



## MODEL FOR ASSESSING THE DEGREE OF MOTIVATION STAFF OF A TOURISM ORGANIZATIONS

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**Abstract** The paper presents a case study on the assessment of motivation in an organization of a group tour. It is an application motivational mixed in two models: the Vroom and Lawler Porter. The authors consider that their implementations in the operational processes are particularly useful in the effective use of motivational vectors.

**Key words:**

Optimal ergonomic  
Vroom’s model  
Porter Lawler’s  
model  
Positive motivations  
Diagnostic analysis

**JEL Codes:**

M21

### 1. Introduction

As in any sector, work processes in the tourism industry are designed to prepare an offer of tourism services for important segments, there are appropriate to maximize personal satisfaction for consuming products and services. From this perspective, the members of different organizations are called to strive to achieve these goals. We emphasize that employees do not put into action naturally their full work capacity, appreciating by personal experience, the energy they are willing to consume in order to achieve objectives. This part of the work capacity which they keep in reserve, is known in the literature of ergonomics as *the latent part of capacity for work*. According to the literature in the field of neurophysiology, the body activity is determined by the regulation processes of the brain known as the system activation and inhibiting system.

**The activation system** consists in nerve structures able to trigger a certain increase of the excitability of muscle and cerebral cortex. The importance of this system is that thanks to him, man can adapt the physical and mental reactions disponibilt in order to address situations of time.

If these signals have an unusual intensity or lasts too long, the brain and specially the cerebral cortex can not work in satisfactorily conditions and his capacity are being exceeded.

In this moment come out in function the **inhibition system**, which causes the inhibition of the cortex centers of consciousness, leading eventually to a

mentally and physically block.

In this way the brain protects itself, in order to restore the possibility of the body functions and the possibilities of working capacity.

Of those shown, result in work processes carried out in tourist establishments, **will need to attach a great importance to the issue of achieving the ergonomic optimum through this understanding this critical point identification which delimitate the usefulness of the disutility of work processes.**

When applying a set of measures of managerial issue, a special importance it has the diagnosing and the quantifying of the respective organisation components degree motivation.

The ratio of the motivation degree and the job performance of employees it is one of direct dependence: if the staff engaged in work processes is more motivated, more competitive will be the organization.

From this perspective, in the practice of management, are used different forms of motivation:

The applying from the manager of the motivation techniques must take into account the needs of employees and especially the incentives which must be "managed".

In the table below are presented the five categories of needs identified by Abraham Maslow and a number of incentives for the in various work processes engaged staff, in order to staisfied them.

**Table 1**

NEEDS	POSITIVE MOTIVATIONS
1. Biological	<ul style="list-style-type: none"> <li>• appropriate salary;</li> <li>• Comfortable working conditions;</li> <li>• Work equipment;</li> <li>• Free meals;</li> <li>• The housing provide</li> </ul>
2. Safety	<ul style="list-style-type: none"> <li>• Medical insurance;</li> <li>• The contract of employment must contain individual insurers and countervailing clauses (inflation, unemployment);</li> <li>• Safety measures;</li> <li>• State and / or private Pension Funds;</li> </ul>
3. Affiliation (social)	<ul style="list-style-type: none"> <li>• collectively birthdays;</li> <li>• Participation by sport activities sponsored by the organization;</li> <li>• Free time for social activities.</li> </ul>
4. Esteem and status	<ul style="list-style-type: none"> <li>• Promotion;</li> <li>• Incentives;</li> <li>• separately office;</li> <li>• Company car;</li> <li>• frequent presence around the manager;</li> <li>• Assessment of the work to the public.</li> </ul>
5. Self-realization	<ul style="list-style-type: none"> <li>• Opportunities for outstanding achievements;</li> <li>• Encouraging of creativity;</li> <li>• Freedom of movement;</li> <li>• Special Tasks;</li> <li>• Free time for hobbies;</li> <li>• Using the facilities of the organization at the weekend.</li> </ul>

Based on these elements we will further address two models for determining the motivation degree of the personnel which carrying out various work processes .

