, you need to understand not only his actual needs, know which methods of motivation will be more effective and become personally significant for each employee, but also take into account his natural potential, which can and should be relied upon. To do this, you need to be able to properly assess your staff.

To work effectively, an employee needs to love their job, and for this, a company needs to love an employee.

The effectiveness of the motivational system in practical activities largely depends on the governing bodies, employees of the administrative apparatus, their qualifications and business qualities. Knowing his employee, the leader can find the right key to his soul and character, the right “handle” that can increase the efficiency of this person and the organization as a whole. If the leader knows his people, then the motivation system will be highly effective, and hence the social and economic efficiency of production will increase. This is the main meaning of the motivation of labour activity as a factor in managing an organization.

## **5 Discussion of Results and Recommendations**

The chapter provides a discussion analysis based on the results of the study and considers foreign models of staff remuneration policy. According to the study, recommendations were given to improve the motivational policy of the „Galaxie” hotel.

### **5.1 Discussion**

Companies have developed a wide variety of compensation systems and practices to effectively incentivize work and achieve satisfaction for every worker. In manufacturing firms, the payroll can be 40% of the profit, while in the service sector - 70%.

Therefore, it is not surprising that the issues of material incentives are an area of increased interest of the top management of organizations: which is interested in ensuring that the funds allocated to the payroll are not wasted.

But the problem is that there is no one correct system or objective decision about who should be paid and how. The attitude of people to various forms of stimulation is largely subjective. The fee is a symbol of recognition and evaluation, and therefore often contributes to the emergence of conflict situations. Therefore, based on the results indicated in Picture 6 - “Wage satisfaction”, we can observe a fairly large percentage of 23% of dissatisfied employees who consider their wages in the hotel to be unfair. This is partly since the opportunities to earn extra money in the departments of HR, PR, Accounting are much less than in other departments. People, in general, are not guided by the fact that the Executive office, Kitchen departments remain after a shift at work as needed. Employees look at the difference in monthly allowance. The development and control of the remuneration system is the most difficult task for the leaders of the organization in the framework of solving the complex problem of personnel management.

In a unified human resource management policy, this problem contains the greatest number of contradictions between what should be implemented in accordance with theoretical developments and what is being implemented. Accordingly, many organizations are faced with a cyclical process that begins with the development of a promising new pay system and ends with disappointment in the effectiveness of this system, after which the process begins again.

Factors affecting employee satisfaction with the remuneration system:

- Satisfaction of an individual with remuneration for his work depends partly on how his expectations coincide with what he receives. The feeling of satisfaction or dissatisfaction arises in the process of comparing one's work, qualifications, education, and labour efforts with external and internal factors that stimulate workers, that is, the return on personal.
- Employee satisfaction with remuneration is also related to how similar work is paid in other organizations. That is, the employee compares the contribution / return ratio for himself with a similar ratio for other employees. It should be noted here that different people evaluate their contribution to production activities differently. There is a tendency to overestimate their contribution to the work in those areas where the employee feels most confident; the same tendency is characteristic of those cases when a certain work is performed especially successfully. It is common for employees to rate their contribution significantly higher than that of their bosses. Chiefs are characterized by reassessment of their contribution in relation to subordinates. The problem is exacerbated by the lack of communication skills: friendly relations with subordinates, the inability to give a sincere assessment of the activities of the subordinate leads to the fact that the employee begins to overestimate his contribution to the business, which in turn gives rise to dissatisfaction with the payment of his labour.
- Employees often misunderstand the assessment of the contribution of their colleagues, which is also a source of dissatisfaction. In addition, there is a tendency to overestimate the wages of their colleagues, which does not allow weighing its compliance with their labour participation. Dissatisfaction with pay and hostility towards colleagues often arises from the lack of accurate information about the salaries or wages of other employees. This is clearly seen from the study of the issue in Picture 8 - "Overtime by Department". Sometimes hotel HR and PR staff are not aware of what is happening in the hotel after the end of their shift. Chefs and waiters often must stay at work much longer than the prescribed hours. Often this is due to the delay of course buses on the roads during peak hours. Accordingly, the appointed dinner at a certain time for groups of tourists must be postponed to a later time. Thereby

increasing additional hours of work for employees and thereby increasing their salary.

- As a result, employee satisfaction depends on a set of incentive measures. Obviously, moral and material incentives are equally important and cannot be replaced by one another. Workers who receive high wages for monotonous uncreative work may express dissatisfaction with the lack of moral stimulation; and workers who receive low wages for interesting work may be dissatisfied precisely with the lack of material incentives for their work. From the point of view of the organization, the encouragement of employees is necessary to motivate a certain type of employee behaviour. However, the question is, under what conditions do incentives actively stimulate an employee? To increase efficiency, incentives must be linked by the labour process to a function of time.

