

**THE ROLE OF EMPLOYEE MANAGEMENT  
AT CASA DE LA ROSA IN TIMISOARA**

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***Abstract:** In this research we have followed the significant aspects of the role of motivating employees in a hotel. Research is focused on highlighting important issues of motivation of employees in the Hotel CASA DE LA ROSA covering the elements related to it. In a narrow way motivation is based on the classical vision of the organization and the manager who is focused only on the wage earners or the company staff. Motivation, in a wider sense, is based on a modern vision of the organization and management.*

***Key words:** motivation, perseverance, motive (incentive).*

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## **INTRODUCTION**

Motivation is a major attribute of the manager and one of the most frequently treated subjects in related literature. The activity of a manager can be successfully induced if he understands the role that motivation is playing in the work of subordinates.

In the past, individuals' motivation to work was limited to the very precise execution of what was required. The employee's incentive was simple: taking a job that would allow him to earn a living and support his family.

Many research works carried out immediately after the Second World War and since by Mc Gregor, Maslow, Likert, Herzberg or Mc. Clelland, have shown that the individual is far from being a motivatable engine under command, under the sole influence of a reward or constraint.

## **MATERIALS AND METHODS**

By etymology, the term "motivation" comes from the Latin word "Mover" that means *to move*. If motivation is viewed in the terms of the managerial concept we can distinguish two major meanings thereof: motivation, in a narrow sense and motivation in a broad sense.

In a narrow sense, motivation is based on the classical vision of the organization that the manager covers only wage earners or company personnel. This view still prevails, both in theory and the practice of global management. This kind of motivation aims to correlate the needs, aspirations and interests of staff within the organization with the achievement of objectives and by carrying out the duties, competences and responsibilities assigned within the organization.

Broadly, motivation is based on a modern vision of the organization and management. Thus, motivation resides in all decisions and actions that determine the company's stakeholders to contribute directly and indirectly to achieve superior overall functionality and performance based on the correlation of their interests in addressing and achieving objectives.

The effective content of motivation in each company is reflecting the managerial and the economic orientation promoted in it. The variety of these concepts, together with the extreme diversity of staff and managerial situations in organizations is reflected in the marked heterogeneity of concepts and management practices.

From the perspective of an organization, when we say that one person is motivated we usually do mean that the person is working "hard", persevering in his work and directing his behavior to suitable results.

From the reasoning that motivation is the extent to which a persistent effort is directed to achieve a goal, we can show some basic characteristics of motivation, as follows:

- Effort – The first attribute of motivation is the force of the behavior related to work or the quantity of effort available for a person during work. Clearly this implies different activities in different places of work.
- Perseverance – the second characteristic of motivation is the tenacity that individuals do proof of while carrying out their work duties.
- Direction – Effort and perseverance are referring mainly to the quantity of work performed by the individual. Of the same importance is the quality of the work done by everyone. Thus, the third characteristic of motivation is the direction of behavior related to work. Motivation means to work in an intelligent manner, not just working hard.
- Objectives – Every motivated behavior has certain reasons and objectives to which it is directed. Regarding the achievement of the organization's objectives, we have assumed that motivated people act in this way. A high productivity, good attention or creative decisions may be included between the employee's goals. Certainly, employees could be motivated by reasons that are contrary to those of the organization, such as: absenteeism, sabotage and fraud. In these cases they direct their persistent efforts in the ways that are not at all functional for the organization.

Motivation is the reason to do something, the mobile of all human actions, all the internal factors (needs, reasons) that persuade people to behave in different ways. Unfortunately, motivation approaches are often based on simplistic assumptions about how it works. The process of motivation is more complex than it seems to be - people have different needs, setting different objectives and various kinds of action to meet those needs.

G.A. Cole (G.A.COLE, Organizational Behaviour, 1998), one among the british specialists in human resource management, is giving us the following synthetic definition: "Motivation in a process in that people are choosing between alternative ways to behave in order to achieve personal goals". For completion, we might add here an alternative definition saying that "motivation is the sum of internal and external energies that initiate and direct behavior towards a goal that, once achieved, will determine the satisfaction of a certain need." (ROBERT L.MATHIS, Managementul resurselor umane, 1993).

