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Motivation of hospitality staff in the context of gender inequality

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Abstract

Recreation and tourism enterprises are among the most affected in the pandemic. In addition, in the context of the “new ethics” the issue of gender inequality is acute. In order to study the impact of the gender factor on employees of hospitality enterprises, the author conducted a sociological survey of the motives for their work using the questionnaire method using the example of hotels in Sochi. The results of the study formed the basis for recommendations on the development of motivational policies in hospitality enterprises from a gender perspective.

Keywords: staff motivation, motivational policy, gender features of staff motivation, hospitality enterprises.

Аннотация

Предприятия отрасли рекреации и туризма являются одними из наиболее пострадавших в пандемию. Помимо этого, в условиях «новой этики» остро стоит вопрос гендерного неравенства. С целью изучения влияния гендерного фактора на работников предприятий гостеприимства автором был проведён социологический опрос мотивов их трудовой деятельности методом анкетирования на примере гостиниц г. Сочи. Результаты исследования легли в основу рекомендаций по разработке мотивационной политики на предприятиях гостеприимства с учетом гендерного аспекта.

Ключевые слова: мотивация персонала, мотивационная политика, гендерные особенности мотивации персонала, предприятия гостеприимства.

Hospitality managers talk about a global problem in the lack of qualified employees focused on the result of work. The approach to personnel management is outdated, the lack of competent programs to motivate staff is the reason for staff turnover. To increase the profit and flow of guests, it is necessary to develop a motivation management system for employees. In order to prepare an effective motivational policy, it is necessary to understand the motivations for the satisfaction of the staff of hospitality enterprises. In order to develop an effective strategy, the gender motivation of staff must be taken into account. A properly designed system for managing the motivation of enterprise personnel makes it possible to control the behavior of employees, increasing labor productivity.

The methodological basis of the study is presented by general scientific methods of analysis and synthesis, the method of comparisons, structural-logical and sociological-questionnaire.

The quality of hospitality services is determined by the coordinated, organized and clear work of the staff. The main goal of the hospitality enterprises is to attract guests, and maximize the satisfaction of needs, the ability to predict and anticipate their desires.

Is it true that employees of different hotel departments can be motivated by different factors? There is also an opinion that hospitality, as a rule, is a female trait. Probably, it is in the female character that the prevailing feature will be the desire to create an atmosphere of kindness, comfort and “home”.

In order to study the motive of work in 2021, a sociological survey was conducted in hotels in Sochi using the questionnaire methods. 122 employees of different departments took part in the survey, almost all interviewees were employed full-time, the average experience in the hotel is 7,5 years. The average age of an employee is 41 years, 82,8 % of the interviewed employees were women, 17,2% - men. Slightly more than half of respondents have higher education (55,7%). Administrative (51,6%) and line staff (48,4%) participated in the survey.

Consider the motivation of administrative and line staff through a gender perspective. The term “gender” is used to describe those characteristics of men and women that are socially acquired. There is a division of social roles, forms of activity, differences in behavior and emotional characteristics, respectively, and motivation will differ.

Table 1

Administrative staff motive rating

No.	Women		Man	
1	Relationship with management, Relationships with colleagues	90%	Job satisfaction	92%
2	Job satisfaction	82%	Relationship with management, Relationships with colleagues	83%
3	Salary	80%	Salary	75%
4	Advanced training and self-realization	65%	Advanced training and self-realization	58%
5	Working conditions	63%	Working conditions	42%
6	Promotion (career)	2%	Promotion (career)	33%

Based on the majority of votes, a rating of the motives for the labor activity of women administrative staff was compiled (A table 1): in the first place – two motives with the same number of votes: relationships with management and with colleagues (90%); in second place is job satisfaction (82%); in third place – salary (80%); on the fourth – advanced training and self-realization (65%); in fifth place – work conditions (63%); in sixth – promotion (career) (2%).

Based on the majority of votes, a rating of the motives for the labor activity of men administrative staff was compiled: in the first place – job satisfaction (92%); in second place – two motives with the same number of votes: relationships with management and with colleagues (83%); in third place – salary (75%); on the fourth – advanced training and self-realization (58%); in fifth place – work conditions (42%); in sixth – promotion (career) (33%).

Thus, it can be concluded that, even performing one social role, the rating of motivational factors of administrative staff differs depending on the gender. For men, job satisfaction leads (92%), and for women in the first-place relationships with management and with colleagues (90%), while for all in the last place the career rate, but the percentage varies – for men 33%, and for women only 2%. The factor of working conditions is also interesting, being in fifth place for both genders in women the percentage is higher and is 63%, compared to 42% for men.

Table 2

Line staff motive rating

No.	Woman		Man	
1	Relationships with colleagues, Salary	90%	Salary, Working conditions	100%
2	Relationship with management	82%	Job satisfaction	89%
3	Job satisfaction	80%	Relationship with management, Relationships with colleagues, Advanced training and self-realization	67%
4	Working conditions	74%	Promotion (career)	44%
5	Advanced training and self-realization	38%		
6	Promotion (career)	32%		

Based on the majority of votes, a rating of the motives for the labor activity of women line staff was compiled (A table 2): in the first place – two motives with the same number of votes: relationships with colleagues and salary (90%); in second place – relationship with management (82%); in third place – job satisfaction (80%); on the fourth – work conditions (74%); in fifth place – advanced training and self-realization (38%); in sixth – promotion (career) (32%).

