

UDC 658.381

DOI <https://doi.org/10.32782/2521-6643-2025-2-70.42>

**Horozhankina N. A.**, PhD in Geography, Associate Professor  
at the Department of International Tourism and Hotel and Restaurant  
Business University of Customs and Finance  
ORCID: 0000-0003-2773-8630

**Saihak Ye. L.**, PhD in Economics, Department of International  
Tourism and Hotel and Restaurant Business  
University of Customs and Finance  
ORCID: 0000-0002-6406-9272

**Grytsenko A. V.**, PhD in Economics, Department of International  
Tourism and Hotel and Restaurant Business  
University of Customs and Finance  
ORCID: 0000-0002-8986-0714

**Topol D. S.**, University of Customs and Finance  
ORCID: 0009-0004-7910-0692

## OPTIMISATION OF THE STAFF MOTIVATION SYSTEM IN THE HOTEL BUSINESS

*The personnel motivation system is considered on the example of LLC "Hotel World (the hotel "Dnipropetrovsk")". Based on the questionnaire method, a check was made of the compliance of the existing personnel motivation system with the requirements of the company's employees.*

*The compliance of the existing personnel motivation system with the requirements of the company's employees was checked by means of a questionnaire using a specially developed questionnaire. All hotel employees (100%) participated in the questionnaire.*

*Factors of employee dissatisfaction with their work were identified, and the need to improve the personnel policy for employees was assessed. 38% of respondents are completely satisfied with their work in the institution, 43% are more satisfied than dissatisfied, 14% are more dissatisfied and 5% are completely dissatisfied. It was found that 60% of employees are satisfied with the organisation of their workplace, 40% are completely or partially dissatisfied.*

*An assessment of the motivation system was conducted to assess the motivation system of the staff of the hotel "Dnipropetrovsk". It was found that many motivational elements of the hotel "Dnipropetrovsk" require improvement. The main problems associated with the motivation system are: lack of assessment of well-organised professional development and training activities for staff; lack of an adaptation process for employees; lack of career planning for employees; lack of awareness of employees; low level of financial incentives for employees.*

*As a result of the audit of the personnel management system of the hotel "Dnipropetrovsk", it was found that the staff motivation system at the hotel needs improvement, which affects labour productivity.*

*The following measures are recommended to improve the staff motivation system at the hotel "Dnipropetrovsk":*  
*1. Implement an effective staff motivation system that increases labour productivity. When using schemes and bonuses in the salary structure, there should be a clear connection between the contribution of a particular employee and the amount of compensation.*  
*2. Improve the system of material and non-material incentives for employees, including the introduction of additional salary payments at the end of the year, the issuance of certificates of the best employees, etc.*

*A SWOT analysis of the staff motivation system of the hotel "Dnipropetrovsk" was conducted, based on which the shortcomings of the staff motivation system were identified: the staff motivation system is represented only by wages in the form of direct compensation and is practically limited; failure to use the entire motivational potential of employees to improve existing processes and results of the enterprise.*

*The main opportunity of the hotel "Dnipropetrovsk" is to gain time during the recovery period after the economic crisis, reconstruction after Ukraine's victory in the war with Russia and use it to develop a motivation system that meets modern market conditions.*

*Key words: staff motivation, personnel management, staff turnover, hotel "Dnipropetrovsk", business, optimization, system.*

© N. A. Horozhankina, Ye. L. Saihak, A. V. Grytsenko, D. S. Topol, 2025

Стаття поширюється на умовах ліцензії CC BY 4.0

---

*Горожанкіна Н. А., Сайгак Є. Л., Гриценко А. В., Тополь Д. С. Оптимізація системи мотивації персоналу в готельному бізнесі*

*Розглянуто систему мотивації персоналу на прикладі ТОВ «Готельний світ (готель «Дніпропетровськ»)). На основі методу анкетування проведено перевірку відповідності існуючої системи мотивації персоналу вимогам співробітників компанії.*