"Why do people do what they do?". It is widely recognized that any behavior is intended to achieve something, a certain success, and what triggers behavior is the reason. A human being is not just a system, but one capable not only to respond to the incitations of the environment, but also to act on it, having his own business, relatively independent, of external influences. Humans can also have certain requirements to the environment that they can assimilate in accordance with their internal dynamics. The primary side of this activism is motivation.

*Motivation* – as a concept is derived from the Latin 'moves', 'moveo', that means to move, to set in motion. The concept of motivation is defined as "act or aggregate,

system of impulses, incentives, internal impulses, energizing and activation, tense or motives of actions and conduct. '( Teodorescu Stela 'Psihologia conduitei').

Human behavior understood as "all acts, deeds, reactions - motor, verbal, emotional - by which a person answer to physical and social requests of the external world" (Mamali Cătălin, 'Balanța motivațională și coevoluție) is oriented to special goals or incentives of the environment. This is not meaning that objectives control behavior. Goals are attractive just because motivations satisfy people individually. A human behavior is determined by its reasons, while objectives(goals) external to the individual, are offering him the chance to meet these motivations.« Motivation is assumed to maximize the contribution that individuals are ready to give for the development of the organization. An employee can give much more than the totality of duties of his position » (VLĂSCÉANU, 1993).

Motivation do explain the causes and objectives that determine human energies to go towards certain directions. Motivation is the result of some more or less conscious determinations and in the same time it is mobilizing subjects starting from their own wishes. The needs are usually individual, that makes hard to motivate in a global framework, requiring interpersonal communication and permanent observation by the management.

Motivation can clarify what activates internal energy directed towards particular goals and objectives. For people the sustained pursuit of a goal becomes paramount. Each individual can be motivated in a singular manner. User needs with cognitive maturation in terms of man with the experience of age, socio-emotional development and building values and moral senses. The motivation is directly related to the level of knowledge, and self-image depends on its fluctuations. Man can develop a strong autonomy in the process of reasoning, if known to be free of biological requirements and environmental constraints.

This issue depends on the importance that people are giving to:

- Individual differences;
- Social influences;
- The adjustment of cognitive aspects (active curiosity, need for exploration, need of perception and consistency).

Motivating employees is essential today to stimulate initiative and success (by material benefits and participation in various social benefits). Humans, as rational beings, react in one way or another for a certain reason. In order to lead an employee to a certain behavior we shall see what reason would he react to (which of his needs could motivate him more). People are different, so their needs as different, that lead to different ways of meeting them. For our survey we have used a single instrument: the questionnaire.

## RESEARCH AND RESULTS

The research was carried out within the Hotel Casa de la Rosa. For the study was used a single instrument, namely the questionnaire, the questionnaire survey. The questionnaire was applied to respondents, respectively to employees who worked in the hotel where our research took place.

In this research, the employees of Hotel Casa de la Rosa were involved in a sample of 21 people. Participants at the study men and women of different ages and different jobs, the research was conducted by personal interviews focusing on the role of employees' motivation.

## A GENERAL VIEW OF HOTEL CASA DE LA ROSA

Casa de la Rosa (Rosa I. C.) is situated in the south of the city, in one of the most beautiful residential districts of Timișoara. The address is: Urseni Avenue no. 16B. The architecture of the building has classical mediteranean influences offering an outstanding confort by merging materials in perfect harmony. The ambiance that exudes serenity and warmth inviting you to spend here as many moments of relaxation as you can.

The Hotel Casa de la Rosa is intended make clients feel like at home and to make them to come back whenever visiting Timisoara. The three star hotel has 26 rooms and 5 apartments finished to modern standards. Prices include VAT are: Single room -55 euro; Double room - 65 euro; Apartment - 95 euro. Located in a quiet residential area of Timisoara, at around 10 minute drive from the city center, Hotel Casa de la Rosa offers accommodation with air conditioning and free Wi-Fi and a terrace bar. All rooms are functionally furnished and feature a flat-screen TV with satellite channels, DVD player and private bathroom with shower.