To effectively stimulate an employee, the following conditions must be met:

- The worker must be sure that effective work will be properly evaluated.
- The employee should consider the kind of reward he receives to be the most important for him. Some workers are interested in promotion because they want power; others are interested in an increased pension, as they have reached old age and want to relax without worrying about money.
- The employee must be sure that a certain level of personal labour contribution will lead to an increase in the efficiency of the company. Stimulating the growth of labour efficiency can be caused by the following types of incentives: money, recognition, promotion, etc. If the efforts made lead to an appropriate incentive, then we can expect that the incentive will cause an even greater employee interest in efficient work.

Encouragement is divided into two categories: moral and material. Financial incentives can take the form of salaries, bonuses, promotions. Moral encouragement follows from the very process of work - it is satisfaction with the achieved result and a sense of the meaning of what is happening. The very process of work and the positive reaction of the employee to this process form the basis for moral satisfaction. An interesting fact is the influence of the management team on subordinate colleagues. Creating a solid, but at the same time favourable moral environment when working with superiors, where the employee sees in the eyes of the leader satisfaction with his professional actions, plays an important

role. This can be gleaned from the study conducted in the questionnaire, displayed in Picture 5 - "Factors that determine the work in the hotel." Where one of the employees admitted that he was satisfied with working with his superiors. To increase this incentive factor, management should strive to constantly improve working conditions. For these purposes, advanced companies often reorganize the labour process to increase the responsibility of the employee for the task assigned.

Another important factor is national culture. It is obvious that American managers and workers attach much more importance to the monetary value of labour (their own and subordinates) than their European and Japanese counterparts, who pay more attention to the policy of promotion of workers in the service and ensuring employment security. In the case of the hotel "Galaxie" in question, the management team is represented by persons of Czech nationality, for whom promotion plays the same significant role as material remuneration in the form of wages. While the workers - immigrants from Ukraine and Russia give more preference to material rewards than moral ones. This is clearly seen in the question "Demanded types of motivation", displayed in picture 9. Where the hotel employees - survey participants noted a greater commitment to bonuses in the form of a monetary component. To allocate funds for specific needs. It is no secret that foreign nationals from Ukraine and Russia come to the Czech Republic to work. And most of the money earned is transferred to relatives at home. However, even within the framework of a monoculture, a change in the balance of social relations can lead to a reassessment of values in favour of monetary forms of encouragement. Development of wage systems. The ability of the wage system to stimulate and satisfy the worker depends on the structure of this system and on the degree to which it is implemented. Although it is known that participation in the process of developing a decision increases the effectiveness of its implementation, the involvement of employees in the development of a system of remuneration and incentives is quite rare.

Such participation requires a lot of time. But perhaps the main obstacle is that the development of a wage system has always been considered the prerogative of only managerial personnel. With their own interests first, corporations usually keep their employees out of the design of pay and compensation systems. Therefore, it is impossible to evaluate the effectiveness of the system of participation in this issue, which has long been tested in other areas of decision-making. Many companies fall into a vicious circle, for which they themselves are partly to blame. Emphasizing their commitment to the policy of monetary incentives for their employees, companies are trying to attract people who have a

great need for money to work, as well as constantly stimulate this need in the process of work. Thus, in society, money, already a symbol of position, power, recognition, becomes something more within the company.

As recognition of an employee's merit grows, bonuses and other forms of monetary rewards remain revered symbols of merit and success but are viewed from a different angle than they were at the beginning of a career. Increasing the role of money in the process of stimulating the labour activity of employees, managers must be prepared for the fact that employees may demand an increase in the amount of monetary remuneration, demand an improvement in the wage system and the payment of bonuses, again in the direction of their increase. Work on the development of a system of material incentives should begin with the formation of a philosophy in the field of remuneration and payment of remuneration based on the results of work, as well as determining the place and role of material rewards in the overall system of stimulating labour activity. In the absence of such a concept, the wage system will continue to shape the psychology of workers in the direction of expecting an increase in wages. If the main emphasis is on material incentives as the main indicator of success, then the management must continue the policy; although a slightly shifted compensation system could have a similar stimulating effect, accompanied by even fewer administrative problems and possibly lower costs.

Money is obviously the most important stimulant of labour activity, but its impact is determined by the place that material incentives occupy in a complex system of stimulating labour activity. When shaping wage systems, one should not forget about such situational factors as state regulation and the activities of trade unions.

For example, since the 1950s, Swedish labour unions have been pursuing a policy of so-called "solid wages" in negotiations on renegotiating collective agreements, based on the following principles: equal pay for equal work and a reduction in the gap between the maximum and minimum wages.

