

Hospitality management and its role in hotel organizations through the effective role of human resources management incentive systems operating in hotel organizations

Ahmed Talib Mahdi Al-Ahmir^{1,*}

¹ Ministry of Higher Education and Scientific Research, Mission and Cultural Relations Service, Iraq.

* Corresponding author, Email: Ahmed.t@uokerbala.edu.iq

Received: 06/06/2023

Accepted: 29/07/2023

Abstract

The hotel is the most important element in the tourism process because if its services are of high quality, it can increase its value and generate revenues that are beneficial to the host country, so hotels also depend on the human resources that provide this service, and the hotel management imposes on its employees. The incentive system can greatly encourage and motivate employees to work in an organized and continuous manner, so as to ensure the high level of the hotel and reach the local and international first-class hotel in the competition with other hotels.

keywords: Hospitality management, hotel organizations, human resources.

Introduction

The concept of management refers to the making of managerial decisions at the level of an organization or an organizational unit within an organization, and the planning, organizing, directing, communicating and leading activities performed by managers. Over the past decade, the world has seen the hospitality industry grow exponentially until it has become one of the largest and fastest growing industries in the world, accounting for 10% of global GDP and one in 11 jobs worldwide. According to the statistics of the World Tourism Organization (UNWTO), the number of jobs created by this industry will reach 73 million by 2025, which makes many operators, investors and companies look at it. The owners of the field tend to employ competencies and people with specialized knowledge to stimulate their business and accelerate its growth, which leads many to be interested in obtaining a job in this field by taking advantage of the academic and training programs offered by the best universities .. a world of opportunities in this field. Therefore, in this study, we will provide a detailed explanation of hotel management, and the study will consist of three parts. Shows the first axis Objectives, questions, importance and assumptions of the study, while the second axis will be the concept of hospitality management in hotel organizations. Informational, physical and financial "necessary", we will learn about the many tasks, finances and responsibilities of the human resource through the hotel's human resource management. The third axis: human resource incentives in hotel and tourism organizations, what are the incentives, types of incentives, foundations of organizational incentives, stages of developing incentive systems, and incentive obstacles

The first topic

Research Methodology

First: Research objectives.

1- Searching for strengths and weaknesses in the hotel organization, trying to bridge the gaps, avoiding mistakes in them, and striving for continuous improvement, taking into account the incentives of the human element.

2- Building a solid and strong hotel system that relies on experienced, capable and responsible human elements

Second: the research problem

It is known that the human relations movement calls for the importance of employee morale and working conditions, but the poor organization of hotel management has led to multiple indicators indicating defective incentive systems and methods for workers at all levels of material and spiritual incentives applied to have a negative impact on job satisfaction, in addition to a lack of understanding of the importance Motivation, its role and its relationship to job satisfaction and the neglect of some sectors of these institutions

Third: the importance of research

Despite its importance and direct relationship to increased personal productivity and job satisfaction, the field of motivation is underrepresented in research and learning in this field.

2- Recommendations that the research can provide and benefit from in practice.

Fourth: the research hypothesis

Hotel employees enjoy a greater degree of job satisfaction thanks to the incentive system implemented by the hotel management.

Fifth: the limitations of the study

-Objective Boundaries 1

The impact of hotels on motivation and motivation of employees is noted as an objective measure.

The second topic

Hotel management and its role in hotel organizations

Hotel Management Philosophy:

Hotel and Hospitality Management is the academic study of the hospitality industry and hospitality services. Hospitality management degrees are usually awarded by university colleges specializing in hotel management or by business schools with relevant departments of hotel management studies. Certificates in hospitality management may be referred to as hospitality management, tourism and hospitality management, or hospitality management. Credentials awarded in this specialty area include MBA and Doctor of Business Administration. Hospitality management studies focus on the management of hotel operations, including hotels, restaurants, cruise ships, theme parks, marketing organizations, convention centers, and related industries ⁽¹⁾.

Hospitality industry The hospitality industry consists of a wide range of services industry, including housing, restaurants and management of all activities that take place in a hotel, all the way to airline and cruise programs, and other areas of the travel industry.

The hospitality industry covers a wide range of activities that provide food and accommodation services. The industry is divided into sectors based on the skill set required to perform the job. These industries include housing, food and beverage, meetings and events, games, leisure and entertainment, travel services, and visitor information ⁽²⁾.

Hotel management level:

The size of the organization determines the number of levels of the organization, the larger the organization, the higher the levels. In general, there are three administrative levels:

- Senior management: a group of managers at the head of the executive structure who take executive decisions headed by the general manager.

Name of the decision taken by the top management:

Overall Decision: A decision that affects the organization as a whole.

