

ANALYZES REGARDING THE MOTIVATION AND DETERMINATION OF THE EMPLOYEES IN ROMANIAN TOURISM

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Abstract

Although tourism is an independent field, in order to obtain a certain result, it also resorts to other physical, intellectual and moral acts from other branches, active, conscious and carefully selected. There is a wide range of activities arising from the natural desire to satisfy a consuming population in order to be able to always use quality and progress. Tourism needs to do something to bring back the joy of drinking coffee with friends, treating us medically and building relationships. Regardless of who the organizer is, the range of participants can be addressed to both our children and parents and grandparents, depending on the purpose of the organized activities. We all want secure and transparent services, full of educational value, accompanied by scientific, cultural and recreational events. The aim of the article is to demonstrate how important it is to motivate and determine employees in the field of tourism, on the road to success. Knowing the distribution in percentages, by categories of observation and the limits of this distribution, one can characterize the interactions between the researched groups, as they deviate, as well as the empirically established averages.

Keywords: tourism, quality management, service package, observation method, emotional behavior

1. INTRODUCTION

After a period of pandemic, alienation and economic crisis, tourism must do something to restore the lost joy of sitting at a table with family and friends, to exercise, to create interpersonal relationships and much more.

Every year, around the public holidays, there is a lot of publicity about the places occupied in the main external and internal destinations that tourists choose. Many of us have longed to reach our dream lands, but for various reasons we are left with only the desire, which sometimes comes back to us when we hear the holiday news. The choice of travel provides information on the means of transport used, preferred places and prices paid. The pictures taken and posted on social networking sites play a big role in the decisions we make regarding the tourist choices, having a fairly high probability of fulfilling our wishes.

The frustration sometimes comes after spending the days spent on trips, when some of those who return home compare how they felt in the country with those who spent abroad. Based on this, we should make a more detailed analysis of the tourist demand, the reasons for travel, the length of stay, the fidelity to a certain destination, what makes it different, etc. The factors to be considered are varied, complex and may change from time to time due to political, geographical and socio-economic changes, preferences, offers and more. This requires that tourism applications be well quantified in time and structure, based on well-established benchmarks for key aspects of the various classification systems.

After all, what is being pursued mainly in the world of tourism? A first answer would be, charging a large number of customers for tourist services and maximum quality in the services offered. But what is the magic

formula to achieve this balance, what do we need to improve to be attractive in the marketplace?

If we analyze the costs of a holiday apart from those of one in the country, we will see that it is more accessible to us, but it is not enough to make you feel good. Therefore, we aim to take steps in our research and see what can help us to achieve full results. In this sense, there must be a constant concern for everything that can be attractive to tourists and to offer to those who travel in the interest of a business and to those who are resident tourists a varied range of recreation. We have tourism offers for the most unusual and demanding tastes and why not use them? Why not have top destinations and pay exorbitant sums for smaller and more expensive stays abroad? Why is our goal to have tourism services on which to pay a fortune outside Romania and not to pay on infrastructure in Romanian tourism? What can we do to reduce costs and benefit from excellent conditions? How to mix tourism with other services, how to complete packages and offer diversified services? And why do it only in season and not in general? Can we develop new bases, local, regional, national? There are a few questions we have to solve.



Figure 1. The Romanian seaside (source: Cluj Magazine)

Tourism must be done in a better organized environment, with involvement at all levels, the goal being full customer satisfaction and economic growth. More specifically, I think that not everyone has a hotel base with many stars, modern technologies and future prospects, and this means funds that cannot always be covered from their own resources, but often need to be used for loans, grants or support. governmental.

If we analyze the geographical structure of our country, we will see that we have all the forms of relief compared to the relatively small area of Romania, we have four seasons, old traditions and a recognized hospitality and all these are great advantages compared to other countries.

It remains that through human efforts we carry out activities that lead to the satisfaction of tourists and the transmission of a positive tourist experience. Through this, we manage to make a real and beneficial publicity, to gain in the world of tourism the importance we deserve. This paper aims to further deepen the concept of emotional work, its characteristics, the importance of human resources, tourism in general and its real applications when it comes to the tourist experience. Also, related to the concept of emotional intelligence, I will analyze the pros and cons, since it aroused defenders and detractors. In addition to these concepts, we will analyze the explanation related to emotional work, such as attitudes and satisfaction, personality and values, employee involvement or "employment" and the organizational culture of companies.