The principle of equal pay for equal work provides for through tariff conditions for workers performing the same work of the same qualifications with the same intensity. At the same time, it is important to note that the system does not exclude the differentiation of earnings depending on specific labour results. Rules for developing an effective system of material incentives:

1. You need to start with a clear strategy and think carefully about your goals.

2. It is important to rely on criteria that can be quantified. Next, you need to make sure that managers know how to measure the level of performance, how to evaluate the contribution of individual employees.
3. It is necessary to try to decentralize the incentive system as much as possible. Give individual production units the right to tailor incentive programs to their specific circumstances.
4. Separate the incentive system from the base salary. Provide bonuses on a one-time basis and in relation to specific results to emphasize the relationship of rewards to performance.
5. Determine in advance the conditions for terminating the system.

Thus, it should be clearly established under what technological changes or changes in the production program the system can be changed or terminated.

Questions to test the viability of the incentive system:

1. Does it attract attention? Have people started talking more about their work, are they proud of their achievements in connection with the system?
2. Do employees understand the principles of the system? Can the employee explain how the system works, what they need to do to receive a bonus (bonus)?
3. Does the work of the system contribute to the improvement of communications in the organization? Do employees know more about the company's goals, plans, philosophy than before the implementation of the system?
4. Does the system allow payments to be linked to specific results? Did the company start to work better after the introduction of the system? Have profits increased? Market share? Has there been an efficiency gain due to the system (at least partially)?

If an organization has developed different systems of remuneration and incentives for different levels of the structure, then this means that among different groups of employees there will be a different attitude towards the system of incentives used in practice. This, in turn, is since there are differences in how much management trusts and what role it assigns to each individual employee. As a result, each employee in his own way feels the degree of his involvement in this organization.

In the United States, in almost all organizations, there are differences in the system of remuneration of employees holding responsible leadership positions at the highest levels



of management structures, and employees whose work is not related to the adoption of responsible decisions.

Grassroots workers are subject to federal law requiring the payment of time wages for a workweek lasting more than 40 hours. In accordance with these requirements, organizations for this category of workers keep track of working time and form a payroll fund. Leading employees receive a salary (salary).

Federal legislation that pays low-level workers an hourly wage was passed in the 1930s to protect this category of workers from exploitation by management personnel. However, this law can often lead to unexpected results in the formation of a manager's perception of how his subordinates relate to the organization in which they work. It can affect the feeling of their activities in the structure of the company among workers at the lower levels and change their attitude to work.

One-way companies are trying to bridge the statutory pay gap between executives and lower-level employees is to put all employees on payroll. Workers who traditionally received hourly wages now, along with managers, receive a weekly or monthly salary. However, there is a stratum of workers at the lowest level, for whom the system of hourly wages remains in force.

In the hotel for lower-level workers (servers, housekeepers, laundry workers) there is an hourly wage. The problem is that the workers are on a team contract and the schedule for them is not strictly defined. The number of rooms to be cleaned and the number of breakfasts, lunches and dinners held can be instantly changed at the request of accompanying foreign groups of tourists. And in this case, the management team and supervisors can cancel the working hours for certain employees, just before the start of the shift. There have been cases when early agreements on the number of hours of work for a certain day changed dramatically both downward (up to the cancellation of the shift) and upwards of hours. Which negatively affected the desire of the employee to continue working in the organization. Because of the instability and uncertainty about the size of his salary. In such cases, the recommendation to the management will be the need to fix the wage rate even if the shift is cancelled for the employee - a kind of compensation. For obvious reasons, this negatively affects the company's budget, but in this case, employee loyalty is more important than the financial component.

Of great importance is the overall concept of remuneration and incentives developed by the company. Many leading companies with such a concept are successfully

implementing a payroll system based on salaries. In addition, differences in incentive systems may be caused by the desire to reduce the amount of taxable income received by highly paid categories of workers.

Issues of internal and external parity in material incentives. To maintain a state of satisfaction with the employee's pay, the firm must establish approximate pay parity for different groups of workers with comparable working conditions. The consequences of paying below-average wages can be devastating for a company, as talented people will prefer to work for other companies with higher wage rates. But the costs of maintaining wage equality are also quite high.

Satisfaction of all the requirements imposed by the competitive struggle on wages and the system of employee incentives is considered by top management as an extreme measure to maintain external parity in this area, which is a rather complicated matter.

Pay inequality within an organization can lead to internal conflicts that take a lot of time and energy from the leaders of the organization.

Thus, the management of the company should always choose the golden mean in terms of the effectiveness of material incentives as such and maintaining internal and external parity in the remuneration of their employees. It is possible that line managers are willing to sacrifice the external and internal parity of the firm in terms of wages to attract the most talented employees to their departments.

However, competition is quite expensive for companies. Managers responsible for managing human resources within the organization find themselves in a position that obliges them to counteract the efforts of line managers; to be able to control the strategic line of development of the company. They insist on a reasonable combination of moral and material incentives for the best workers to avoid long and costly conflicts, which, in their opinion, can arise in the case of constant salary increases for the same workers.