Long-term decisions: These decisions have an impact on the organization and last for years.

Integrated decision-making: These decisions include all aspects of financial, human and social organisation.

Job title of senior management staff:

- General Director.

- president.

- General Director.

- Mid-level managers: responsible for implementing the decisions of senior managers, which includes managing key functions and core departments. ⁰

Administration address:

- Heads of Departments.

- Office Manager.

- Expert Auditor.

- Senior researcher.

Subordinate management: under the highest level of administrative organization called supervisory management, and its functions are as follows:

- Oversee the organization's performance.

- Implementation of middle management decisions, directives and policies.

- Make routine decisions on a regular basis to carry out daily business in the administrative units they supervise.

Minimum management title:

- Mentors.

- Heads of Departments.

- Foreman.

- Statistical researcher.

- Executive Secretary.

Hotel organization:

The study of organizations in general has received consistent attention over a relatively long period of time due to its multiple implications for different fields of knowledge. Sociologists are interested in it because of its clear impact on building cohesion and group efforts, as well as relationships between individuals ⁰.

Psychologists are also interested in studying organizations because of the influence and interaction between individuals working in different organizations, including hotels, of course, and the differences they show in their behavior in these organizations, which is known as organizational behavior. It is also now of interest to industrial engineering scholars as a way to benefit from a career specialization ⁽¹⁾.

In management terms, on the other hand, organizing is one of the basic functions of hotel management, along with planning, leading and controlling.

In this regard, the importance of organization stems from its association with power structures, the centralization of decision-making at the higher executive levels, and the need to group the necessary activities into administrative units so that each administrative unit is led by an executive within whom the process officer is in charge and has given him the necessary authority to achieve the goals of the hotel.

The importance of organization stems from the desire to coordinate efforts to avoid conflicts and conflicts in performance and decision-making, and the necessity of integrating the activities of the various hotel departments to achieve the desired goals⁰

This chapter aims to deal with the organizational structure of different hotels, which means communicating the basics of hotel organization, including relevant concepts and principles, the hotel's organizational structure and its basic constituent elements, and designs of various organizational forms.

.The concrete and comprehensive definition of the institution is not as easy as some might think. This is due to a number of factors, part of which is the concealment of the organization itself. Many components of organizational processes include intangible elements such as human behavior, motivation, goals, responsibility, authority, accountability, focus, form, coordination, grouping of activities, and delegation

There are also some factors caused by organization theorists themselves. Most of these theorists put forward different definitions of organization from their own perspectives according to their research interests and practical backgrounds.

It is well known that the emergence of many different definitions describing the same phenomenon over a similar period of time can lead to conflicts, so this article will take an approach based on dealing with the most important recent definitions that are relatively accepted by experts in the field. management field, which finally allows us to make regulatory proposals.

.Some define organization as the process of deciding what to do and by whom. How do you combine these tasks? Who drives whom? Where will you make decisions? This is in line with the concept developed by others of organizing the identification of task-related department functions, grouping them into specialized departments, and then allocating resources to those departments.

It should be noted that the first two definitions are based on the concept of the organizational process, which considers the organization as an administrative process, as it is a structure that collects activities, defines power relations in a formal way, and describes the tasks to be accomplished. , and determines the commitment to the performance of overburdened personnel, and the decision-making center of the hotel⁰

It also reflects a clear interest in hotel staff, even though the hotel organization itself is built around functions and events rather than people and names. Regardless of the changes in the personnel who occupy the jobs, the hospitality organization still exists and continues to exist ⁽¹⁾

The author's point of view is supported by a definition given by another management scholar, that organization is the process of building a system for coordinating authority, responsibility, and tasks. It just means a turn in the opposite direction, because this definition completely ignores any reference to

the members of the organization, "hotels in our case." However, it emphasizes the concept of organizational process more clearly than the previous definition, except that it limits it to the coordination of three basic elements:

Power supply.1-

Responsibility.2-

Tasks.3-

The fourth group of management books defines an organization as the collection and coordination of organizational resources (human, financial, material and information) needed to achieve its objectives.

Achieving the goals of the hotel - according to this concept - requires attracting and selecting human resources (employment) that are suitable for working in the hotel, defining work and responsibilities for them, grouping activities into work units called hotel departments, coordinating various efforts, and employing other resources to create a suitable climate for the hotel's activity. It also appears from this definition that he considered the function of attracting and selecting workers, or what some call formation, as one of the sub-activities of the organizing function.

A fifth group of management scholars presented another concept of organization, as they defined it as an arrangement of individuals and resources to accomplish tasks that serve a general goal and includes division of labor, identifying individuals who will do each work, allocating the necessary resources to carry out each activity, and coordinating activities and efforts of individuals to serve the general goal.