Guests enjoy free bicycles. Additional facilities at Hotel Casa de la Rosa include reception desk and conference room. There is free private parking. Vuia International Airport is 20 minutes' drive from the hotel and shuttle service is available at an additional cost. Regarding the organization of the hotel, Casa de la Rosa has 26 rooms and 5 apartments finished to modern standards. The facilities offered by the hotel are individually controlled air conditioning and heating, telephone, LCD TV, cable TV (45 channels), Internet, bathroom with shower.

In addition to accommodation, restaurant Casa de la Rosa satisfy through services all requirements of even the most demanding customers. Here you can enjoy both Hungarian and Romanian gourmet cuisine. Other services offered by Casa de la Rosa would be: meeting room, parking lot, breakfast lounge, living terrace, bar, wireless Internet, luggage storage, reception - fax transmission, room service, safe for valuables.

**Table 1**

### The distribution of employees by departments

Department	Number of employees	Share in total employees (%)
Administration	1	4,76
Finance and accounting	1	4,76
Accommodation	7	33,34
Alimentation	11	52,38
Maintenance	1	4,76
<b>Total</b>	<b>21</b>	<b>100</b>

Source: our data

As it can be seen, the hotel has a total of 21 employees, most part of them at the departments of alimentation and accommodation.

**Table 2**

### Staff structure by education, age and sex

Year 2014	Age	Men	Women	Total
Higher studies	18-30	3	1	4
	31-43	1	1	2
	44-65	1	-	1

<b>Secondary</b>	<b>18-30</b>	<b>3</b>	<b>4</b>	<b>7</b>
	<b>31-43</b>	<b>2</b>	<b>5</b>	<b>7</b>
	<b>44-65</b>	<b>-</b>	<b>-</b>	
<b>Total</b>		<b>10</b>	<b>11</b>	<b>21</b>

Source: our data

Concerning personnel structure by individual level of training, can be noticed that 7 people have higher education and 14 people have secondary education. By age and sex it is significant that there are a total of 11 women and 10 men, hired in the company. In conclusion, half of the employees having secondary education are aged between 18 and 30 years.

**Table 3**

**Monthly fluctuation of rooms occupancy**

<b>Month of the year</b>	<b>Share of occupancy(%)</b>
<b>January</b>	38%
<b>February</b>	40%
<b>March</b>	55%
<b>April</b>	52%
<b>May</b>	50%
<b>June</b>	40%
<b>July</b>	38%
<b>August</b>	30%
<b>September</b>	40%
<b>October</b>	45%
<b>November</b>	45%
<b>December</b>	30%

Source: our data

Regarding the monthly fluctuation of rooms employment, we can see that it is around the average of 50%, more or less depending on the season. It may also be noted that the lowest values are recorded in December and August (30%).

**Table 4**

**Hotel movements**

<b>Month of the year</b>	<b>Total clients accommodated</b>	<b>Monthly structure(%)</b>	<b>Clients from inside the country</b>	<b>Foreign clients</b>
<b>January</b>	23	38%	8	15
<b>February</b>	24	40%	7	17
<b>March</b>	33	55%	12	21
<b>April</b>	31	52%	10	21
<b>May</b>	30	50%	12	18
<b>June</b>	24	40%	7	17
<b>July</b>	23	38%	6	17
<b>August</b>	18	30%	8	10
<b>September</b>	24	40%	8	16
<b>October</b>	27	45%	5	12
<b>November</b>	27	45%	7	20
<b>December</b>	18	30%	4	14