*Виявлено фактори незадоволеності працівників роботою та оцінено необхідність покращення кадрової політики щодо працівників. 38% респондентів повністю задоволені своєю роботою в установі, 43% більш задоволені, ніж незадоволені, 14% більш не задоволені і 5% повністю не задоволені. Встановлено, що 60% співробітників задоволені організацією свого робочого місця, 40% повністю або частково незадоволені. Аналіз бажаного методу винагороди показав, що 50% респондентів отримували бонуси. Організація колективних заходів показує бажання людей об'єднатися. 9% співробітників хочуть продемонструвати свої таланти, а 11% зацікавлені в більш значущій роботі.*

*Проведено оцінку системи мотивації персоналу готелю «Дніпропетровськ». Встановлено, що багато мотиваційних елементів готелю «Дніпропетровськ» вимагають поліпшення. Основними проблемами, пов'язаними з системою мотивації персоналу, є: відсутність оцінки добре організованих заходів з професійного розвитку та навчання персоналу; відсутність процесу адаптації для співробітників; відсутність планування кар'єри для співробітників; відсутність обізнаності співробітників; низький рівень фінансового стимулювання для працівників.*

*Запропоновано заходи для поліпшення системи мотивації персоналу в готелі «Дніпропетровськ»: впровадити ефективну систему мотивації персоналу для підвищення його продуктивності праці; вдосконалити систему матеріального та нематеріального стимулювання працівників, що включають введення додаткових виплат заробітної плати в кінці року, видачу сертифікатів найкращих співробітників.*

*Ключові слова: мотивація персоналу, управління персоналом, плинність кадрів, готель «Дніпропетровськ», бізнес, оптимізація, система.*

**Problem statement.** In hotel businesses, the main task is to create an optimal management system in which staff motivation is an important organisational component. In the current realities of a market economy, the functioning of any structure is impossible without regular, systematic study and determination of the effectiveness of the use of available resources, which includes assessing the productivity of personnel management mechanisms.

In every enterprise that uses a modern approach to staff motivation, the human resources of the enterprise (including hotel businesses) are the most important resource, and the development of its potential is considered one of the most important goals.

**Analysis of recent research and publications.** The main methodological works can be considered the works of the authors: O. Havrylova, L. Kovalenko, V. Nepochatenko, I. Chernysh, M. Kozyk, D. Gayova, M. Malska, I. Pandyak and others.

**The goal of the article:** to study the optimisation of the personnel motivation system in the hotel business using the example of the activities of the enterprise LLC "Hotel World (the hotel "Dnipropetrovsk")".

**Presentation of the main material.** Company-wide HR policy is the most important part of HR management. To achieve current goals, it is important to apply certain strategies, such as employee motivation, when creating.

The goal of motivation management in personnel management is to realise a person's abilities to perform the tasks assigned to them. Motivating and encouraging employees means changing the structure of values and interests in accordance with the specified parameters, developing a core of appropriate motivation, and providing long-term influence on employees in order to develop the potential of employees on this basis [2;5]. In personnel policy in the field of incentives and motivation, it is necessary to set goals for each employee, the achievement of which becomes a guarantee of receiving guaranteed benefits [1].

Incentive is the driving force that not only influences a person's character, but also influences the external state of their work through the profit distribution mechanism, since there is an interest in obtaining certain guaranteed benefits that the employee actively motivates [4].

Stimulating labour activity to achieve the goals of the enterprise stimulates employees to work, increases productivity and quality of work through material and moral influence [3].

Let's move on to considering the personnel motivation system using the example of LLC "Hotel World (the hotel "Dnipropetrovsk")", which is located in the city of Dnipro, Sicheslavsk Naberezhna Street, building 33.

The organisational and legal form of the company "Hotel World" LLC is a limited liability company.

The location of the hotel is very advantageous, opposite is the Dnipro River and a refined embankment with a large number of different cafes, restaurants, coffee shops, the building of the State Circus, the city centre is a 10-minute walk, Taras Shevchenko Park is located 1.5 km away.

