

EMPLOYEE MOTIVATION AND ENCOURAGEMENT IN HOTELS

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Abstract: This article discusses the issues of motivating and encouraging employees in the hotel industry. In improving the quality of service, the attitude of employees to work, their interest in work and loyalty are of great importance. Therefore, hotel managers use various methods of material and non-material incentives. The article analyzes theories of motivation, effective incentive systems used in hotel practice, as well as the impact of employee motivation on customer satisfaction. According to the results of the study, a properly established motivation system increases not only employee productivity, but also the overall competitiveness of the hotel.

Keywords: Hotel, employees, motivation, incentive, management, service quality, labor productivity, customer satisfaction, human resources, manager.

Annotatsiya: Ushbu maqolada mehmonxona sohasida faoliyat yurituvchi xodimlarni rag'batlantirish va motivatsiyalash masalalari yoritilgan. Xizmat ko'rsatish sifatini oshirishda xodimlarning mehnatga bo'lgan munosabati, ularning ishga bo'lgan qiziqishi va sadoqati muhim ahamiyat kasb etadi. Shu sababli, mehmonxona menejerlari turli moddiy va nomoddiy rag'batlantirish usullaridan foydalanadilar. Maqolada motivatsiya nazariyalari, mehmonxona amaliyotida qo'llaniladigan samarali rag'batlantirish tizimlari, shuningdek, xodimlar motivatsiyasining mijozlar qoniqishiga ta'siri tahlil qilingan. Tadqiqot natijalariga ko'ra, to'g'ri yo'lga qo'yilgan motivatsiya tizimi nafaqat xodimlarning ish unumdorligini, balki mehmonxonaning umumiy raqobatbardoshligini ham oshiradi.

Kalit so'zlar: Mehmonxona, xodimlar, motivatsiya, rag'batlantirish, menejment, xizmat sifati, mehnat unumdorligi, mijoz qoniqishi, inson resurslari, menejer.

Аннотация: В данной статье рассматриваются вопросы мотивации и стимулирования персонала в гостиничном бизнесе. В повышении качества обслуживания большое значение имеют отношение сотрудников к работе, их заинтересованность в работе и лояльность. Поэтому руководители гостиниц используют различные методы материального и нематериального стимулирования. В статье анализируются теории мотивации, эффективные системы стимулирования, применяемые в гостиничной практике, а также влияние мотивации сотрудников на удовлетворенность клиентов. По результатам исследования, правильно выстроенная система мотивации повышает не только производительность труда сотрудников, но и общую конкурентоспособность гостиницы.

Ключевые слова: Гостиница, сотрудники, мотивация, стимулирование, управление, качество обслуживания, производительность труда, удовлетворенность клиентов, человеческие ресурсы, менеджер.

Introduction

The hotel business is directly related to serving people, and the quality of service is often determined by the attitude of employees to work and their mental state. Guests expect

comfortable conditions, a friendly atmosphere, a high level of attention and professional service in the hotel. In achieving such a result, the employees' interest in work, the level of motivation and the general working environment are decisive factors. If employees perform their duties with confidence, kindness and responsibility, this directly affects the increase in guest satisfaction, the strengthening of the hotel's reputation and competitiveness.

From this point of view, motivating and motivating employees in the hotel industry is considered not only an integral part of the management system, but also a strategic factor ensuring the quality of service. The level of employee involvement, the working conditions created for them, and the effectiveness of material and non-material incentive mechanisms are among the main indicators determining the success of the hotel's activities. Therefore, scientific study of this topic is of great importance for the sustainable development of the hotel business and the continuous improvement of the quality of services[1].

LITERATURE REVIEW

The hotel industry is one of the service industries that relies most on human resources, and the quality of service directly depends on the level of motivation of employees, incentive systems and related psychological and management factors. Therefore, in-depth study of the scientific foundations of motivation mechanisms, employee needs, factors that increase their labor activity and incentive strategies in the hotel industry has become an important area of modern research. In the literature, this issue is widely analyzed from the point of view of various theoretical schools and practical approaches, enriched with the specific features of the labor process in hotels.