Generation Y values and behaviors pose many challenges for some business managers. These young workers are eager for change, for novelty. They like to understand what their tasks are used for in the development of the company. The versatility of the workplace fits perfectly into this perspective, as it offers variety and suggests more responsibility for employees. They feel more appreciated being part of the organization and getting involved at different levels. For the company, the versatility of the jobs allows:

- reducing the number of employees;
- optimizing the use of human resources;
- valuing and motivating employees;
- retain more staff;
- obtains a greater commitment of employees to the company's values;
- manages work teams with more flexibility;
- ensures higher productivity;
- provide better customer service, as all employees feel involved and better equipped to meet customer needs;
- reduces human resource costs.

However, the organization adopting this *modus operandi* should expect:

- dedicating a longer time to training;
- managing more complex programs;
- the existence of less specialized employees.

The manager mobilizes each member of his team and ensures its development. These actions address two essential notions in management: motivating and

stimulating the team. The subtle nuance between the two is that motivation is an internal energy that pushes someone to act with pleasure, while stimulation induces someone, through an external lever, to perform an action. The manager has a leadership role, inspires his collaborators and seeks to make sense. His goal: to create the desire to get involved and get involved in their mission and to occupy a place in the company! The manager must therefore give meaning to the company and the missions of its employees. He must embody this commitment to unite his teams.

Finally, this article seeks to deepen the concept of emotional work, which is of vital importance to any tourism organization in the market today.

2. LITERATURE REVIEW

ATTITUDE AND SATISFACTION AT WORK

What is the attitude? A simple answer might be that attitude is the result of the individual's interaction with the world around him. The individual in the analyzed case is the employee in the tourism industry, with additional qualifications, full of managerial and communication skills, possessing emotional intelligence.

Goleman (1990) defines emotional intelligence as the ability of a person to recognize their own emotions, but also those of others in order to improve their interpersonal relationships in an empathic and effective way [3].

The concept of attitude occupies an important place both in social psychology and in studies on consumer behavior.

What are the main attitudes towards work?

Attitudes are evaluative statements, favorable or unfavorable, positive or negative, towards objects, people or events. They are associated with one's feelings about something. Related to attitudes, there are three components: cognition, affect and conative. Let's define each one!

The cognitive component is the description of attitude.

The affective component refers to the emotional or sentimental aspect.

The conative component refers to the intention to act towards someone or something, or the willingness to react. A special place in the study of attitude has the correlation between the three components.

As Brooke, Russell, and Price (1988) point out, a person has many attitudes, but only a very limited number of them are related to work [1].

The personality of an individual throughout life evolves and has a great influence on behavior, being a main subjective source of behavior.

Attitudes have a number of immutable properties, such as:

- *valence* - the evaluative affective dimension of attitudes, positive / negative towards an object;
- *intensity* - the power of the affective component whose intensity is higher or lower the closer or closer it is to an extreme pole;
- *centrality* - the position of an attitude in the set of elements that characterize an individual, such as social belonging, skills;

- *beliefs* - the presence in the attitude of different beliefs;

- *generality* - orientation towards an object or an entire category [4].

No matter how stable the characteristics of an attitude, the features are essentially unique to each person, each individual being unique.

SATISFACTION AT WORK

Employee satisfaction is the sensitive point of human resources. Any specific strategy or action is doomed to failure if employees are dissatisfied and, implicitly, insufficiently motivated. The most commonly used approaches to measuring job satisfaction are the single global assessment and the sum of a number of facets of the job. The response to the overall assessment ranges from "very satisfied" to "very dissatisfied". The approach of several facets of the job is complex, the employee being asked about the nature of work, remuneration, opportunities for advancement, relationships with peers. The answers lead to the determination of the degree of satisfaction, which can vary greatly depending on the appearance of the job analyzed. Sometimes people feel more satisfied with their jobs **in general** than with their job **itself**, or they have a lower level of satisfaction with their financial remuneration than with opportunities for advancement, and so on.

