

Hotel Employee Motivation

Rakhimov S. O.

Assistant to the Department of Tourism, SamIES

Abstract: *Employee motivation plays a key role in the successful operation of any hotel. This annotation examines the importance of staff motivation for improving the quality of guest service, increasing labor productivity, and improving the overall hotel climate. The main methods of employee motivation are described, such as financial incentives, recognition and encouragement of work, development of professional skills and career growth. The reasons why employees' motivation may decrease are analyzed and a number of recommendations are offered to improve it. In conclusion, the importance of creating a favorable working atmosphere and close interaction between management and staff for the successful operation of the hotel is emphasized.*

Keywords: *hotel, reward, incentives, training, development, recognition, goals, satisfaction, loyalty, career growth, working environment, motivational programs, corporate culture, leadership, participation in decision-making, self-realization, achieving success.*

When working in different hotel chains and hotels of different categories, it is not uncommon to hear management statements that employees should work for an idea, especially for large hotel chains representing their individual brands in the market. And this is, of course, true: if an employee is hired only for money, there is always the possibility that in six months they will be offered a couple of thousand more, and your employee, to whom you have patiently invested your knowledge and time, will work for your competitor, who pays a little more. The idea is a necessary, necessary thing: employees must not only understand and accept the philosophy of the company in which they are working, but also pass it through themselves, daily putting the credo of the company into practice.

The hotel business never stood out for high salaries. This also applies to the Reception - despite the fact that the self-sacrifice of the reception and accommodation service employees is characterized as one of the highest in the hotel: constant work with people, high workload, stress, financial responsibility, and moreover, walking.

It is precisely for this reason that a FO manager often faces the fact that new employees either leave immediately, unable to cope with the volume, or switch to a more paid job after gaining experience and working skills in the system, and those who still endure this tremendous amount of work and become obsolete, constantly complain of a low salary that does not correspond to the functions they perform and threaten to leave. We all know that wages increase very rarely or not at all.

So what can be done now to not only keep the reception and placement service employees, but also to increase the efficiency of their work, to "tie" them to their workplace so that there is no thought of moving to another company, even after the payment of the new year thirteenth?... It is necessary to correctly develop a motivation system, skillfully consider its material component.

Develop a premium system for your service. Determine the parameters on the basis of which the size of the premium (for years of service, according to the results of the certification, according to the results of the plan), the periodicity of payments (monthly, one-time), the size of the premium (% of the salary, fixed amount) and etc. will be assessed.

The effectiveness of linking employees' income to the company's financial result, as a rule, shows a positive correlation in the first months of implementing such a program. Fulfilled the plan - got a prize. Overplayed - the prize has increased.

We should not underestimate the encouragement of loyal employees who have been working for the benefit of the enterprise for more than a year. As is known, according to statistics, employees begin to "miss" a year later, or immediately after the new year, when they paid their thirteenth salary. To prevent employees from looking for new opportunities, show them that you value their loyalty, set up rewards for years of service: for a year, two, three, special rewards for 5, 10 years.

In addition to premium bonuses, which can be fixed or unfixed, it is advisable to consider bonuses from sales - in this case, from the sale of additional services. Ask how much time the sales department spends analyzing the hotel's revenues. And how much to think about programs to promote additional services, to introduce new ones - and all for the sake of increasing the hotel's income.

Increasing profitability and reducing costs are two slogans that have become even more relevant today, in times of crisis. The most important factor in the success of this event is usually underestimated - who will promote/sell/advertise these services. And this is not a sales department. You can develop a beautiful concept, make a visual graphic presentation, and present a program beautifully, but if there is no one to conduct it, nothing makes sense.

In reality, the success of such promotions/programs depends on the employees who work directly with guests, and the key role is assigned to the reception and accommodation service employees - after all, it is they who become the "accepting side" for the guest. It depends on their skills and wishes whether the guest uses the service or not.

Conditionally, the category of bonuses for FO employees can be divided into: bonuses from the sale of additional services related to the room fund and bonuses from the sale of all other additional hotel services.

As a rule, in the budget, Housekeeping and Front Office hotels belong to one CFO (centre of financial responsibility) - the room fund. In large hotels, the room fund includes guest services (Guest Relations) and luggage carriers, and if there is a club (Club, Executive Lounge) and other services.

In this case, a percentage is determined from the income of additional services (for example, laundry, dry cleaning, business center, mini-bar, minimgazin, etc. - depending on the structure of the hotel), this amount is divided between the MFO services (the percentage ratio is established taking into account the staff units), and within the service, it is distributed by positions according to the position. Example: manager receives X%, agent Y%, bellman Z% and so on.