Thus, we can say that this concept sheds light on the pivotal role of organization in hotel management, in the sense that organization is considered a focal point for administrative activity, although it represents the second basic function of management.

After planning, however, it is difficult, if not impossible, to carry out any good and comprehensive plan without proper organization. It includes the process of allocating the necessary resources to implement the plan, identifying the individuals who will implement the plan, coordinating their efforts, and demarcating authority and channels of communication .

In sum, we propose the following definition for the organization of hotel activities:

The organization of hospitality activities is defined as the administrative functions associated with the process of arranging and coordinating the "human, informational, material and financial" resources of a hotel establishment necessary to accomplish tasks to achieve its objectives.

Thus, it is envisaged that a good organizational structure allows proper distribution of hotel activities through division of labor and allows work to be coordinated in such a way as to serve the objectives of each hotel.

Practice has shown that the organizational structure cannot meet the above requirements. It is much easier to talk about the quality of the hotel's organizational structure than to create a good organizational structure. As a result, disorganized hotels resort to so-called restructuring ⁽²⁾⁰ .

⁰Human resource management for hotels

The human factor plays an important and fundamental role in the entire transaction process. Because of its great impact on all aspects of life, it is considered the basis of various economic, social and productive activities, and is achieved through it in all agricultural, industrial and service fields...etc. ⁽²⁾

At the organizational level, human resources play an important role in enabling its growth and continuity and are considered as one of the most important and scarce resources in any organization. Particularly sensitive in the field of tourism and hospitality, the human element of this industry is fundamental as it tries to meet the needs of tourists, whether in tourist attractions or in hotels .

Human resources planning has evolved over time from being a basic method used by companies to determine the needs of personnel affairs to a vital aspect of the company's strategy aimed at achieving maximum benefit from ((human capital))

Over time, human resource planning has evolved from a basic method used by companies to determine personnel needs to an important aspect of a company's strategy to make the most of ((human capital .((
0

More and more companies are emphasizing that strategic human resource management can indeed be a source of differentiation from the competition.

For example: China Southern clearly regards human resource development as its competitive advantage, and its concern for people makes it the strongest competitor among airlines. A smart plan that takes care of human resources. In short, human resource planning, recruitment and selection are the first steps in activating the company's strategy by maximizing investment in human capital.

We will learn many tasks related to human resources, its finances and responsibilities through the note "Introduction to Human Resources Management in Hospitality Management" and how the company can be competitive by giving every hardworking employee his rights and assigning tasks correctly, and how to get the right people in places Occasion ⁽¹⁾ ..

The third topic

Human resource incentives in hotel establishments

⁰ incentive concept

Incentives in terms of purpose

Incentives are divided in terms of their purpose into two parts

HR incentives for hospitality organizations

Motivational idea

Motivation is defined as a set of factors that motivate a person and influence his behavior and actions.

Motivation includes all methods used to motivate employees to work efficiently.

The definition of incentives is: in the field of production, all means and factors that can motivate employees to perform their duties diligently and conscientiously, and induce employees to do their best beyond the average level ⁽²⁾ .

incentive type

goal motivation

Incentives are divided according to their purpose

- Outstanding Performance The incentives offered here are rewards for normal or good performance, as required by classical management theory; If individuals are expected to improve normal or good performance, and if levels of performance decrease over time by achieving a minimum level of performance

Thus maintaining the individual's job, then receiving a salary and receiving the prescribed incentives. That is, the worker can continue his job because his minimum performance ensures that he will not be fired. The same applies to bureaucratic organisations. Incentives for good performance such as promotions, recognition and rewards, while others depend mostly on the individual's level of commitment to the specified performance, he is not expected to increase, develop or renew it.

- perfect performance; Here, incentives are offered to high performers, including a certain degree of innovation and innovation, which is what modern management trends seek, for example: management by means of goals, for example, incentives provided by management for innovation include excellent performance, workers add something new for their work in this way, such as realizing a new performance method, which can save some time or energy, simplify procedures, shorten work steps, save costs, or offer management to give useful advice. Identify aspects of creativity, excellence and innovation and provide them with specific incentives according to their area of expertise and the surrounding environment. ⁽²⁾

Incentives in terms of their nature or (value)

Here is a brief breakdown of these types of incentives:

0material incentives

These incentives come in different forms and have different images in different departments. These incentives are all material rewards. Monetary incentives are considered one of the most important incentives at the present time, because money almost meets all human needs, as it is real, tangible effect, unlike other means. In addition, material incentives are commensurate with people's understanding of action in the current situation. And just as money fulfilled the necessities of life such as food and housing, money was considered necessary for health and education in addition to providing the luxury of life and social status. It depends a lot on money. Money is expressed in terms of the wages that an individual receives for the work he does, and these wages are distributed among workers or employees in different ways, and they differ from one organization to another according to the nature of the work and the wages that each organization performs. Tracking systems, we found that each of these methods had a significant impact on motivating and motivating employees to improve performance and stay on the job.