The quality of service provided and customer satisfaction is also influenced by the **emotional component** of the work, which continuously requires the worker social interaction and emotional management [5].

The joy of work itself shows higher levels of overall satisfaction when jobs ensure independence and the control exercised is effective and fair. Employees are more satisfied with challenging and stimulating jobs than with the predictable and routine ones. A job must develop, not cap an individual [7].

The issue of income is important when it comes to job satisfaction, the two being closely linked and influenced by a lot of factors. The same work in a poor country can bring satisfaction in work and general happiness, but in a developed country the relationship between satisfaction and happiness can be affected, sometimes even destroyed. Money motivates people, but it doesn't always bring them happiness.

If you have a job and are satisfied, you have enough money to live and fulfill your dreams, but what is your attitude towards others? Does your effect on others determine a positive or negative attitude?

There is a direct link between the level of satisfaction of employees and their work on others. The behaviors of dissatisfied employees, such as nervous outbursts, loud and harsh voices, disloyalty and negligence explain the annoyances created by those with whom they interact at work. From here, there are concerns of utter indifference, of ruining everything that has been built so far, revenge, delays, intentional sick leave, finding new jobs, compromising, destroying. Outgoing behaviors could save the reputation, if they were vocal, because knowing

them could take steps to improve working conditions, analyze possible problems that may arise, prevent the recurrence of known irregularities, stimulate additional staff, to be satisfactory and to bring good mood.

All negative behaviors are directly related to the performance of the business, the degree of customer satisfaction, the overall image of the company. The benefits cannot exist in a negative environment of satisfaction, and customers will feel the same and will not tolerate the repetition of mistakes. In service companies, retaining or losing customers depends on how employees treat customers.

On the other hand, if employees are satisfied, this means that they increase customer satisfaction and loyalty. The correlation works and vice versa, satisfied customers increase employee satisfaction.

EMOTIONS AND DISPOSITIONS

Emotions are automatic manifestations of feelings, more intense and of shorter duration, that we have towards something. Every emotion has a trigger behind it - an internal or external event that causes it.

Emotion is the expression and not the experience that can be observed directly and that affects the quality of the service.

A much more specific definition is given by the psychologist Martínez Iñigo (2001), who defined emotional work as all those psychological processes and conscious and / or automatic behaviors derived from the existence of organizational norms of emotional expression, emotional experience or both, which regulate interactions. related to the fulfillment of a job and which facilitates the achievement of organizational goals regarding emotional expression, which are associated with the achievement of other higher goals [8].

In the hotel industry, employees are expected to show happy and friendly emotions in their interactions with customers. Efforts to express positive emotions, as well as controlling feelings to express unwanted emotions, are emotional work. In relation to the concept of emotional work, there are three levels of action: superficial acting - employee's express emotions not felt, changing their appearance; deep acting - employees not only change their physical expression, but also their inner emotions and authentic acting - the emotions felt by employees are truly expressed expressions.

Emotions in organizations are treated as commodities, being appropriated by the organization for instrumental purposes. By treating emotion as a commodity with a certain exchange value, feelings become public spectacles [7].

Dissonance is defined as the distance between the actual emotion and the emotion needed at any given time. The greater this dissonance, the more emotionally the pregnancy will increase [10].

Emotional dissonance at work reflects the discrepancy between the emotions felt and those displayed and is considered a risk factor for the health and motivation of employees. Negative results frequently observed at work

take the form of clinical psychological symptoms or even turn into psychological disorders, such as: depersonalization, burnout, resorting to behaviors with high health risk. Believing one and doing another is a negative factor for job satisfaction.

The dispositions are diffuse and often variable affective states, of the background of the affectivity at a given moment. The dispositions are vague, the atmosphere, the interior environment. The provisions synthetically express a kind of weather, which can be good or bad.

Examples of emotional dispositions are: worries, euphoria, irritation, shame. The dispositions are subjective and difficult to reveal on a theoretical level, but easy to identify on an individual personal level.