## **5.2 Recommendations**

According to the data obtained because of the survey, the following recommendations are proposed for improving the management of labour motivation of staff in the "Galaxie" hotel:

- Carrying out annual monitoring of the state of labour motivation of hotel employees. At the "Galaxie" hotel, the internal document that contains the staff

motivation management system is the “Regulations on Staff Incentives”, for the development of which the manager, as well as the subordinate, needs to be informed about the state of the labour market and the positioning of the organization in it, to have a holistic vision of the existing one. in the organization of the incentive system, as well as to know the level of motivation of each employee. Annual monitoring of the state of labour motivation of hotel employees allows you to obtain this information. The absence of this analysis will not allow the manager to build an effective system for managing work motivation. The established level of motivation will allow the manager to choose the most effective types of incentives applied to employees as soon as possible.

- Based on the data obtained, it should be noted that the main direction in improving the motivation system in the hotel is to increase wages. However, following A. Maslow, it is argued that an increase in income can only temporarily increase the motivation to work. Therefore, the personnel department at the „Galaxie” hotel should clearly develop incentive criteria, inform the staff about them so that each employee associates the results of his work with the number of wages.
- Serious attention should be paid to the system of professional development and career growth of employees, as well as to regulate interpersonal relationships, directing them with the help of a system of rewards and punishments in the right direction.

The need for development or self-actualization is the highest need in A. Maslow's pyramid. However, such a need depends directly on the person. The “Galaxie” hotel provides training to improve the professional skills of employees, such as training for the reservation department, waiters, and receptionists. This is confirmed by the fact that most respondents noted participation in training programs provided by the hotel. It is likely that the staff wants to receive more complex tasks that would require them to use special knowledge and skills. The method of solving the problem can be the delegation of some authority by the manager to line personnel, or the definition of additional responsibility for some work processes.

It is recommended to conduct team building exercises, these exercises should be a tradition, for example once a quarter. The main goal of conducting team building exercises in a hotel is to achieve good interpersonal relationships (the specifics of formal and informal

organizational ties in the team and the relationship between them), a democratic level in the team, and the optimal level of psychological compatibility of the team.

When developing a system of non-material incentives for hotel staff, it is necessary to focus on the following points:

1. Providing benefits.
2. Awards and status differences.
3. Psychological methods of stimulation.

Let's consider these methods one by one. Based on the results of the study conducted in Chart 12, we note that benefits, or the so-called "extended social package", have no less motivating effect.

Allowances include:

1) Additional benefits (for time not worked):

- holidays and vacations;
- payment of sick leaves;
- payment upon dismissal;
- unemployment Insurance and Supplemental Unemployment Benefits (paid to people who are unemployed through no fault of their own).

The problem with holidays and vacations is that the staff prefers to use their free two weeks during the busy period of the hotel, that is, from May to October. At a time when both spouse / spouse can share a joint stay at the resorts; while the kids have summer holidays. For obvious reasons, not all employees, or rather, almost no one, can get a well-deserved rest during this period. This negatively affects the motivation and performance of staff. The only solution for the managerial personnel is the temporary (for the period of holidays) full replacement of employees with "new blood" - freshly recruited employees in the places of experienced professionals. The negative consequences, in this state of affairs, include the inexperience of new staff in the field. And the dissatisfaction of newcomers with the fact that hard work is assigned to them in the midst of the season, after which they will be immediately released from their positions. And since professional workers need stability in the workplace, highly qualified personnel do not agree to temporary work even for additional financial incentives.

There is also an actual problem with night reception workers. One employee who was taken on a full-time contract complained that due to the fact that the rest of the night shifts of the reception work only on a part-time contract, they refuse to take shifts on New

Year's Eve. Such employees prefer to celebrate the holiday with their families and even for increased pay they do not take a shift on the night of January 1st.

According to the company, sick leave payments are not made at the hotel. An employee goes on sick leave for an indefinite period of time completely unprotected financially by the hotel.

But there is a legislatively (Labour Code, part two, section four, part eight "Severance pay", paragraph 67) the enshrined right of full-time employees to receive compensation upon dismissal from the organization in the amount of one to three salaries, depending on the period work in the company.

But unemployment benefits fall on the shoulders of the state.

Summarizing the above, the attraction for employees was the introduction of the company's budget funds for the development of additional benefits.

After all, these measures are not designed to lose money to the organization, but only to increase the confidence of each employee in the future of the company and his loyalty to the company. To the hotel and management staff.

2) Payment of insurance:

- compensation in case of accidents;
- life insurance;
- hospitalization, health insurance and disability insurance.

The hotel provides insurance for full-time employees from the insurance company VZP. The very cost of such insurance costs CZK 15,000 for each employee. This is quite a nice bonus for the staff.