## 2. Determination of motivation degree based on the study of behavior

The model that we present below is an adaptation **of expectations theory developed by American psychologist V.H. Vroom and has as starting point – the hope- as energizing force of motivational behavior.**

It is known the fact that the motivation causes the release of the body of an amount of energy that, in the organizational eustress conditions, determines the performance achieving.

In the literature of management from management domain, the organizational stress in terms of energy, is being treated on the two basic components: positive (eustress) and negative (distress).

The first form is beneficial and act as a energizing factor allowing the concentration and

focus of mental and physical forces for the achieving of the objectives being typical for the peak immediately preceding periods of important activities; the second is that condition in which the body forced refuses to revert to normal and under a higher intensities can even cause

disease or adaptation.

On the fond of a general motivations, can develop a specific motivation of a certain practical situations (such as the specific activity of a job). From this perspective it is necessary **to determine the intensity of motivational vectors**; these are:

$I_m$  - motivational index of a component of a social group or of the group as a whole involved in the certain situation;

$V_i$  - valence of motivational factor: *reflecting the characteristic* for the micro-group component in question;

$I_i$  - instrumentality of motivational factors  $t_i$ ; *expresses the extent in that the giving characteristic in the real time feature offered in the context of the situation involving the respective component*;

$E_i$  - the expectancy factor in relation with the factor  $t_i$ ; *expressing the expectations* of the component to what it thinks it can get through its work in the future on the line satisfaction of needs and desires, vis-à-vis the characteristics of the workplace.

Let's take an example:

Each component of the target group filled out a questionnaire form given in the table below, completing an "x" in the appropriate box feature of the workplace.

**Table 2**

No crt.	Features (features of the workplace)	Vi					li					Ei				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1	Job stability															
2	The size of revenues.															
3	The possibility of social and economic opportunities															
4	Close relationships between team members															
5	Competent seniors															
6	Group activities															
7	Possibility of professional performance															
8	Ability to monetize personal knowledge															
9	The possibility of rapid career development															
10	Effective opportunity to participate in decisions concerning the work group															
11	Recognition of competence and professional success															
12	Functional autonomy and responsibility at work as a result of recognizing the jurisdiction															
13	Work conditions															
	TOTAL															

The scale of assessment is as follows:

I. The importance of this feature for you (Vi)

1. Unimportant
2. Less important
3. Medium importance
4. Important
5. Very important

II. To what extent is the main feature present in your place of work (li):

1. in a low importance
2. Less important
3. Medium importance
4. Important
5. Very important

III. In the future what extent of the feature do you expect to find in your place of work (Ei):

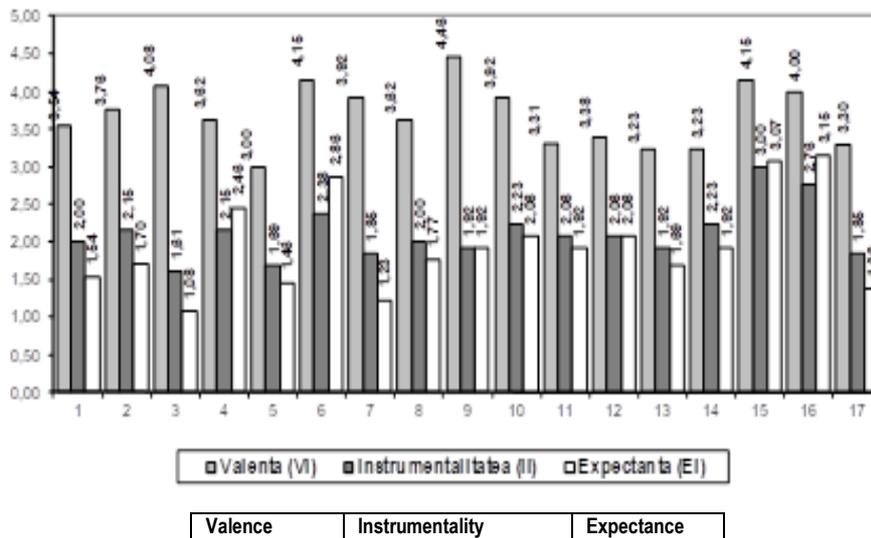
1. a little importance
2. Less important
3. Medium importance
4. Important
5. Very important