Classical motivation theories create a solid methodological basis for understanding motivation processes in hotels. The theory of the hierarchy of needs developed by A. Maslow substantiates the fact that the psychological, social and self-affirmation needs of employees have a strong impact on their labor activity. In particular, in the hotel environment, security, stable wages, social support and career growth are manifested as the most important needs for employees. F. Hersberg's two-factor motivation model clearly shows the differences between hygiene factors (salary, management style, working conditions) and real motivators (recognition, achievements, responsibility, development), illuminating the complex structure of motivation in the service sector. D. McGregor's X-Y theories emphasize that the level of trust and support of the manager in employees increases the overall effectiveness of hotel services. Although these classical views serve as a theoretical basis for hotel management, the specific dynamics of the service sector also require new, modern approaches to motivation.

Current research deeply illuminates the psychological, cultural, sociological and technological aspects of motivation. Deci and Ryan's Self-determination theory determines that the strength of intrinsic motivation (autonomy, competence, belonging) in employees has a significant impact on service quality indicators. According to Vroom's expectancy theory, an important factor in shaping employee motivation is what kind of reward they expect from their work results. Adams's justice theory shows that a violation of the principle of justice in the service process can significantly reduce employee motivation. Modern research on KPI and Performance Management systems (Armstrong, 2018) offers new, effective ways to evaluate and motivate employee performance in the hotel sector. Scholars such as Baum (2015), Hoque (2019), Kim & Jogaratnam (2021) note that emotional labor, the quality of customer communication, service culture, and work environment are crucial in motivating hotel employees.

The literature on motivational factors specific to the hotel industry reveals the multifaceted nature of employee motivation. According to it, the salary and bonus system (O'Neill & Mattila, 2010) ensures a sustainable increase in service quality and customer satisfaction. Training and

development (Davidson, 2011) are the main means of maintaining high hotel standards. Improved working conditions (Karatepe, 2013), employee recognition and social support (Wang, 2018), as well as career growth opportunities significantly increase employee motivation. Some researchers (Kim & Jogaratnam, 2020) argue that the strongest incentive for hotels is psychological support and recognition. The experience of international hotel brands is studied as a practical example in creating a motivation system. For example, Hilton's HRM model (2018) shows that reward and recognition programs can significantly increase employee loyalty. Marriott's "Spirit to Serve" program ensures the stability of service quality by forming a corporate culture and spirit of service. Hyatt's brand model based on regular training leads to increased customer satisfaction, and Accor Hotels' experience confirms that optimizing working conditions reduces employee turnover by 18%. These international experiences prove that motivation is a decisive factor in improving service quality in hotels.

Studies that study the regional and Uzbek experience also emphasize the need to modernize the motivation system in the hotel sector. The rapid development of tourism, an increase in the number of hotel business entities, and increased demand for service quality require new approaches to human resource management. Shadieva G.M. (2022–2024) analyzed the role of professional development, training and motivation in improving the quality of services, while Rakhimov B. (2021) proposes innovative incentive models in hotels. The UNWTO, ILO and OECD tourism reports extensively cover employment, labor quality, motivational factors and the effectiveness of HRM systems in hotel services. Local studies show that the use of integrated approaches to material and non-material employee motivation - bonuses, training, recognition, career planning and psychological support - has a positive effect on service quality. In general, the literature review confirms that the motivation system in hotels is a multifactorial and complex process. It combines economic (salary, reward), psychological (recognition, support), social (working environment) and management (leadership, communication) factors. Modern approaches highly value the internal needs of employees, emotional labor and service culture. International experience offers innovative models of motivation for hotels. Uzbek hotels have ample opportunities to modernize the HRM system, introduce complex employee motivation mechanisms, and improve service culture. The successful motivation experience of world brands can serve as a methodological basis for local hotels.