In addition to attracting new employees and providing experienced representatives of the company in the field, you can introduce the so-called personnel life insurance, concluding a profitable contract for the company with well-known insurance companies like Allianz and the like. That will dramatically increase the attractiveness of any employer. After all, this is already reflected not only in the well-being of the employee, but also in the well-being and support of the family of each of the hotel staff.

3) Preferential services:

- personal services (crediting to employees, advisory services, various employee assistance programs, renting an apartment at the expense of the enterprise);
- work-related benefits (parental leave, travel expenses, food services, tuition fees, etc.).

Cooperating with many firms and companies throughout Europe, in particular, providing hotel premises for banquets, receptions, corporate events and meetings, the hotel can agree on certain conditions of cooperation with representatives of banks, consulting firms, landlords and discounts in service programs not only for its VIPs customers, but also their employees. This cooperation can bring great opportunities for fruitful cooperation of banks, consulting firms and similar organizations, not only increasing the customer base for them, but also increasing the loyalty of hotel employees and the attractiveness of the company for candidates.

The benefits include, first of all, free delivery of employees to and from work home by means of the hotel shuttle. This is especially true for the night shift receptionists, cooks, who have to prepare breakfast from five in the morning, which starts at seven in the morning.

To some extent, some programs and contracts will not require significant investments. In some cases, cooperating companies may assume responsibility for the costs. In any case, the benefits of such ways of motivating employees will bring greater benefits than the costs of implementing such ideas.

#### 4) Pension schemes.

Along with contributions to the pension fund, based on Czech law, “Global Inview”, which owns the “Galaxie” hotel, can organize a separate pension fund for hotel employees. It is possible to use a certain percentage of salary deductions and invest in NFT funds or other funds of the employee's choice. Thus, insignificant deductions that are made for a sufficiently long time, by the time the employee retires, can sufficiently become support in old age. And for the company, this means that the employee of the organization will be sure that his company takes care of him and develops special types of encouragement to interest him in the proposed position.

One of the problems of providing benefits and benefits is related to planning and limiting the costs of the firm.

Another problem is the adequacy of the use of benefits as a stimulating factor. Thus, the “social package” can be taken by employees as something taken for granted, and not as part of a motivational policy aimed at improving the performance of employees.

A properly drawn up company policy regarding the motivational program gives the right vision to each employee to achieve their goals by increasing or improving the quality of their work process. A happy employee is a successful employee.

The use of the second method of non-material motivation associated with rewards and status differences involves the application of two main principles:

1. Rewarding always has a symbolic meaning. This means that the value of an award is determined not by its material value (things or services), but by its significance for the employee who is awarded.
2. The award is of an exceptional nature and is awarded for the outstanding performance of an employee. That is, regardless of the nature of the award, only individual employees can receive it and only for the results achieved. Otherwise, this method loses its motivating power.

Types of awards:

1. Awards in material terms: gifts, souvenirs, orders and medals, etc.
2. Awards in the form of insignia, giving the employee the opportunity to differ from his colleagues in some way (for example, status): individual and group titles, company attributes with a different design than others, a challenge banner, placing a photo on the honour roll or company website, etc.
3. Provision of benefits, services or privileges: holiday vouchers, tickets to a concert, the ability to use a company car, a promotion, etc.

Unlike benefits, this type of motivation is used only when rewarding for success and is not provided “automatically” to all employees.

Such a motivation system is designed to create a healthy competitive environment in the team. Each employee will strive for their professional activities at the highest level. The main thing in this matter is to control the ethics of business behaviour and exclude situations of envy and enmity between subordinates. It is necessary not only to encourage the desire for leadership and competition, but also to stop attempts at fraud and incitement to conflict.

In conclusion, I would like to note that it is in the internal motivation of employees that a huge potential lies. Hotel "Galaxie" pays enough attention to the personality of its employees and, if possible, does not demotivate them, the hotel has become a "second home" for employees. In companies such as the “Galaxie” hotel, employees are very loyal and ready to endure all difficulties together and work for its benefit, even if some moments do not suit them.

## 6 Conclusion

So, motivation is a very important point in building a management system. In the absence of motivation or with non-targeted motivation of the employees of the enterprise, labour productivity is not at the maximum level, which can lead to a decrease in profitability. Therefore, it is necessary to pay special attention to this problem and follow the trend in the development of the motivation system in large firms and the changing needs of employees to subsequently improve this system. And the conditions for the dynamic development of the hotel industry affect the need for efficient use of the labour force of hotels. The hotel should constantly analyze both the motivation system itself and the actual motivational factors for staff to adjust the motivational measures.

Existing theoretical approaches to the management of labour motivation do not allow choosing a unified strategy of managerial influence on employees in the hotel business because in each of them motivational factors are considered in two "beginnings" - in content theories they are the needs of employees, in procedural theories - remuneration received personnel for the performance of professional activities.