This point is understandable: what you earn is what you get. How might FO employees be interested in selling services from other services? After all, they don't get the percentage of income! Let's give an example.

The standard accommodation process is as follows: the guest fills in the registration card, the administrator clarifies all details, makes a payment, if necessary, organizes the delivery of luggage to the room, gives the key and says goodbye to the guest: the guest goes to the room.

In hotels where employees receive a bonus from each service they sell, this looks approximately like this: while the guest fills out a registration card, the employee quickly formalizes the settlement process in the system, and as soon as the guest is released, the employee casually, in a friendly form, explains where breakfast is happening, parallelly mentioning all the hotel restaurants, and noting the guest's interest, immediately informs him that the guest does not want to "taste Russian cuisine" and immediately reserves a table. During the conversation, he learned a little about the guest and the purpose of his visit, and now he can offer massage / transfer / order flowers for his beloved, who will come later - depending on the

situation, etc. All this is in the hands of the reception and accommodation service / concierge / guest service agent.

What about the bonus component? In fact, there are many options: instead of reward money, points, points, stars, etc. can be "issued." What to do with them? The options depend on your imagination and the capabilities of the enterprise: you can determine the rewards according to the number of points: let it be a visit to the branch in the hotel for 2 people, use the services of the health center, and the super prize is 1 night of stay in the same hotel, do not be afraid to "let" employees into the territory of the hotel. And, of course, all this is done in the spirit of competition: the success graphs are hanging not only on the service information board in the department, but also on the hotel board, the names of the winners are announced at the general meetings - let everyone know who is the best!

As soon as your employees feel that their income and well-being are directly related to their work, how they sell services, their interest in sales will increase several times. And there's nothing wrong with this: the hotel receives additional income, your employees receive a bonus, and guests receive attention, because now they are not only resettled and evicted, but also interested in them: they offer additional services, check that everything is done accurately and correctly. And most importantly, now any guest who visits the hotel is not just a "zevak" or - "let him appoint a meeting, and then we will take care of it," but now he is a dear guest, a potential buyer...

Note to management: there is a benefit to the enterprise in rewarding the services of one's own hotel: an employee who has "experienced" a certain service (massage, brunch, not to mention accommodation) will provide it to the guest in a completely different way. And, according to the idea, all front of the house employees should have this chance a priori, not to mention getting this chance in the form of a reward, a win. This should be of interest to the service manager, the sales department, and the top management.)

There is also another tool for material remuneration of employees without an increase in wages - Upsell.

In large hotels with different categories of rooms, it is recommended to introduce upsell bonuses. Upsell is selling a higher-category number than the one you booked. How? Your employee performs the process of placing the guest in the standard room reserved for him according to the system, and in the process of communication (of course, purposefully asking the right questions) learns that the guest has arrived with the purpose of negotiating with the company's partners / casting / work interviews. The employee offers the guest 2 rooms of luxury - a higher-category room and vividly describes the advantages of such an offer: the guest can negotiate at any time and he does not need to worry about the availability of a negotiating room, its cost or the availability of a quiet place in the lobby bar where you can have a business conversation.

The guest agrees: he is satisfied that the employee was attentive, and the employee is satisfied that they served the guest, for which he will also receive interest from resale (the interest is determined by you together with the sales department for each category of rooms).

The employee prints out the necessary documents proving that the Standard category number was indeed booked, and the Lux was sold - well, the automation systems now make it easy, and you, as a manager, at the end of the billing period, as a rule, a month, check all the data, visa and transfer to the financial service for accrual of bonuses. And again - all the results are recorded in visual graphs, the winners are also recognized by the public.

Even in tight budget and difficult crisis conditions, if you want, you can create for your employees not only a favorable atmosphere in the service - to keep employees, but also such conditions that they not only do not think about changing their place of work, but also work for the company with all their energy, enthusiasm and efficiency.

REFERENCES:

1. Sadriddinova, Amriddinova Rayhona. "Improving the operation of hotels in Uzbekistan." *Excellencia: International Multi-disciplinary Journal of Education* (2994-9521) (2024).
2. RS Amriddinova, SA Abdukhamidov SCIENTIFIC BASIS OF USING TOURISM AUTHORITIES IN UZBEKISTAN. 湖南大学学报 (自然科学), 2 (10), 51-55, 2022
3. Amriddinova Rayhona Sadriddinova, Umarova Fotima Umarjonovna. Republic Of Uzbekistan: An Attractive Country On The World Tourist Map. *Excellencia: International Multi-disciplinary Journal of Education* (2994-9521).
4. R Amriddinova, S Islomov. The importance of investment in the development of rural tourism and agrotourism and rural tourism. 2022/6/6. *Journal Builders Of The Future*