

THE ROLE OF TRAININGS IN MOTIVATING EMPLOYEES IN HOTEL ENTERPRISES

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Abstract: Since the changes taking place in our globe are unavoidable, then the purpose of this study is to analyze the level of training within hotel enterprises so that changes are managed and do not affect the process and productivity of the work, also these changes do not de motivate the employees.

From the findings of this study we came to the conclusion that the trainings affect the motivation of the employees, and in addition the professional development and promotion. But other variables were measured and it turned out that even wages are a highly motivating stimulant.

Finally we can say that from the findings of this study, the hotel enterprises have an overview of what motivates their employees. Therefore, the use of those motivational incentives from managers to workers enables them to be more productive, in our case the quality of service.

Keywords: Enterprise, training, motivation, quality, service.

1. INTRODUCTION

Human resource management is more focused on the workforce, mainly directed at worker organization, finding and training, commitment to the payments and rewards that should be made for them, meeting needs based on their work, as well as solving problems that may cause dissatisfaction with them.⁶³

Different countries undertake policies in order to improve working conditions, time flexibility, quality of life of employees, their motivation, etc. Employees are no longer seen as executives of tasks and orders given above, but as important sources that affect the overall outcome of the institution. Therefore, how best to build relationships with them, the higher the productivity.⁶⁴

To be competitive with developed countries, new approaches to work are being applied through technology development, for which workers are under pressure, as changes in technology are constantly underway. To adapt to these trends, hotel businesses are trying to strive through these motivational methods for their employees. The process of adapting the enterprises is trying to accomplish through the training of staff, which affect the professional upgrading.

The main purpose of this study is to describe the overall level of training of hotel enterprise workers as well as its impact on motivation. Therefore, considering the evolution that is taking place in our globe, undoubtedly the employees feel pressured, as there are constantly changes in technology . Since they are not all flexible enough to change, this can affect motivation at work. However, all this can be avoided by the use of motivational methods involving the various staff training. Hotel enterprises are focusing on providing the most quality services while satisfying the needs of their clients through staff training, by raising them professionally.

2. METHODOLOGY

Quantitative methods were used to answer research questions. 467 workers participated in the survey, with 36% women and 63.4% males.

For the research of this paper, secondary data have been used that are combined with different literature, scientific research papers, service quality reports, and demographic reports for catering, whereas primary data will be obtained

⁶³ Lawler, E. E III (2003). *Treat people right! How organizations and individuals can propel each other into a virtuous spiral of success*. San Francisco: Jossey – Bass.

⁶⁴ Mullins. L (2002), *Management and Organisational Behaviour*: 6th Edition, ISBN 10: [0273651471](https://doi.org/10.1016/0273651471), Prentice Hall.

from enterprise surveys. Based on its source data, there are tourist enterprises of various activities such as hotels, restaurants, cafes, meals and kitchens.

To collect the data, the questionnaire was distributed via the "Google Forms" program.

For the evaluation of the results of all statistical tests, they were analyzed through the statistical package on social sciences (SPSS).

3. REVIEW OF LITERATURE

If we refer to Armstrong, one of the key elements in the development of work is: Finding appropriate forms of staff rewarding in order to increase motivation in their ranks towards what motivates people to their work is of the utmost importance special.⁶⁵

A motivated employee positively influences the achievements and productivity of the job. But in spite of this, this result is often influenced by working conditions, organization strategy, management practices, or rewarding forms. Therefore, although many studies point to the fact that positive employee motivation policies have an impact on productivity growth, it is worth mentioning the role of external elements in this process.⁶⁶

Herzberg's theory places emphasis on internal elements that affect employee motivation such as achievement, success, accountability, gratitude, professional growth, competence. These variables are classified into the set of motivational factors as they encourage employees to make the most of what they do. Meanwhile, on the other side of the coin the theory positions other factors (hygiene) otherwise known as external motivation. Here we cite: relations with colleagues and supervisor, working conditions, benefits, company policies.⁶⁷ If employees are motivated inside and out, the result is more accessible. The opposite happens if we have barriers in one or the other.⁶⁸

4. BUSINESS TOURISM ANALYSIS - AT THE HOTEL

The rapid development of technology has made it necessary to apply different training courses to make work easier and to increase productivity. Because jobs that have not been accomplished for days, technologies now make it faster, more accurately. However, if the rapid evolution that is taking affects employee de-motivation because they feel jeopardized for any change that occurs within the companies in which they work. Therefore, in the table below, we have some information that shows employee opinions regarding training, how the training facilitates the work process.