The results obtained on the filled questionnaires by the 17 members of the target group are summarized in the following table:

**Table 3**

No crt.	Features (features of the workplace)	$V_i$	$I_i$	$E_i$
0	1	2	3	4
1	Job stability	66/17=3,88	39/17=2,29	28/17=1,64
2	The size of revenues.	72/17=4,23	56/17=3,29	45/17=2,64
3	The possibility of social and economic opportunities	65/17=3,82	39/17=2,29	33/17=1,94
4	Close relationships between team members	60/17=3,53	33/17=1,94	34/17=2,00
5	Competent seniors	60/17=3,53	36/17=2,12	33/17=1,94
6	Group activities	59/17=3,47	32/17=1,88	35/17=2,06
7	Possibility of professional performance	57/17=3,35	33/17=1,94	32/17=1,88
8	Ability to monetize personal knowledge	59/17=3,47	34/17=2,00	34/17=2,00
9	The possibility of rapid career development	58/17=3,41	33/17=1,94	30/17=1,76
10	Effective opportunity to participate in decisions concerning the work group	60/17=3,53	35/17=2,06	31/17=1,82
11	Recognition of competence and professional success	64/17=3,76	33/17=1,94	30/17=1,76
12	Functional autonomy and responsibility at work as a result of recognizing the jurisdiction	62/17=3,64	31/17=1,82	32/17=1,88
13	Work conditions	79/17=4,64	34/17=2,00	36/17=2,11
		62,66/17=3,68	35,90/17=2,11	33,31/17=1,96

This can be represented by means of the following figure histogram that shows the vector indices of the motivation groups:



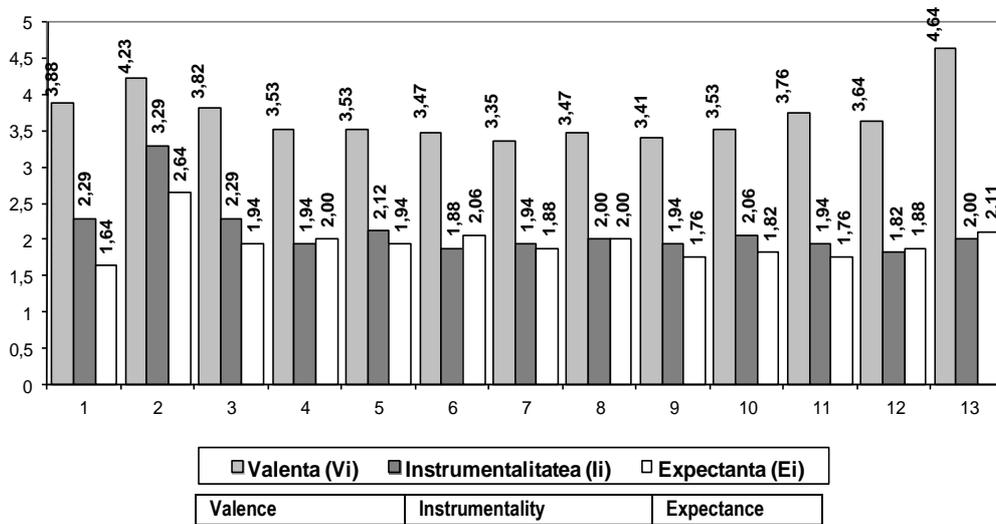
The analysis of table and histogram allows the formulation of the following observations on assess of the degree of motivation of staff respondent:

- the valence values are quoted with scores from 3.54 to 4.46 means that the values that means that the respondents consider that these features are "medium importance" or "important";

- instrumentality of values range from 2.00 to 3.00 attesting that these features at work are seen as present in most of the "small measure";
- the expectation values range from 1.54 to 3.15 which highlights that future respondents consider that there is no improvement than in "small extent" or "average position".