The hypothesis within the framework of the final qualifying work was confirmed. The hotel business has its own characteristics of the motivation system, and they may depend on several factors:

- belonging of the enterprise to the international hotel chain, where there are common programs. For example, the compensation package for employees of a hotel belonging to a hotel chain may include the provision of discounts for accommodation in other hotels of this chain;
- features of the activities of individual employees (for example, the chef of many large hotels must always be available by phone, and therefore he is paid for mobile communications).

Thus, based on the theories and practices discussed above, we can conclude that in the hospitality industry, as in other areas of activity, it is possible to use the following moral and material incentives: bonuses; bonus system; praise; gratitude; presentation of certificates, diplomas, awards; introduction of a competitive system. Financial incentives, the main form of manifestation of which is bonuses, should be based, first, on the quality of the employee's work. The remuneration should be really deserved, and not universal (apply only to particularly distinguished employees) to stimulate the rest of the team to work more



productively. The remuneration must be worthy (correspond to the level of qualification, education of the employee, his position). As in other companies, the management of "Galaxie" must organize a "warm atmosphere" in the team, take care of their subordinates, provide mutual assistance, support, and actively develop the corporate culture.

But, despite several similarities, motivation in the hospitality industry has several features. Financial incentives should consider the specifics of the work of each individual employee, as well as the entire department. For example, as already mentioned, for various services (reception and accommodation, reservation service, housekeeping service, restaurant service), in practice, their own ways of encouraging are used, for example, depending on the number of seats sold, on the level of service provided, on the time and quality of service, etc. The system of corporate discounts for using the internal services of the company should also be attributed to the methods of material incentives. In the case of chain hotels or hotels cooperating with other organizations, this may be the provision of services already outside the enterprise (discounts on rooms). It can also be the creation of a bonus system, where the main prize for an employee can be a trip to another hotel of the chain. In the hotel business, especially in the "Galaxie" hotel, as already noted, training is an important point. It is not to be denied that training is now being carried out in many companies, but in the hospitality industry, training should be aimed at obtaining employee knowledge in this area. It is possible to conduct trainings aimed at expanding communication skills (since employees of many hospitality industry services have direct contact with people), as well as various courses, and what is especially important, foreign language courses, since the studied business, like no other business, is most closely related to communication with foreign citizens. Such trainings will also help to carry out "rotation" in the team, which is also one of the possible methods of stimulation. In the hospitality industry, as in no other area, convenient work schedules for your employees can be used as incentive methods, since often the work of some services (catering, reception and accommodation, hotel management) does not require strict time regulation. In addition, in any hotel, as a rule, there are resources for organizing free meals for employees. All these methods can be applied in the hospitality industry; however, it is important to consider the capabilities of the company and the justification of these funds in each specific case. The most effective, as already noted, is to apply in combination the methods of both moral and material incentives. Based on all these principles, the employer can significantly improve the work of his staff, and as a result, the quality of the services provided. As a result, the number of customers of

the company will increase, which will bring much more profit. And making a profit is just the main goal of any type of business.

## 7 References

- ALEKSANDROVA, Olena, BATCHENKO, Larisa. Specifics of managing competitiveness of present-day university on principles of social responsibility. Girnichiv: National Girnichiy University. 2018. 165 p. ISBN: 1567153548.
- ASERS Publishing. Modern Concepts of Financial and Non-Financial Motivation of Service Industries Staff [online]. 18 December 2021. <https://philarchive.org/archive/GRYMCOv1>. Accessed 01 September 2017.
- BERDNIKOVA, Leyla, MIKHALENOK, Natalia, FROLOVA, Veronika, SUKHACHEVA, Victoria, KRIVTSOV, Artem. Human Resource Management System Development at Smart University. Singapore: Springer, 2020. 337 p. ISBN: 978-981-15-5583-1.
- BUBNOV, Michael. Personnel management. Moscow: INFRA, 2014. 400 p. ISBN 6450187743.
- CORTES, Anastasia, BRIGHT, David, HARTMANN, Eva. Principles of Management. Texas: OpenStax, 2019. 345 p. ISBN 0998625760.
- DECI, Edward, RYAN, Richard. Intrinsic motivation and self-determination in human behavior. — NY: Plenum Publishing Co, 1985. 185 p. ISBN: 7594561896.
- GALKINA, Tatyana. Sociology of management: from group to team. Moscow: Kraus, 2014. 224 p. ISBN: 4651895433.
- GELLER, Scott. Applied psychology: Actively caring for people. New York: Cambridge University press, 2016. 665 p. ISBN 978-1-107-07166-7.
- HACKMAN, Jerald, OLDFHAM, Richard. The job diagnostic survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects. New Haven: Department of Administrative Sciences: Yale University, 1974. 170 p. ISBN: ED 099 580.
- KURZY.CZ Klesá loajalita zaměstnanců? Lidé většinou vydrží v jednom zaměstnání méně než 2 roky [online]. 15 December 2021. <https://www.kurzy.cz/zpravy/454500-klesa->

loajalita-zamestnancu-lide-vetsinou-vydrzi-v-jednom-zamestnani-mene-nez-2-roky.  
Accessed 10 May 2018.