Among these countless ways, for example:

In these countless ways, such as:

- Daily Salary: However, this incentive has a disadvantage because it does not give employees or workers the opportunity to work harder because they feel and realize that they are equal in terms of results and wages to other unqualified employees. It gives workers or employees the opportunity to increase their output to a high level at any time and there is no reason to rush the completion of work to increase wages.

- Monthly Salary: It is the salary that employees or workers receive at the end of each month for the work performed in the current month, according to the employment contract. If the previous types represent the broadest types of material wages, we find that there are other types of incentives and rewards, which appear in different forms, for example:

1-The allowance due at the beginning of each year: It is represented in the annual increase for the worker or employee, and it is determined by the labor law that applies in general to all workers in the state or the private sector, and it has a maximum and a minimum limit⁰.

2- Work Quality Award: This is the degree that recognizes high-quality performance that exceeds the specific performance of the job in terms of quality, quantity of work, and technical knowledge. This bonus is granted in annual increments and the employee must spend (12) months in the facility after starting work, which is the time required to obtain this bonus in addition to outstanding work.

3-The Employee Award: It is a monetary or in-kind award, or both, granted annually to an employee of the institution for excellence and creativity in his work, as well as for his distinguished contributions, provided that he fulfills his eligibility criteria. Professional disciplinary awards.

4-Work discipline award: It is the amount of money awarded annually to a group of employees in the proportion of one share per department, with conditions such as arriving early to work, not being late, being present at the workplace, and not leaving work. During working hours and not to be absent from work

5- End of Service Reward: An estimated or in-kind remuneration granted at the end of service to an employee who is subject to the Retirement Age Law due to reaching the retirement age, medical reason, or death, and this percentage varies from one institution to another.

⁰ Moral incentives

Moral incentives are considered one of the most important pillars in the incentive system set by the institution, without which the image of incentives within the institution to encourage work and improve performance cannot be complete. This is because human instinct and nature are social, and human survival is inseparable from respect and appreciation for others. In addition, employees have many non-material needs, which differ from person to person, but these needs or needs can be limited to needs such as a sense of security, a sense of belonging, social status, and a good relationship with superiors and colleagues. It's also about their need to be respected, whether it be to themselves or others. In this way he develops his sense of self-confidence, competence and competence; Conversely, the lack of these needs may create feelings of weakness, helplessness, and depression. Moral incentives that go beyond material aspects are also important in employee motivation. Examples of moral incentives are:

- Involving workers in defining goals and increasing their role and interaction with the organizations in which they work. Administrators must recognize the importance of workers' feelings and consider ways in which they can satisfy workers' desires, which, if met, can help increase worker motivation. The

management approach is seen as motivating. Fundamental in this direction, the method consists of three steps:

- Defining objectives at all levels and defining them with the participation of employees and the executive level at which they work.
- Set dates to achieve specific goals so that these dates are agreed upon at the beginning with everyone's participation and known data.
- Follow-up and feedback on the level of performance achieved and take action accordingly.
- Recognition of employees' efforts: Since many employees appreciate recognition for their efforts, this is considered an important incentive to move forward at work. Examples of potential applications for this motivational method include giving employees various moral rewards such as: naming ideal employees or offering

Methods: Other ethical codes, such as work ceremonies, giving paid leave, giving letters of appreciation or medals or some other form, which vary from organization to organization and state to state, encourage employees to make career development suggestions, reward and suggestions followed, and the participation of workers' representatives in decision-making in the management, all lead to increase the loyalty of the workers, to make them work to do their best, and to sympathize with their participation as a moral incentive without the slightest effort from the upper management¹.

Numerous studies and experiments conducted by cadres in various workplaces and production sites have proven that in addition to material incentives, there are other incentives that have a significant impact on employees' enthusiasm or increase their attachment to work, which are spiritual incentives such as praise, encouragement of hardworking people and putting their names on honor cards and certificates.

Moral incentives come in many forms, some of which we mentioned in the previous introduction, and we will clarify some of these forms through the following points, but within an institutional framework:

1- Years of Service Award: It is an award for employees who have served for a long time and are recognized for their work in development agencies, or for representing competence, motivation, and conscientiousness to others. year and was honored in an official ceremony.