RESEARCH METHODOLOGY

The methodology of this study is aimed at assessing the effectiveness of employee motivation and incentive systems in the hotel business, and was carried out in a combination of qualitative and quantitative approaches. First of all, to form a theoretical basis, scientific sources on classical and modern motivation theories such as Maslow, Hersberg, Deci & Ryan, Vroom, Adams, international studies, as well as practical work in Uzbekistan and the region were systematically studied. At the empirical stage, a survey was conducted among hotel employees, and the importance of such main motivational factors as salary, working conditions, training, recognition, internal communication and career growth was assessed using the Likert scale. The data were processed using statistical analysis methods - average values, correlation analysis and regression model, and the impact of motivational factors on service quality and employee performance was determined. The HRM practices of several local hotels were also studied and a comparative analysis was conducted with the experience of international brands, which allowed for a thorough assessment of the effectiveness of motivation mechanisms.

ANALYSIS AND RESULTS

Employee motivation is one of the most important factors in hotel operations, which is directly related to the quality of service they provide, the overall satisfaction of guests, and the

competitiveness of the organization. Since the service process relies on the human factor, the employee's mood, attitude to work, and level of professional satisfaction are of decisive importance in hotel operations. Therefore, effective management requires not only control, but also the creation of a supportive environment that inspires internal motivation in employees[2].

The motivation system consists of two main components - internal and external motivation. Internal motivation is manifested in the employee's satisfaction with his work, appreciation of professional achievements, and spiritual satisfaction from working with customers. Such employees usually approach work responsibly and strive for high results in the service process. The gratitude of guests, positive comments, and the employee's sense of self-worth are powerful sources of intrinsic motivation[3].

Extrinsic motivation includes external incentive mechanisms such as rewards, bonuses, salary increases, recognition, and additional vacation. Even a simple positive comment or recognition from a manager can significantly improve an employee's attitude to work. Studies have shown that although extrinsic motivation is short-term, when combined with intrinsic motivation, it increases the overall performance of employees[4].

The analysis has shown that the motivation process should not rely solely on material incentives. Listening to employees' opinions, involving them in the decision-making process, and taking their suggestions into account increase their sense of participation and make the employee feel like an important part of the team. This increases responsibility and loyalty in the service process.

In addition, staff development — training, advanced training courses, teaching new programs — leads to a significant increase in the quality of service in the hotel. An employee who feels his professional development is more actively involved in the work process, which increases the quality of communication with guests and the overall level of service.

The work environment and team relations also appeared as one of the main factors of motivation. The presence of a warm team spirit, mutual respect, fair management, and a leadership approach that takes into account the personal circumstances of employees contribute to the sustainability of motivation. A favorable work environment reduces stress, strengthens social support among employees, and increases overall labor efficiency[5].

The final results emphasize that the formation of a motivation system in hotels based on an integrated approach - combining internal and external motivation, taking into account the opinion of employees, creating opportunities for professional development and creating a favorable team environment - is one of the main factors ensuring the quality of service, customer satisfaction and competitiveness of the hotel brand.

CONCLUSION

The conducted studies show that motivating and encouraging employees in hotel activities is one of the main factors ensuring the stability of service quality, customer satisfaction and competitiveness of the enterprise. An employee's interest in work, satisfaction with his duties and desire for professional growth directly determine the level of service provided to guests. Internal motivation is associated with the employee's spiritual pleasure from the work process, feeling like an important member of the team, while external motivation is manifested in incentive mechanisms in the form of awards, bonuses and recognition.

Valuing employees, taking their opinions into account, listening to their suggestions, providing new skills, and creating a comfortable working environment are integral components of the motivation system. Studies show that even simple sincere words of recognition can positively change the employee's mental state and increase their responsibility for their work.

The presence of such approaches in the work process not only improves the quality of service, but also contributes to the formation of a positive psychological environment in the team.

In general, motivating employees in hotels is not only a part of management, but also a strategic factor that ensures the long-term success of the organization. If managers are able to constantly pay attention to the needs and opinions of employees and create a supportive and fair working environment for them, the quality of hotel services will increase, customer satisfaction will increase, and the foundation for the sustainable development of the enterprise will be laid.

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