MCCLELLAND, David. *The Achieving Society*. New York: Martino Fine Books, 2010. 530 p. ISBN: 978-1891396397.

MASLOW, Abraham. *A Theory of Human Motivation*. New Delhi: GENERAL PRESS, 2019. 128 p. ISBN 9789388760317.

MATSUBARA, Yukihiro, NAGAMACHI, Mitsuo. *Motivation system and human model for intelligent tutoring*. Berlin: Springer, 1996. 147 p. ISBN: 978-3-540-61327-5.

NebGuide. *77 ways to motivate your workers* [online]. 21 December 2021. [https://www.researchgate.net/publication/237371518\\_77\\_Ways\\_To\\_Motivate\\_Your\\_Workers](https://www.researchgate.net/publication/237371518_77_Ways_To_Motivate_Your_Workers). Accessed 1 October 2007.

NIKIFOROV, Grigorii, MAKSHANOVA, Svetlana. *Management Psychology*. St. Petersburg: Publishing House of St. Petersburg, 2016. 316 p. ISBN: 1567649452.

SAGE journals. *Valence–Instrumentality–Expectancy Model of Motivation as an Alternative Model for Examining Ethical Leadership Behaviors* [online]. 30 December 2021. <https://journals.sagepub.com/doi/full/10.1177/21582440211021896>. Accessed 4 June 2021.

ScienceDirect. *Forty years of organizational behavior research in project management*. [online]. *International Journal of Project Management*, 14 p. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0263786321001198> [Accessed 28 October 2021].

ScienceDirect. *The role of employees' leadership perceptions, values, and motivation in employees' proenvironmental behaviors* [online]. *Journal of Cleaner Production* Volume 196, 587 p. Available at: <https://www.sciencedirect.com/science/article/pii/S0959652618316627#fig1> [Accessed 20 September 2018].

VESNIN, Vladimir. *Practical personnel management*. Moscow: Prospekt, 2016. 688 p. ISBN: 978-5-482-01717-3.

WASSERMAN, Theodore, WASSERMAN, Lori. Traditional Models of Motivation. Cham:  
Springer. 2020. 12 p. ISBN: 978-3-030-58723-9.

## **8 Appendix**

### **Appendix 1 - Hotel Star Rating**

First Class \*\*\*\* (4 Stars)

Minimum size 75% of rooms: Single 11.4 m<sup>2</sup>, double 13.3 m<sup>2</sup>.

Room facilities: Bed, wardrobe, rubbish bin, 1 sofa bed, 1 desk, desk / top, trunk table, spare blanket, room lighting, bedside lamp, reading lamp, locker / drawer or safe, full-length mirror.

Hygienic comfort: 100% of rooms equipped with bathroom with sink, shower / bath and toilet.

Bathroom and toilet equipment: 1 terry towel and 1 terry towel per guest, mirror above the sink (min. 0.4 m<sup>2</sup>), lighting above the sink, storage space / shelf, rug in front of the sink or in front of the shower / bath, covered wastebasket, 1 cup per person.

Free small items: Hygienic bag, shampoo, 1 guest soap, sewing, correspondence boards, stationery, hotel documentation, paper handkerchiefs.

Additional item: Shoehorn, clothes brush, shoe brush / cloth, 1 drinking glass per guest, bottle opener.

Radio and TV reception: 100% of the rooms have radio and TV.

Telephone: 100% of the rooms have a direct dial telephone, including instructions for its use, 24-hour telephone connection.

Fax, On-line, Internet: Fax in the guest reception area.

Storage, safe deposit box: Safe at the reception.

Reception: Occupied 24 hours a day, currency exchange.

Cashless payment: At all centers.

Meeting rooms for hotel guests: 1 common room, 1 reception hall with seating and drinks service.

Laundry and ironing of the guest's laundry: When handed in by 9.00 am, handing over the washed or ironed laundry of the guest within 24 hours.

Breakfast service: Breakfast buffet and room service.

Food service: Lunch 3 hours, dinner 4 hours, small floor ticket from 11.30 to 14.00 and from 18.00 to 22.00, small ticket between breakfast and lunch and between lunch and dinner.

Beverage service: During the operation of sales centers, 100% of the rooms have a minibar.

Hotel day bar: 1.

Restaurant: 1.

Optional features: boarding house 80 points, other 120 points.

Source: Cestovni-ruch.cz. Uniform classification of hotels, garni hotels, motels and boarding houses [online]. Available at: <https://www.cestovni-ruch.cz/kategorizace/jednotna.php> [Accessed 28 October 2021].

## Appendix 2 - Questionnaire

Dear employees, I ask you to take a survey to identify and evaluate the personnel motivation system in the organization. Please, answer the questions offered in this questionnaire.