2- Letters of appreciation and letters of appreciation: Letters of appreciation are defined as: a written acknowledgment of a specific work or service that deserves appreciation, as well as a letter of appreciation, which is a written acknowledgment of work that goes beyond what is usually required by official duty.

3- Praise and reprimand: Give praise and praise when individuals perform correct and correct actions, and issue warnings and reprimands when people perform wrong duties or incorrect actions.

4- Social facilitation: There is competition when individuals or teams work. There must be an atmosphere of competition within the institution, but in a legal manner, and this is what is known as active competition.

5- The psychological motivation for work: employees who feel comfortable about their health, work, future, and children, and stay away from fear, and are surrounded by various types of social insurance such as work injuries, occupational diseases, and old age. unemployment and death, which play an important role;

worker performance; Because security is a necessary condition for psychological health, and if individual security is the basis for psychological balance, then group security is the basis for social change.

6- The social motive for work: the individual is appreciated and respected by others, has his own social status and is not excluded from society, that is, the individual feels his social importance and that his existential endeavors have value and influence on others. This is because social appreciation enhances a sense of security and increases the desire to work as a team.

7- The need for work and appreciation: It is called the need for achievement. Because it involves building relationships with others, including: love, contentment, acceptance, health, companionship, and social status.

8- The need for work and self-realization: that is, a person directs all his capabilities and energies and tries to use them in work to achieve his desires and desired goals, that is, to perform the work entrusted to him, so he does that. Useful and valuable work for others.

9- Achievement motive: It expresses the worker's feeling of his desire to preserve his job through the improvements, innovations and inventions he offers to it. That is, his sense and feeling that what he is doing is in line with what his country expects⁰ .

10- The motive of stability: It is the need for industrial workers to feel stability in work, fair treatment, without discrimination in terms of promotion or reward rights, and stability in terms of the future and what happens to them in the case of incentives for the relevant authorities or (the beneficiaries.)

Personal motivation

It is a motivational measure that focuses on creating a personal competitive spirit, and gives a specific individual a double increase in performance, or as a reward for his excellent products, which creates a competitive atmosphere among individuals. Personal incentives are rewards that individuals receive individually for completing a specific work, such as: promotions, bonuses, and incentive rewards. Personal incentives can be positive or negative, material or spiritual, so workers take incentives and rewards for their excellent work, and get appreciation from their superiors in the form of letters of praise or thanks, or participation in decision-making, or when solving a specific problem. Problem There is an individual motive to satisfy a collective need of the individual, whether it be psychological, social, biological, work injury or any disease .

Collective motives

Focusing on teamwork and cooperation among employees, such as in-kind benefits, health care, and social care. These incentives may target a group of individuals working in an administrative unit, department, or department to motivate them to improve and increase efficiency in performance. and productivity. become a catalyst

Is collectivism positive or negative, material or moral. Group incentives are designed to meet the psychological, social and physical needs of members of the same group. Needs such as affiliation,

loyalty, appreciation from others, and collective motivation help increase cooperation between individuals, strengthen bonds, stimulate competition between them, and increase their desire to achieve the common good and common goals. Criteria are used to define criteria for allocating incentives to individuals. The fairer these standards are, the more members are willing to work hard to get the incentives available, but if they feel wronged or tainted by nepotism or personal preference, then they feel wronged and their efforts are wasted on the team, so their needs for respect, recognition, and self-affirmation remain incomplete or frustrated⁰.

⁰ The effect or (efficacy) of incentives

Positive motivation

If he does the required work and is given a gift, tangible or intangible, and counts on encouragement, hope, and optimism, it will do all kinds of good for the individual. These incentives include all material and moral incentives in increasing production or raising the level of production, and in most cases it is considered one of the best ways to motivate workers. Because it spreads an appropriate healthy climate in the surrounding working conditions and its diversity includes the largest group of workers.

Positive incentives enhance the creativity and innovation of workers at work, as they are adapted to the desires of workers, and thus leave some positive results in the work process, such as the incentives of financial rewards granted to workers for the work they do

negative incentive

seeks to influence the behavior of workers through methods of punishment, intimidation and discipline, which are characteristic of physical punishment; Such as deductions from wages or denial of bonuses and promotions.

Negative incentives include punishment, which creates fear of repeating the same mistakes in order to escape punishment, as an incentive not to make mistakes and wrongdoings.

In practice, negative incentives do not motivate the worker to work, but instead warn. Instead of promoting cooperation and not teaching performance, teach how to avoid punishment and how workers can avoid situations that lead to punishment without giving up their jobs; For example, from a psychological point of view, the fear of expulsion is unacceptable. - Methods of observation and passive control.