Source: our data

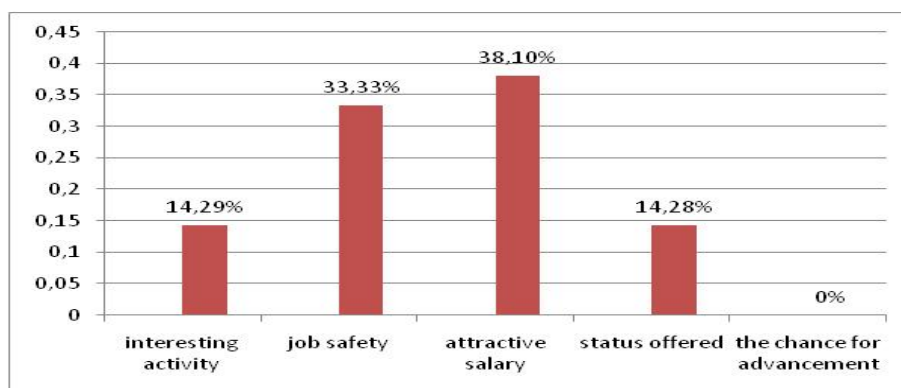
From Table 4, it can be seen that most of the hotel guests are foreigners, the hotel

being designed mainly for business tourism, most customers having as the reason for travel, their jobs.

### EMPLOYEE MOTIVATION

Inside the Hotel Casa de la Rosa the most significant motivational factor is the climate of the workplace. Employees are working in a relaxed atmosphere that is familial and friendly at the same time. In addition, the employees receive bonuses for holidays.

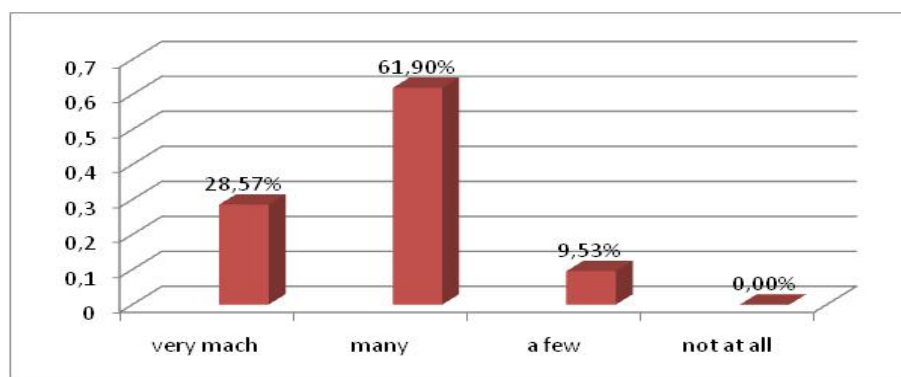
According to the results of the survey, focused on the level of satisfaction at the workplace, interpersonal relations at work, the information given to employees about the issues of the hotel, wage levels, management style, we can show the following:



Source: our data

**Figure 1. The main reason for employees to work**

Figure 1 is showing us that for the majority of the employees the main reason to work is the attractive salary (for 38,10 %) followed by the safety of the job (for 33,33%) and the attractiveness of the activity (for 14,29%) or the social status offered (for 14,28%), respectively.

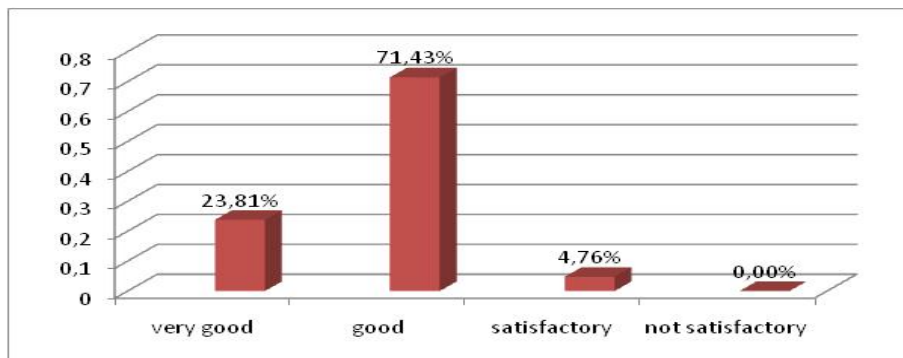


Source: our data

**Figure 2. Work brings professional satisfactions**

It can be seen that for the most part of employees work brings them high personal satisfaction (61.90%) and very high personal satisfaction (28.57%), by case. Only 9.53%