The hotel has a three-star status. Each room has cable TV, a balcony and a refrigerator. The private bathroom has a bathtub and free toiletries.

Guests can enjoy European and Ukrainian cuisine in the hotel's restaurants or relax in the bar.

The bus stop "Naberezhna Sicheslavsk Street" is 20 metres from the hotel. The city's train station is 3 km away.

Many employees participate in the personnel management system of the hotel "Dnipropetrovsk". The general director is the head of the enterprise. All department heads carry out his orders.

There is a clearly defined scheme of interaction between managers and subordinates in the hotel "Dnipropetrovsk". The heads of each department ensure a high-quality solution to the assigned tasks. At the same time, the hotel manager and his deputy rely on the work of their subordinates and have more time to solve other tasks of the organisation. Thus, the overall productivity of the hotel is at a high level.

A hotel manager is responsible for performing human resource management functions such as recruiting, hiring, evaluating, and terminating staff. In addition, his responsibilities include the following functions: planning the development of the organisational structure and moral climate of the hotel.

Verification of the compliance of the existing personnel motivation system with the requirements of the company's employees was carried out by means of a questionnaire using a specially developed questionnaire. All hotel employees (100%) participated in the questionnaire.

The study was able to identify factors of employee dissatisfaction with work and assess the need to improve employee personnel policy.

38% of respondents are completely satisfied with their work in the institution, 43% are more satisfied than dissatisfied, 14% are more dissatisfied and 5% are completely dissatisfied (Fig. 1).

The survey found that 60% of employees are satisfied with the organisation of their workplace, while 40% are completely or partially dissatisfied.

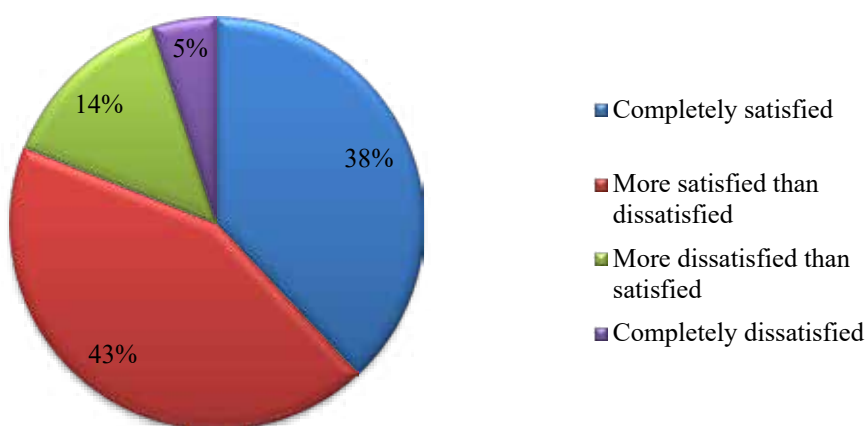


Fig. 1. The hotel "Dnipropetrovsk" staff satisfaction

Source: compiled by the authors

When analysing opportunities for training and improving staff skills, we took into account employee benefits, the effects of individual training and on-the-job training:

- 1) professional development and on-the-job training – 40%;
- 2) training and seminars held outside of working hours on weekends – 10%;
- 3) providing paid time for personal training of personnel – 50%.

An analysis of the preferred reward method showed that 50% of respondents received bonuses. Organising collective events revealed people's desire to unite. 9% of employees want to showcase their talents, and 11% are interested in more meaningful work.

An assessment of the staff motivation system of the hotel "Dnipropetrovsk" was carried out using a five-point scale (table 1).

Analysing the data obtained, we can conclude that many motivational elements of the hotel "Dnipropetrovsk" require improvement. The main problems associated with the motivation system are:

- 1) lack of evaluation of well-organised professional development and training activities for staff;
- 2) lack of an adaptation process for employees;
- 3) lack of career planning for employees;
- 4) lack of awareness of employees;
- 5) low level of financial incentives for employees.