It does not cause maximum energy to the individual performing the function normally so as not to be fired. Negative motivation manifests itself mainly in the form of intimidation, threat of punishment, or other coercive or positive factors that try to force the individual to act in a certain way or punish, most notably in the form of this punishment: threat of dismissal, reduction of wages, deprivation of vacation time, Or moving to remote and undesirable places.

Many managers believe that punishment or threats are an effective tool for gaining obedience and loyalty from employees. This may be more beneficial than other methods and is a strong incentive for individuals to correct their behaviour. However, the punishment or threat may be triggered by a personal fear that they will not be able to respond⁰

Negative attitude towards work. Intimidation and punishment found in negative incentives aim to force individuals not to engage in bad behavior, instead of urging them to perform specific jobs, which may help increase productivity, however, it may leave a negative impact on the psyche of ⁽²⁾ workers, making

them feel frustrated at work. This is why subordinates must consider the size of the punishment and that the punishment be proportional to the behavior that caused it

Basis for granting incentives:

Granting incentives must be based on a set of foundations in order to achieve the desired goals, and not cause adverse results for employees in particular, and for the organization and its performance in general, and these foundations can be summarized as follows:

o Dependence of the incentive on the behavior: This means that the incentive comes as a result of a specific behavior, and this requires that the organizations have incentive policies and rules that explain when and how the employee can obtain the incentive, whether the incentive is positive or negative, and that employees are aware of these policies.

Timing: This means that the stimulus comes immediately after the behavior. Because the longer the period between the behavior and the stimulus, the relationship between them becomes ambiguous and contradictory.

The size of the incentive: This relates to whether the incentive is small or large, and small and large are relative terms, but what is meant by it is (that the penalty be of the type of work), i.e. according to the amount of work, and the incentive can become useless if the employee does not know, through the organization's incentive policy and rules, what he must do To get the stimulus of a certain kind and a certain way.

Motivation type: There are many types of incentives, including material, moral, positive, negative, internal and external incentives. The important thing here is that supervisors recognize the incentives that have the most impact on the employee who wants to motivate him.

Persistence: It is equality in the application of the incentive, so if an employee does a new job and receives a reward as a result of that work; It is natural for any employee to get the same reward if he does the same work as the previous employee (justice is the basis of judgment.)

⁰ . Stages of designing the incentive system

In order to achieve this general objective (whether for the organization or the incentive system), it must be divided into partial objectives, according to the organizational units (activities, sectors, departments, factories, centers, branches, and divisions). As you can see, this difference between these units justifies that there are goals of their own, and they may be different in nature. The most important thing in all of this is that it must be reflected and translated into clear parts of the incentive system.

Stages of designing motivational systems ⁽²⁾

Whoever develops an incentive system (whether it is an external consultant, HR manager or board of directors) should consider the terms of a good incentive system as complementing a good basis for formulating and designing an incentive system

1- Determine the objectives of the system:

The system pursues general goals and specific strategies, and anyone who wants to develop an incentive system should study it carefully. Then try translating that into goals that trigger your system. The aim

of the incentive system may be to maximize profits, increase sales and revenues, or it may be to reduce costs, encourage new ideas, encourage production quantities, or other objectives.

In order to achieve this general objective (for both the organization and the incentive system), it must be divided into partial objectives according to the organizational units (activity, department, department, factory, center, branch, business unit). As you can see, this difference between these units is justified by the presence of their own goals, which may be different in nature. Most of all, it must be reflected and translated into an explicit part of the incentive system. (2(

Therefore, a comprehensive and complete incentive system can contain several sub-systems. This is part of the salesmen system, part of the senior management system, and part of the office reward system. The system should cover all levels and units as much as possible.

Dividing the general objectives into partial objectives means the sequence within each organizational unit from top to bottom, from general administration to administration, and back to the department, up to the individual contribution of each person to the achievement of these objectives. This is also in line with the principle of joint system development.

2- Performance Research:

This step aims to define and describe the required performance, as well as to define the method of measuring the actual performance.

Defining and describing the required performance requires:

.There is a properly designed job with a full workload. No more tasks, no less. The job is specific, clear, understandable, a known beginning and end, and a defined path and results.

2-The right number of workers is there, so there is no more or less than necessary. If a job has a certain number of workers, are their behaviors similar, inherited, or complementary? The answer to this question can lead to a shift from individual motivation to group motivation. Which may involve a separate incentive system.

3-To have a sound work method, that is, to have complete work procedures and steps, steps for obtaining work inputs, steps for stages and processes, and work outputs.

4-Suitable working conditions, that is, the workplace is easy to operate, including equipment, tools, lighting, heating, etc.