Compared to emotions, in time, moods last longer - hours or even days. They can only be observed at the level of subjective experience.

The wide range of emotions and moods give color and dynamics to human affectivity and only by knowing them can we use them properly.

3. MATERIALS AND METHODS

Starting from a conceptual analysis and from valid hypotheses, we want to carry out an empirical research, using research techniques in the field of sociology, in order to know the social reality. Observation has many techniques and procedures for gathering information and processing data. The data obtained are the subject of this article, together with personal assessments in the field in which we specialize [2].

The method used to study job satisfaction, attitudes, and emotional behaviors is observation. We chose to conduct scientific research in the field, using an undeclared observer, who notes all the information in a very short time from its production and on the basis of which we drew conclusions and made proposals for future work. Through this research we have reached the goal of knowing some human typologies, in the field of tourism, on which depends largely the success of our holidays.

The diversity of aspects to be studied in depth is vast and changeable, which makes us get closer to some results, to discover and continue our study, the society being in a rapid and evolving change.

There were limitations in the number of cases observed, due to the time factor, the diversity of topics to be followed, the emotional states of the subjects, the study of literature and its harmonization with the latest discoveries in psychology, medicine, marketing, etc. However, the study is important for the satisfaction of the employee at work and for the reliability and satisfaction of tourism customers.

Thus, we will analyze the content of the communication in solving the problems that may arise within a group of tourists. We will classify affective and cognitive behaviors according to a series of data analyzes in order to obtain descriptive indices of group processes and the factors that influence these processes.

The categories applicable to the interaction group (discussion orientation issues, control issues, decision

issues, evaluation issues) allow the discussion profiles to be compiled, to reconstruct the conduct of these discussions, as well as the role of each participant in the group discussion. A high degree of reflection is required to classify behaviors, as the proposed categories are very general.

4. RESULTS AND DISCUSSIONS

In conducting the research, we assumed from the beginning that it is a subjective reflection, based on the literature consulted and the opinions issued. This is the result of the intended purpose, but which may change under different circumstances. We appreciate the experiment, which helps us to form an opinion about the group and the circumstances analyzed.

Taking as a reference the concept of emotional work, we can conclude that it has an importance that has increased over time and therefore it is necessary to pay enough attention to it when hiring and training staff for a travel company.

The literature shows that it is essential when it comes to the relationship between tourism employees and customers, the expression of appropriate emotions, i.e. to have a balance between personal satisfaction and business success. Employees need to control themselves at all times, they need to analyze their behavior towards the public, because they need to provide the best version of themselves, and this can only be done with great control over themselves. To achieve this goal, tourism must focus its efforts on properly training its employees, showing what are the right emotions when serving one client, or another, given that there are various situations in which behaviors must also be different. Avoiding it is easier than fixing an unpleasant situation. In exceptional situations, it is even required to favor a client, thereby, the employee reaching higher levels of job satisfaction. If enough attention and resources are given to emotional work, the tourist experience of the clients will be satisfactory enough.

The investigated subjects attached great importance to work motivation and stated that they are motivated and integrated in the tourism company of which they are part. It is necessary to emphasize that the observation made contributed to a better understanding of the concept of emotional work, but we are aware that we still have findings to make, the importance of emotional work increasing over time.

5. CONCLUSIONS

From the review of the literature included in the theoretical framework of this paper, it is concluded that work motivation is a fundamental variable in the organization, as it depends on the performance of workers and their integration into the organization. This is especially true in times of economic crisis such as the current one. However, there is a need to review the theoretical aspects of motivation and to develop research that takes into account other segments of the population

and other variables associated with motivation. In this sense, the need to analyze the motivational structure is highlighted, taking into account aspects of an intrinsic nature (i.e., emotional salary) and not only aspects of an extrinsic nature.

Finally, we believe that if the knowledge for this subject improves, the experience that tourists should benefit from would be different. A good relationship between tourism employees and customers is fundamental in this sector, which we experience even when we are on vacation.

Future lines of research could be the emotional side of different categories of subjects: men/women, young people/adults, students/seniors, and the question that challenges us at this time is whether tourism can bring more joy to the times we are going through References.

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