Based on the majority of votes, a rating of the motives for the labor activity of men line staff was compiled: in the first place – two motives with the same number of votes: salary and work conditions (100%); in second place – job satisfaction (89%); in third place – three motives with the

same number of votes: relationships with management and with colleagues, and advanced training and self-realization (67%); on the fourth – promotion (career) (44%).

Thus, engaged in a similar form of activity, the rating of motivational factors of male line staff differs from the female rating. All male line staff have first place salary and working conditions (100%), and for female – relationships with colleagues and salary (90%). The next step in male line staff is job satisfaction (89%), and for female – relationship with management (82%).

The results of motivational ratings demonstrate gender differences in behavior, needs and emotional characteristics. Men have a pronounced need for self-approval, so satisfaction from the work performed and remuneration occupy key positions, and socio-emotional in the second plan. At the same time, in the general rating of motivational factors career takes the bottom line, however, the percentage expression is an average of 37%, this indicates a leadership start, that is, at the first opportunity men will fight for a place under the sun. Women take the first place in meeting socio-emotional needs, this is expressed in the desire for good relationship with management and with colleagues. Salary and job satisfaction performed follow. And career being the same as for men in last place, in the percentage ratio on average is only 17% that is, almost 2 times lower than for men. This indicates the need of female employees for stability and confidence in the future without unnecessary changes.

Now it is worth investigating the motivation of employees depending on the gender, and the position held. (A table 3).

Table 3

Female hospitality employees

No.	<i>Administrative staff</i>		<i>Line staff</i>	
1	<i>Relationship with management, Relationships with colleagues</i>	90%	<i>Salary, Relationships with colleagues</i>	90%
2	<i>Job satisfaction</i>	82%	<i>Relationship with management</i>	82%
3	<i>Salary</i>	80%	<i>Job satisfaction</i>	80%
4	<i>Advanced training and self-realization</i>	65%	<i>Working conditions</i>	74%
5	<i>Working conditions</i>	63%	<i>Advanced training and self-realization</i>	38%
6	<i>Promotion (career)</i>	2%	<i>Promotion (career)</i>	32%

82% of female administrative staff have higher education, the average age of women administrative staff is 40 years. Based on the majority of votes, a rating of the motives for the labor activity of female hospitality administrative staff was compiled: the first place is divided by two motives with the same number of votes: relationship with colleagues and with management (90%); in second place – job satisfaction (82%); in third place – salary (80%); on the fourth – advanced training and self-realization (65%); in fifth place – work conditions (63%), in sixth – promotion (career) (2%).

16% of female line staff have higher education, the average age of women line staff is 44 years. Based on the majority of votes, a rating of the motives for the labor activity of female hospitality line staff was compiled: the first place is divided by two motives with the same number of votes: salary and relationships with colleagues (90%); in second place – relationship with management (82%); in third place – job satisfaction (80%); on the fourth – work conditions (74%); in fifth place – advanced training and self-realization (38%), in sixth – promotion (career) (32%).

Table 4

Male hospitality employees

No.	<i>Administrative staff</i>		<i>Line staff</i>	
1	<i>Job satisfaction</i>	92%	<i>Salary, Working conditions</i>	100%
2	<i>Relationship with management, Relationships with colleagues</i>	83%	<i>Job satisfaction</i>	89%
3	<i>Salary</i>	75%	<i>Relationship with management, Relationships with colleagues, Advanced training and self-realization</i>	67%

4	Advanced training and self-realization	58%	Promotion (career)	44%
5	Working conditions	42%		
6	Promotion (career)	33%		

All male administrative staff have higher education (100%). The average age of male administrative staff is 38,5 years. Based on the majority of votes, a rating of the motives for the labor activity of male hospitality administrative staff was compiled: in the first place – job satisfaction (92%); in second place – two motives with the same number of votes: relationship with colleagues and with management (83%); in third place – salary (75%); on the fourth – advanced training and self-realization (58%); in fifth place – work conditions (42%), in sixth – promotion (career) (33%).

66,67% of male line staff have higher education. The average age of male line staff is 39 years. Based on the majority of votes, a rating of the motives for the labor activity of male hospitality line staff was compiled: in the first place – two motives with the same number of votes: salary and work conditions (100%); in second place – job satisfaction (89%); in third place – three motives with the same number of votes: relationship with colleagues and with management, and advanced training and self-realization (67%); on the fourth – promotion (career) (44%).

It can be concluded that the motivation of hospitality staff is the most important component of the high quality of the services provided, since hospitality should come from each employee. The efficiency of the production process directly depends on the rational use of human resources. Currently, when applying for a job, in addition to receiving wages, employees have a desire to be significant in the company, realize their potential, gain new experience, expand the scope of knowledge. Now the staff counts not only on material incentives and wages, but dreams of working in a company where they value, communicate and understand in a friendly way. The study clearly demonstrates that the gender factor is characteristic of hospitality enterprises, and it must be taken into account when planning a motivational policy.

Comprehensive motivation management is especially relevant for hospitality enterprises. The application of a systematic approach in the development of motivation policy will lead to an effective model for managing the motivation of employees of hospitality enterprises. It allows you to link personnel management and quality management in order to achieve the goals set by the enterprises. Correctly selected material and non-material motivation of personnel, taking into account the gender aspect, creates a mood of high productivity.

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