5- Individuals have complete control over the business and cannot be responsible for actions beyond their control. Performance is best expressed in terms of performance rates or indicators of achievement, which can be in the form

Workload: eg, number of units produced, number of invoices reviewed, amounts charged, number of trips, etc. It can all be attributed to specific time periods such as hours, days, weeks, months, and years.

Quality of work: such as the number of defective and healthy units, the quantity of goods returned, the amount of debt, the amount of waste, etc.

Grading and Ranking: Grading means that the measurement has the characteristics of the type of rating and judgment (eg excellent, very good, good, fair, poor). As for scheduling, this means placing the performance of the subjects being evaluated on a scale that characterizes them (that's first, then second, then third, ...then last.)

At this point, things move to another step, which is to decide how to measure actual performance. This is determined through the development of forms and records where time performance rates are determined as required and then the location of the daily, weekly or monthly (or annual (or according to other circumstances) recording of performance as it actually happens. Proper measurement of actual performance can ensure validity (i.e. the ability to express actual performance.)

1- Determine the incentive budget

It means the total amount available to the incentive system manager to spend on this system, and the amount in the incentive budget must cover the following items() :

- The value of incentives and prizes. It represents the vast majority of the incentive budget and includes partial items such as bonuses, bonuses, trips, gifts and others

- Promotion costs, which cover items such as brochures, brochures, promotional posters, correspondence, letters of thanks and parties (including other related items(

But how is the size of the incentive budget determined?

A distinction can be made here between two types of incentive budgets, given the size of the incentives themselves: Daily, weekly, monthly or annual (or as appropriate) actual performance record. Properly measuring actual performance ensures validity (meaning that actual performance can be expressed) and stability (meaning that the measurement will not change under any circumstances.)

(3)Determine the incentive budget

Refers to the total amount available to the incentive scheme manager for the system, and the amount in the incentive budget should include the following items:

Rewards and their value. It represents the vast majority of the incentive budget and includes some items such as rewards, rewards, travel, gifts, etc.

- Advertising expenditures, including items such as brochures, pamphlets, promotional posters, letters, thank-you notes and parties (including other related items(

But how is the size of the incentive budget determined?

Motivational barriers:

1-Fear or dread of institution

2-The objectives of institutional management are not clear

3-The worker does not follow up, so he does not know the good and the bad

4-Lack of functional training and guidance to correct errors

5- The lack of communication channels between managers and employees makes each of them fall into the gutter

6- Administrative errors such as diversity and inconsistency in decisions

7- Multiple leadership and conflicting orders

8- Many changes in the leadership, especially when each of them has a different style of work than the previous ones.

Factors that help motivate employees:

However, if you want to determine what will help motivate your employees and win them over to work with you, build a sense of respect and appreciation for your employees by praising and praising them for a job well done.

1- Try to be patient and make employees feel that you care about them

2- Engage workers and take responsibility for improving their jobs, and make an effort to train them.

3- Try to make employees who are quiet and loud, or extroverts, feel equally good.

4- Share your vision with your employees and ask them for more ideas

5- Make an effort to teach others how to do things themselves and encourage them to do so.

6- Link rewards to good job performance, not job criteria and seniority

7- Allow and even encourage side hustle

8- Encourage workers to solve problems themselves

9- Evaluate employees' achievements and indicate the value they add to the organization.

10- Remind them of the work they do

11- Remind them of the sacrifices others have made for this work

12- If work has a negative impact, remove from their hearts and chests the fear of what work will do to them.

13- Protecting them from rumors and fabrications

14- He repeated to them that work should always be associated with sincerity

15- Try to reconcile the duties and tasks of the working groups

16- Try to interact and communicate with the workers

17- Ensure that employees are provided with things that arouse their desires in several ways.

Conditions for the success of the incentives:

In order for incentives to achieve their intended objectives, management must consider the following general conditions. (e) Moreover, effective leadership and the use of available incentives by managers is one of the important pillars of incentive systems. For the incentive system to be successful, the following conditions must be met:

- 1-Agree on work goals and personal goals
- 2-That the work is compatible with the individual's inclinations and abilities.
- 3-Combining the material and moral aspects
- 4-Match the stimulus with the required effort.
- 5-Consider the cost components.
- 6-Motivation is associated with desired behavior and immediate application.
- 7- Fairness in employee motivation and emotions.
- 8-Determining the incentives, the basis for the incentives, and the conditions for obtaining them.
- 9- Indicative incentives for good performance and the development of desirable behaviors.
- 10-Involving individuals in developing incentive plans
- 11-Consistency of incentives and overcoming the minimization of their parts (physical and social incentives, quantitative.)
- 12- Updating the effectiveness of incentives by announcing them, confirming their objectives, and explaining their foundations.
- 13-Providing good efficiency because it is the basis for the success of the incentive system.
- 14- Identify individual responses and explore their perceptions of stimuli.
- 15- Evaluation and development of reward systems.