Table 1: Descriptive data (standard, standard variance and deviation) of employee development, training and promotion in enterprises hotels

⁶⁵ Armstrong M, (2006), *A handbook of human resource management practice*, 10 edition, London, Kogan Page, fq 251 – 253

⁶⁶ Plantinga M, (2006), *Employee Motivation and Employee Performance in Child Care*. The effects of the introduction of market forces on employees in the Dutch child-care sector. ISBN 90-367-2695-6, fq

⁶⁷ Hong T. T & Aheed A, (2011). *Herzberg's motivation-hygiene theory and job satisfaction in the retail sector: the mediating effect of love of money*, Asian Academy of Management Journal, Vol. 16, No. 1, 73–94, Malaysia.

⁶⁸ Kreitner R, & Kinicki A, (2001), "Organizational behavior" Boston: IRWIN, vëll.V, fq 205 - 206.

	N	in	ax	Average	Standard deviation	Variance
In the company where I work, the professional development of employees is supported	67	.00	.00	3.4283	1.15006	1.323
My potential for further development is satisfactory	67	.00	.00	3.4176	1.14747	1.317
Classification of my post reflects well on the level of work I do	67	.00	.00	3.3833	1.13885	1.297
Proceedings of vacant positions in the company are transparent	67	.00	.00	3.3298	1.20194	1.445
Training opportunities for professional development are transparent in the company I work for	67	.00	.00	3.2827	1.21037	1.465
Participation in trainings is encouraged by my leaders	67	.00	.00	3.4561	1.25661	1.579
The training programs offered meet our requirements	67	.00	.00	3.4775	1.25718	1.581
There are opportunities for promotion	67	.00	.00	3.4818	1.24697	1.555

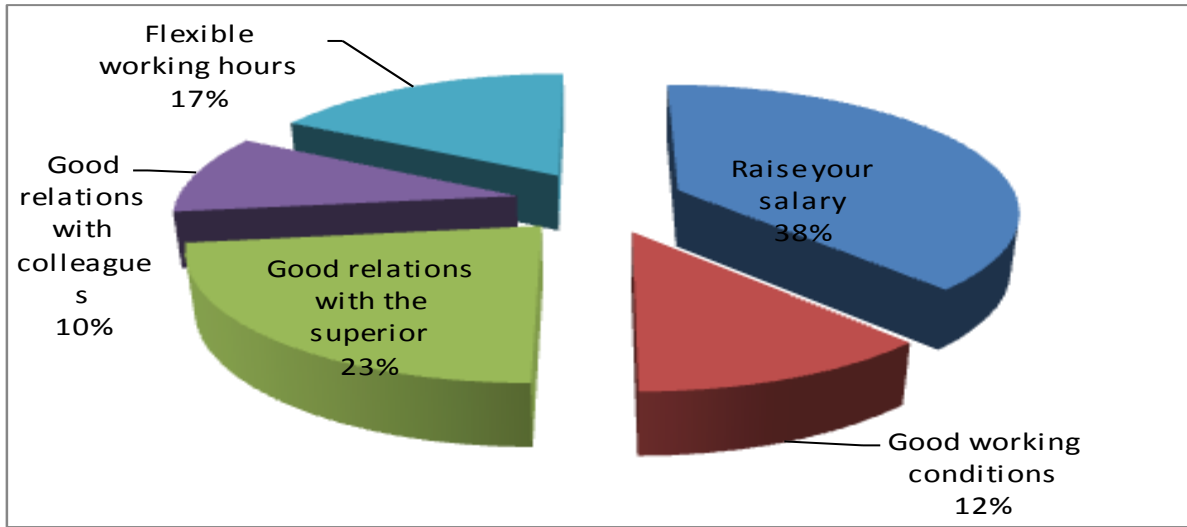
		Motivation	Motivation
Training contributes to increased motivation	Pearson Correlation	.714**	.559**
	Sig. (2-tailed)	0.01	
	N	467	467
Development influences the increase of motivation	Pearson Correlation	.351**	.614**
	Sig. (2-tailed)	.	0.02
	N	467	467

Table 2. Correlation between development, training and motivation

From these statistics we notice that the trainings affect the motivation of the workers as the correlation between development, training and motivation was 60% and 70%.