In addition to the undeniable achievements in the field of personnel management of the hotel "Dnipropetrovsk", several important issues were identified during the process of familiarisation and analysis of the company under study.

As a result of an audit of the personnel management system of the hotel "Dnipropetrovsk", it became clear that the hotel's staff motivation system needs improvement, which affects labour productivity.

Table 1

**Evaluation of the motivation system at the hotel "Dnipropetrovsk"**

<b>Components of motivation</b>	<b>Rating score</b>
1. Organisational culture. A system of values and norms shared by all employees of an enterprise.	3
2. Identification with the legal entity. Visible image of the company from the staff and the outside world.	3
3. Attendance system. Participation of employees in the distribution of general economic results, participation in the capital of the enterprise, development of cooperation.	2
4. Personnel care. All types of social assistance, services provided for recreation, sports, and care for employees who need assistance.	4
5. Workplace organisation. Providing the workplace with ergonomic and organisational support.	4
6. HR policy. Planning and selection of professional development activities and mobile devices takes into account the needs, desires, and professional abilities of employees.	3
7. Organisation of working hours. Convenient setting of working hours according to the needs of employees and companies.	3,5
8. Communicating information to employees. Providing employees with information about the company's work.	3

Source: compiled by the authors

To improve the staff motivation system at the hotel "Dnipropetrovsk", we recommend the following measures:

1. Implement an effective staff motivation system that increases labour productivity. When using schemes and bonus plans in the salary structure, there should be a clear connection between the contribution of a particular employee and the amount of compensation.

2. Improve the system of material and non-material incentives for employees, including the introduction of additional salary payments at the end of the year, issuing certificates to the best employees, etc.

A SWOT analysis of the staff motivation system of the hotel "Dnipropetrovsk" was conducted (table 2).

Analysis of the staff motivation system of the hotel "Dnipropetrovsk" revealed the following shortcomings:

1. The staff motivation system is represented only by wages in the form of direct compensation and is practically limited. The organisation has developed rules regarding bonuses and established a possible salary increase of 5-10%.

Table 2

**SWOT-analysis of the staff motivation system of the hotel "Dnipropetrovsk"**

<b>External environment</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Internal environment</b>	1. The opportunity to gain time during the recovery period after the economic crisis, reconstruction after Ukraine's victory in the war with Russia and use it to develop a motivation system that meets modern market conditions. 2. Maintaining a market position in a competitive environment.	1. Decrease in sales volumes compared to planned indicators.
<b>Strengths</b>	<b>Field of strengths and opportunities</b> 1. Management does not allow the deterioration of the socio-psychological climate in the organisation, a decrease in the effectiveness of teamwork, or a decrease in the effectiveness of individual employees. 2. Awareness of the problems faced by the company and the availability of the necessary financial resources to eliminate them in sufficient time will allow the development of projects that will improve the company's motivation system.	<b>Field of strengths and threats</b> 1. Using all the strengths of the hotel enterprise in order to overcome the decline in staff productivity and focus on achieving the goals facing the organisation.
<b>Weaknesses</b>	<b>Field of weaknesses and opportunities</b> 1. Development of projects aimed at improving the motivation system (including the development of an effective reward system and elements of non-material and non-monetary incentives).	<b>Field of weaknesses and threats</b> 1. The company needs to develop and implement a new staff motivation system that best meets modern conditions, thereby increasing employees' interest in their work and increasing labour productivity.

Source: compiled by the authors

---

Those who work in such a system have a financial interest in achieving high overall productivity for the entire team to improve the quality of their work results.

2. Failure to use the entire motivational potential of employees to improve existing processes and results of the enterprise.

The main opportunity of the hotel "Dnipropetrovsk" is to gain time during the recovery period after the economic crisis, reconstruction after Ukraine's victory in the war with Russia, and use it to develop a motivation system that meets modern market conditions.