The data inserted in the above table can be represented using the histogram in the following figure, which highlights the appreciation of motivational group vectors:

valence, instrumentality, and expectation for each feature of the workplace.



The data inserted in the previous histogram highlight the fact that there are significant differences between the values groups of motivational vectors.

Thus it appears that:

- The respondents appreciate as important the following workplace characteristics (valence) as follows: the living and working conditions (score 4.64), size of revenues (score 4.23).

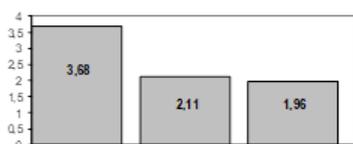
The other indicators have ratings between (3.41 and 3.88), which corresponds with the calificative "medium importance".

- Assessments about the measure on whether those characteristics are present in the workplace (instrumentality) are much lower compared to the first motivational vector. They have scores ranging from 1.94 to 3.29 which corresponds of appreciation "very little" or "small" except for one single indicator (the size of revenues) which is considered "average position".

- The expectations regarding future developments of the 13 indicators (expectation) are also appreciate with scores from 1.64 to 2.64) which corresponds to the ratings of "very little" and "small extent".

- Overall the motivational groups vectors experiencing a downward trend; this can be detected using the following histogram:

Fig. no. 3



From practical standpoint, this development will generate a tension between the three groups of a motivational vectors which causes a decrease in motivation and with this inhibition of working capacity.

- The analysis of developments presented with graphs, helps identify and assess the main characteristics that can lead to a higher level of motivation of the target group. In this regard, it will act on the characteristics quantifying the vector group "valence"

- Will be developed and brought to the attention of employees the proposed measures to improve the characteristics which have greater significance for respondents; in our case, the measures on increasing revenues, development of economic and financial opportunities and the achieving of a better conditions at the workplace;

- These measures aimed at increasing the value of indicators that quantify the vector group "expectation" over the group "instrumentality". In this way, it is followed the activation of staff for the objectives realization..

To calculate the group motivations, in the motivational model of expectation, the motivation and strength to achieve performance is defined by the relationship:

$$M = E \times I \times V$$

where:

M - is the motivation (the force to be efficient);

E – the pending (expectancy);

I – the instrumentality;

V - valence.

By combining the theory expectation (V.H.Vroom) theory of Effort Performance - satisfaction (Porter-Lawler) we can get a simplified model of motivation.

Considering that the staff has the necessary skills and is aware of the role in the firm than the questionnaire results table can be converted into a probabilities table.

Average motivation is

$$M = E \times I \times V = 0,74 \times 0,42 \times 0,35 = 0,111 = 11,1\%$$

Because for individuals the consequences association (rewards) is different and customized smart, the smart managers will promote as much the rewards those who most value for their employees. Will offer them a package of rewards from which they can choose.

For example, if the pay benefits associated with better working conditions, the probability of expectation E becomes:

$$E = (E_2 \cup E_{13}) - (E_2 \cap E_{13}) = 0,53 + 0,42 - 0,53 \times 0,42 = 0,73$$

$$I = (I_2 \cup I_{13}) - (I_2 \cap I_{13}) = 0,66 + 0,40 - 0,66 \times 0,40 = 0,78$$

$$V = (V_2 \cup V_{13}) - (V_2 \cap V_{13}) = 0,85 \times 0,93 - 0,85 \times 0,93 = 0,98$$