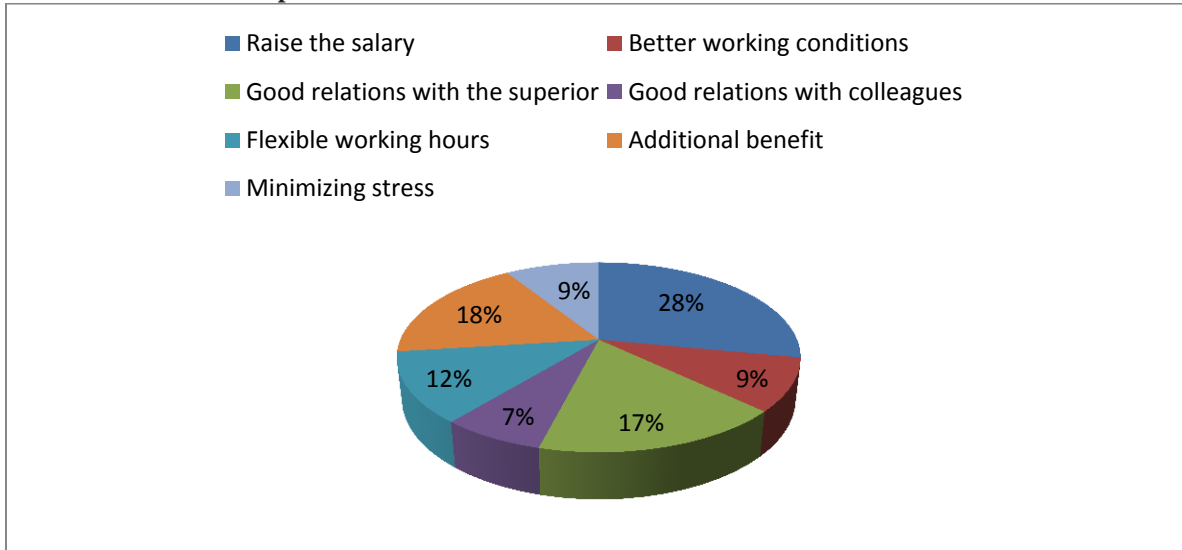
Career development, training and promotion are an important category that play a role in motivating employees. So, workers are supported for their potential professional development, training programs are offered in case of changes in technology or something else, they also have the opportunity to be promoted at work.

Graph 1. Development, training and promotion of career in the employees of hotel enterprises



However, there are other methods that have been identified as affecting the motivation of employees such as wages, grants with colleagues and superior, additional benefits, working hours, as well as good working conditions. Graph 2 shows all the other parameters affecting motivation in percentages.

Graph 2. Motivation methods and the state of motivation for workers' work



5. CONCLUSIONS

We can say that employees are motivated on average and that career development, training and promotion has a positive impact on employee motivation and that this is reflected in high quality in hotel services. This is a general situation for all, because if we made comparisons, we notice that the highest motivation is at the epicenter of hotels, where besides the quality of service results high, while the employees of the hotel enterprises in the suburbs are not very much motivated and therefore the quality is lower. The study showed that motivation and quality of service are in the right relationship, so when motivation increases, the quality of service increases.

From earlier research and this study, it turns out that motivation of human resources is above average. Factors affecting the motivation of the resource are different and depend on the personality of each individual. According to the results and analysis, the strongest link is between the training and motivation variable at work with a relative and direct correlation coefficient.

Global rapid development and lifestyle change creates the need for staff skills development through various trainings. In hotel establishments, trainings are necessary for an adequate performance of employees and adapted to market demands. Trainings influence the motivation of human resources by measurements and research that are verified by statistical methods-by means of the correlation coefficient.

After all the research we conclude that the training offered to the staff, on the occasion of the changes made them to be more motivated, because they do not feel more afraid of any eventual changes in the company. Therefore, all this affects the growing service quality as their performance increases.

LITERATURE

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