Carefully read the question and all the answer options that are given for it.

Thank you for your cooperation!

1. Your division in the organization \_\_\_\_\_

2. Your position \_\_\_\_\_

3. Your age \_\_\_\_\_

4. Your gender

- Male
- Female

5. How long have you been working in this organization?

- less than 3 months
- 3–6 months
- 6 months-1 year
- over 1 year
- more than 3 years
- over 10 years

6. Are you generally satisfied with your current job?

- Quite satisfied
- More satisfied than not
- Can't answer satisfied or not
- Rather dissatisfied



- Dissatisfied

7. Are you satisfied with the organization of work in the hotel?

- Quite satisfied
- More satisfied than not
- Can't answer satisfied or not
- Rather dissatisfied
- Dissatisfied

8. Has there been a need for overtime work at your enterprise (hotel) over the past six months?

- Yes, quite often
- Happened but rarely
- No, it didn't occur

9. Are you personally satisfied with the amount of your earnings at the hotel?

- Salary fully satisfied
- More satisfied than not
- There is no clear answer
- Rather dissatisfied
- Totally dissatisfied

10. Do you have any additional income? (other than hotel income)

- Yes, I have
- Sometimes
- No, I do not have
- I prefer not to answer this question

11. Do you think that the existing salary level encourages the hotel staff to work effectively?

- Yes
- Rather yes than no
- More likely no than yes
- Not
- Difficult to answer

12. Did you receive any additional payments during your last year with the company?

- Working for less than a year
- Yes, I received it more than once
- Yes, got it once.
- Did not receive

13. Have you had any cases of salary delays in the hotel during the last six months?

- Yes, there have been many times
- Yes, there was one such case.
- There was no salary delay.

14. What factors currently determine your work in the company?

- Choose up to 3 options
- Factors that determine work in a hotel
- Prestige and authority of the company
- Stability and confidence in the future
- High income
- Striving to develop professionally
- Inability to find a higher paying job
- The need to earn somewhere
- Friendly team
- Other

15. In your opinion, are you sufficiently motivated by your organization?

- Yes
- Rather yes than no
- Difficult to answer
- More likely no than yes
- Not

16. Do you think that motivation helps to increase the efficiency of your work personally?

- Yes
- Rather yes than no
- Difficult to answer
- More likely no than yes
- Not

17. How would you rate the motivational policy of the company? Choose an option from 1 to 5

5 - Weak. I don't feel it at all.

1 - Strong. The company motivates its employees

18. Which type of motivation will interest you? Please select the 5 most important job characteristics for you from the ones listed below.

- Cash prizes and bonuses
- Additional payments for work experience in the hotel
- Surcharges for working conditions (night shift, ...)
- Training, courses
- extended social package
- corporate holidays and events
- Discounts on services and products of the company
- Opportunity to attend cultural events

- Discovery GI
- Other (please indicate what additionally you might be interested in) \_\_\_\_\_

19. Have you participated in any of the proposed motivational programs of the company?  
Please select from the programs listed below the ones in which you have participated.

- Training, courses
- corporate holidays and events
- Discounts on services and products of the company
- Opportunity to attend cultural events
- Discovery GI

20. What are your plans for the next 1-2 years?

- Move up your career to the next position
- Remain in current position
- Difficult to answer
- Move to another organization with a position change
- Move to another organization without a position change
- Other\_\_\_\_\_

## List of figures

Figure 1: Forms of motivation .....	15
Figure 2: Maslow's pyramid .....	20
Figure 3: McClelland's theory of needs.....	21
Figure 4: Model of work motivation.....	37
Figure 5: Organizational structure of "Galaxie" hotel .....	43
Figure 6: Satisfaction with the work of the departments of the hotel.....	48
Figure 7: Motivation in the organization .....	49
Figure 8: Influence of working time in a hotel on motivation.....	49
Figure 9: Evaluation of the motivational policy in the hotel .....	50
Figure 10: Factors that determine work in a hotel .....	51
Figure 11: Wage satisfaction .....	53
Figure 12: Additional payments from the company by departments.....	54
Figure 13: Overtime by department.....	54
Figure 14: Demanded types of motivation .....	55
Figure 15: Participation in company incentive programs .....	56

**List of tables**

Table 1 Number of respondents by department .....46

Table 2 Satisfaction of job position .....47

Table 3 Satisfaction with the organization of work .....47

Table 4 Cases of wage arrears in the last six months.....52

Table 5 Employee plans for the next 1-2 years.....57

## **List of abbreviations**

CZK – Czech Republic Koruna

F&B – Food and Beverage

HR – Human Resource

NFT – Non-Fungible Token

PR – Public Relations

VIP – Very Important Person

VZP – Všeobecná Zdravotní Pojistovna (General Health Insurance Company)