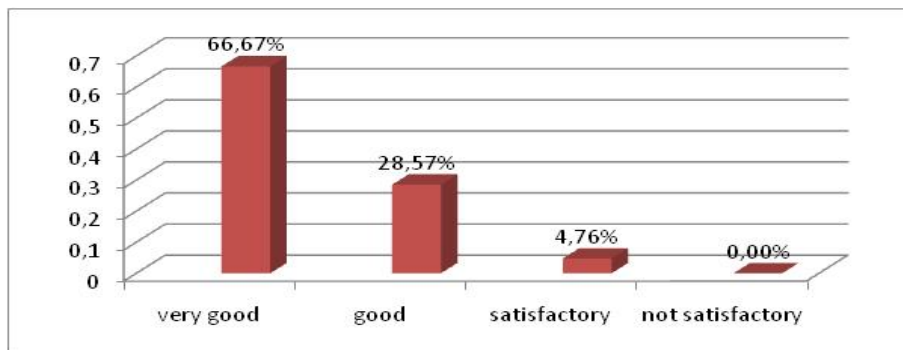
of the employees do feel to have few performances. There are no people who are not content with their work.



Source: our data

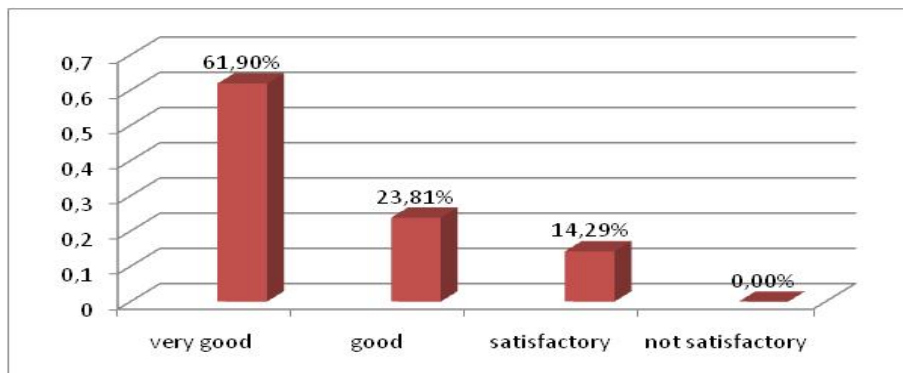
**Figure 3. The level of wages related to the work done**

For 71.43% of the employees the salary level is good related to the work performed, for 23.81% of them the salary level is very good and satisfactory for 4.76% of them.



Source: our data

**Figure 4. Relations between colleagues**



Source: our data

**Figure 5. Employees' relations with superiors**

Concerning the relations at the workplace, relations between colleagues as well as between employees and superiors are very good for more than 60% of the employees.

Within the hotel it is practiced the participatory management style, employees

being permanently informed about the changes occurring in the hotel and their own initiatives are taken into account. Employees are able to make decisions immediately, depending on certain situations to ensure the smooth conduct of business in the hotel.

### CONCLUSIONS

In conclusion, Casa de la Rosa offers a relaxing environment, leadership style practiced participatory one. The manager is always there helping employees considering them in their work colleagues and subordinates not, this is largely enabled by the reduced number of employees (21 with all the manager).

Employments are mostly preferred by recommendations and inexperienced people, the manager wanting to form after hotel needs. To recruit the hotel has a good partnership with academic circles. The hotel is a partner offering practical programs within the *Faculty of Economics and Business Administration*, Timisoara.

Motivating employees is essential today to stimulate initiative and success (by material benefits and participation in various social benefits). For most of the employees, the main reason for going to work is the attractive salary, followed by job security, and interesting work.

Employees are able to make decisions immediately, depending on certain situations to ensure the smooth conduct of business in the hotel.

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