

Improvement of the system of motivation and stimulation of personnel in tourism enterprises

A Kovaleva, J Dehtjare*

**ISMA University of Applied Sciences, Riga, Latvia*

**Corresponding author's e-mail: jevgenija.dehtjare@isma.lv*



Abstract

The article discusses the system of stimulation and motivation of personnel in tourism enterprises. Namely, tangible and intangible stimulation, organizational, moral, stimulation of free time are revised. Lack of motivation has been identified as on one of the difficulties in that sphere. Recommendations are offered to improve the motivation system at tourism industry enterprises – unusual types of rewards.

Keywords: Stimulation of personnel, motivation systems, tourism enterprises, labour resources

1 Introduction

The object of the research is the entrepreneurial activity of tourism enterprises. The subject of the research is the system of stimulation and motivation of personnel in tourism enterprises. The aim of the research is to identify motivation regulators and to suggest methods of their application in the area of tourism entrepreneurship. During the research both theoretical and empirical methods of analysis were used.

It is impossible to properly stimulate workers without taking into account their labour motivations. The purpose of motivation is to activate the workers, to encourage them to work effectively to achieve the goals [3].

Modern theories of motivation, based on the results of psychological research, prove that the true reasons for a person to give all forces to work are extremely complex and diverse. According to some scholars, a person's action is

determined by his needs (Abraham Maslow's theory of the hierarchy of needs). Other positions assume that human behavior is also a function of human perception and expectations. The level of motivation of employees of tourist organizations is desirable for their quality and organized work, both with clients and within the enterprise, because their work directly affects the efficiency of the organization.

2 Motivation regulators

Table M. Woodcock and D. Francis (Table 1.), helps to use motivation ideas more deeply to stimulate effective work behavior. This table shows why the "main motivators" will not have the desired effect unless decided with the "motivation regulators," i.e., by not meeting the needs of the lower levels, there is usually nothing to think about inclusion in the active state of the higher ones [1].

TABLE 1 Motivation regulators

1. Working environment	2. Remuneration	3. Feeling of safety
Convenient workplace Dining room Purity Good physical. working conditions	Good salary, fair remuneration by results of work The social benefits (housing, medical care, the paid food, etc.)	Feeling of the accessory, necessity for firm to the company. Good relations in collective
Main motivators		
4. Personal growth	5. Feeling of participation	6. Interest and challenge
Opportunities for training Possibility of career Growth of responsibility and influence Possibility of creativity, self-expression	Feeling of usefulness of the work Knowledge of affairs, plans, prospects of the Interest and accounting of workers by the management of personal opinions Joint decision-making	Interesting work The becoming complicated work demanding growth of skill The increasing responsibility Competitive effect Statement of the difficult interesting labor purposes

Labor stimulation is part of the motivational process at tourist enterprises. The material incentive of employees is realized through: the system of remuneration, vouchers for food and transportation, life and medical insurance, excursion trips, system of bonuses (one-time payments) discounts for services provided by the organization, programs related to training of personnel. Intangible stimulation is based on human moral values. It is divided into moral stimulation, free-

time stimulation and institutional stimulation. Moral stimulation is the stimulation of labor, which regulates the behavior of an employee through public recognition. It includes: presentation of awards, diplomas, public incentives, placement of photos on the board of honor. Free-time incentives are incentives that are to regulate an employee's behavior when his or her employment changes. It includes: the right to choose the time of vacation, additional holidays

and increase of vacation for active and creative work, part-time with high productivity. Such types of incentives are distinguished by free time: general (for all), reference (for employees who have achieved certain results), competitive (for the best workers). Organizational stimulation is the stimulation of work, based on a sense of satisfaction with work in the organization. It implies the presence of creative elements in work, opportunity in promotion, creative travel. The incentive of personnel at tourist enterprises is aimed primarily at improving the quality of customer service, career development of employees, as well as the purpose of the organization use such incentives as: cash bonuses, valuable gifts, free trips, courses on advanced training, etc. [5].

Mainly tourism firms are limited to the following motivational and stimulating activities: training of employees through the use of study, promotional tours. Employees engaged in ticket sales are sent on study tours two or three times a year; awarding; the possibility to purchase tour products with a significant discount, and usually this rule applies not only to the employee himself, but also to his whole family and relatives; public recognition of the employee's merits is intended to stimulate the work not only of this subject, but also of the whole team of the travel company.

Among the difficulties of organizations of the tourist sphere, in case of insufficient motivation of employees can be considered: turnover of staff; insufficient conditions for self-realization of employees (unfavorable microclimate and moral and psychological atmosphere in the collective,

conflict, poorly interested personnel); low discipline (late work, frequent skewing, etc.) [4]

In connection with the above, recommendations are proposed to improve the motivation system in tourist industry enterprises (atypical types of remuneration): additional rest time (at high season, when many tourists arrive, the staff cannot physically work without an additional break); subscription to expensive magazines, payment of membership in clubs or associations (at the employee's choice); gifts to employees based on their interests; undertake activities aimed at improving the social and psychological climate in the collective (incentives); payment of tickets to visit sports halls, swimming pool; organization of delivery of hot lunches to the office; material support of the enterprise in difficult and joyful moments of the employee's life.

3 Conclusions

Studies have found that the satisfaction of employees with the material conditions of work (wages, allowances, etc.) does not always lead to an increase in productivity, that is, wages are one of the last places on the list of priority needs of employees. Therefore, the heads of enterprises attach great importance to the motivation of work. Thus, the manager must understand the motives of the labor behavior and the nature of the motivation, what can influence the efficiency of the staff. Motivation is linked to the incentive process, which can be seen as an effective impact on staff.

References

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