Fig. no. 4

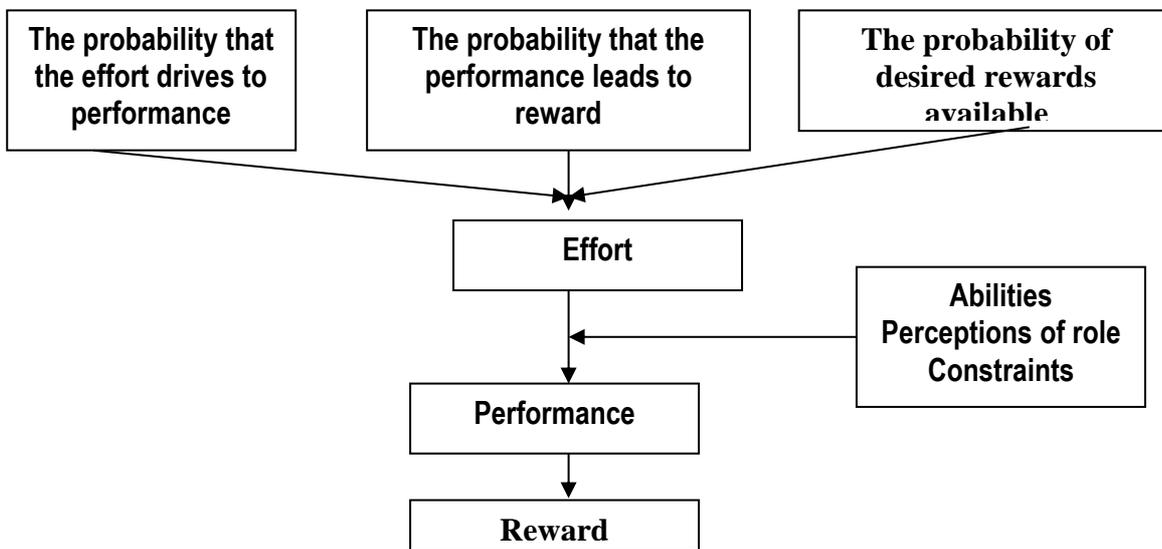


Table 4

No crt.	Features (features of the workplace)	$V_i$	$I_i$	$E_i$
0	1	2	3	4
1	<b>Job stability</b>	0,77	0,46	0,33
2	<b>The size of revenues.</b>	0,85	0,66	0,53
3	The possibility of social and economic opportunities	0,76	0,45	0,39
4	<b>Close relationships between team members</b>	0,71	0,39	0,40
5	<b>Competent seniors</b>	0,71	0,42	0,39
6	<b>Group activities</b>	0,69	0,38	0,41
7	<b>Possibility of professional performance</b>	0,67	0,39	0,38
8	<b>Ability to monetize personal knowledge</b>	0,69	0,40	0,40
9	<b>The possibility of rapid career development</b>	0,68	0,39	0,35
10	Effective opportunity to participate in decisions concerning the work group	0,71	0,41	0,36
11	<b>Recognition of competence and professional success</b>	0,75	0,39	0,35
12	Functional autonomy and responsibility at work as a result of recognizing the jurisdiction	0,73	0,36	0,38
13	<b>Work conditions</b>	0,93	0,40	0,42
	<b>TOTAL</b>	<b>0,74</b>	<b>0,42</b>	<b>0,39</b>

Motivation becomes:

$$M = E \times I \times V = 0,73 \times 0,78 \times 0,98 = 0,56$$

### 3. Conclusions

The model was developed as a result of combining of the two classic designs - The Porter-Lawler Vroom that we started from the following premises:

- The expectation is a energizing force of motivational behavior and can be used to influence the employees behavior through knowledge of their wishes and targeting efforts; for it in the human resource management activities is required the structuring work processes at three levels: logistics (classical); relational and energy respectively. From this point of view in the energy component setting a package of rewards that can be given in relation to the achieved performance;
- the outgoing model premise that an individual effort grows by results, had a moderate confirmation; for this reason it has been reviewed by Porter-Lawler departing from effort spent will not necessarily lead to good performance. The individual effort to work is influenced by the extent to which it expects its effort to be followed by rewards for it. The effort spent will result in superior performance, only if the employee has personality traits and skills relevant for work and whether it realizes its objective role in the organization;
- Therefore Vroom model is valid only to the extent that meet the requirements of Porter-Lawler model;
- Application in practice by managers of a motivational models turns actually into a diagnostic analysis, that we consider it a premise for good grounding in the management strategies motivation.

The effort to work an individual is influenced by the extent to which it expects its effort to be followed by rewards for him;

Therefore Vroom model is valid only to the extent that meet the requirements of Porter-Lawler model;  
Application in practice by managers of motivational models is a prerequisite for good grounding in management strategies motivation.

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