Based on the SWOT analysis of the personnel motivation system, in order to improve the personnel motivation system of the hotel "Dnipropetrovsk", we can suggest the following measures:

- use of all your strengths to maximise the opportunities arising in the external environment;
- description of the possibility of trying to overcome the weaknesses of the organisation;
- use of your strengths to eliminate the threat.

The procedure for providing additional payments should be reflected in the rules of the internal labour regulations and the regulation "Rules for the remuneration of employees of the hotel "Dnipropetrovsk". Such assistance is justified in accordance with the Labour Code, since it does not worsen the employee's situation. However, such assistance should be established for all employees. In order to consolidate the company's personnel and avoid staff turnover, an allowance for work experience is introduced.

To increase incentives and benefits for company employees, we propose to introduce a correction coefficient depending on the category of employees and the amount of additional payments allocated by the company.

**Conclusions from this study and prospects for further exploration in this direction.** In summary, the main recommendations for achieving the goal of our study are as follows. In order to improve the staff motivation system at the hotel "Dnipropetrovsk", it is recommended to implement the following measures:

1. Implement an effective staff motivation system that increases labour productivity. When using schemes and bonus plans in the salary structure, there should be a clear connection between the contribution of a particular employee and the amount of compensation.

2. Improve the system of material and non-material incentives for employees, including the introduction of additional salary payments at the end of the year, issuing certificates to the best employees, etc.

#### Bibliography:

1. Бойко З., Горожанкіна Н., Грушка В. Модернізація систем управління підприємств сфери обслуговування. *Development Service Industry Management*. 2025. № 1. С. 29–34.
2. Гаврилова О. В., Осійчук В. В. Мотивація персоналу як один із методів управління у готельних підприємствах. *Modern Economics*. 2023. № 38(2023). С. 22–27.
3. Коваленко Л. Г. Мотивація персоналу підприємств готельно-ресторанного господарства. *Глобальні та національні проблеми економіки*. 2017. № 16. С. 323–326.
4. Непочатенко В. Мотивація персоналу в готельному господарстві. *Економіка та суспільство*. 2021. Вип.31. URL: <https://doi.org/10.32782/2524-0072/2021-31-42>
5. Черниш І., Козик М. Сучасні форми і методи мотивації персоналу підприємств сфери послуг. *Економіка і регіон*. Полтава: ПНТУ, 2021. Т. 1(80). С. 87–91.

#### References:

1. Boiko, Z., Horozhankina, N., & Hrushka, V. (2025). Modernizatsiia system upravlinnia pidpriemstv sfery obsluhovuvannia [Modernisation of management systems of service enterprises]. *Development Service Industry Management*. № 1, 29–34.
2. Havrylova, O., & Osiychuk, V. (2023). Motyvatsiia personalu yak odyz iz metodiv upravlinnia u hotelnykh pidpriemstvakh [Staff motivation as one of the management methods in hotels]. *Modern Economics*. № 38, 22–27.
3. Kovalenko, L. H. (2017). Motyvatsiia personalu pidpriemstv hotelno-restorannoho hospodarstva [Motivation of the personnel of the enterprises of hotel and restaurant economy]. *Hlobalni ta natsionalni problemy ekonomiky [Global and national economic problems]*. 16, 323–326.
4. Nepochatenko, V. (2021). Motyvatsiia personalu v hotelnomu hospodarstvi [Staff motivation in the hotel industry]. *Ekonomika ta suspilstvo [Economy and society]*. (31). Retrieved from: URL: <https://doi.org/10.32782/2524-0072/2021-31-42>
5. Chernysh, I., & Kozyk, M. (2021). Suchasni formy i metody motyvatsii personalu pidpriemstv sfery posluh [Modern forms and methods of motivating personnel of service enterprises]. *Ekonomika i rehion [Economy and region]*. Poltava: PNTU. Vol. 1(80), 87–91.

Дата надходження статті: 30.10.2025

Дата прийняття статті: 17.11.2025

Опубліковано: 30.12.2025