The effective impact of the incentive system on human resource management

The incentive system is one of the means used by management to motivate employees to work harder to achieve the set goals, and therefore the main objective of the incentive system is to achieve a high level of employee performance(.

There is a difference between motivation and impulse, as motivation emanates from the human soul, and what arouses his desire to work is a kind of internal motivation that pushes a person to search for certain things, and thus directs his work. To act and act in the direction of that thing or goal.

As for the work stimulus, it is something external, present in society or its surroundings, that attracts it as a means of satisfying its perceived needs.

From here we realize that motivation is a behavioral indicator or instructions found in the formation of people's thoughts and psychology, while motivation is an external behavior indicator for people. Because human behavior occupies a special importance in the organization, and motivation is given importance in what is required to direct human behavior towards goals, and we devote it to this chapter.

Conclusions and Recommendations

At the end of this study, I cannot help but express my sincere thanks to the Distinguished Discussion Committee for reading my meager research and informing you of the thoughts of Almighty God after the success and assistance of my teacher, and may God grant me success to be in shape. From your hands when introducing this topic, here are the following recommendations and conclusions:

First: Recommendations:

Based on the foregoing, we offer some recommendations based on the results of this study, which we hope will be useful to officials and decision-makers in the tourism sector, as well as researchers and those interested in this topic, namely:

1- Attention must be paid to applying and activating material incentives in general, and especially for those who receive low salaries based on the results of the study, such as (regular bonuses, food allowances, material prizes and in-kind gifts, salary bonuses, annual bonuses, and payment of loans and advances.)

2-Attention must be paid to applying and activating moral incentives in general, especially those that obtain low grades based on the results of the research, such as (nominating outstanding students for postgraduate studies, training programs, awards, medals, certificates, letters of appreciation, promoting work status, celebrating subordinates.)

3-Classifying, describing and evaluating jobs, establishing the organizational structure, determining the appropriate salary, formulating the salary level and job level for each position, and determining the various allowances, bonuses and bonuses.

4-Initiating and developing an approved list of institutional rewards and penalties in accordance with the work system as a basis for establishing a fair and effective incentive system that is simple, realistic, continuous, objectively defined, and related to effort, performance, and productivity. To the state of each institution and its activity and capabilities commensurate with it so that it can grant honor and hold violators accountable.

5-Raising the skills of workers and encouraging career growth and development through the preparation of practical and theoretical training programs and programs that raise the skills of workers and develop their competencies and competencies.

6-Focusing on employee problems such as (absenteeism, tearing, quarrels, negligence, turnover, procrastination, laziness, procrastination, poor performance, low productivity) and identifying, studying and treating personality traits and health, psychological and social conditions.

7- Examining and studying the causes of job dissatisfaction in the hotel work environment and finding successful solutions, especially at the lower levels, such as (availability of qualifications and training opportunities, fair wages, fair opportunities for promotion and privileges, availability of material and moral incentives and appropriate individual and group.)

Second: Conclusions:

.1-Hospitality management depends on the wise leadership of the business within the organization to meet the wants and needs of the guests, in addition to achieving the largest possible amount of profit.

2-A good hotel organization seeks to organize coordination across departments and levels of hotel management to make use of all available resources to achieve the desired objectives.

3-There is a direct relationship between the application of material and moral incentives and the satisfaction of the work environment. The greater the application of material and moral incentives, the greater the workers' satisfaction with the work environment, and vice versa.

4-Motivation, despite its great impact on workers, the obstacles and problems it faces prevent it from reaching the required level.

5-Motivation is the greatest motive for the behavior of the working individual, because the motive prompts him to create reasons for his work.

.Researchers believe that social incentives are necessary to encourage and create a spirit of competition among workers and help them move up the career ladder.

References

1. Ahmed Sayed Mostafa, Human Resources Management, Twenty-First Century Perspective, publishing house and country not mentioned. 2000.
2. Ahmed Mohamed Al-Masry Hotel Management University Youth Foundation in 1998
3. Hamid Abd al-Nabi al-Taie, front office management in hotels, Dar: Zahran, 2000
4. Suhail Al-Hamdan, Modern Management of Tourism and Hotel Establishments, Dar Al-Ridha 2001
5. Laila Muhammad Saber Al-Zalaki, Basics of Interior Supervision in Hotels, Higher Institute of Tourism and Hotels in 2004
6. Ruwaiha, Ali Muhammad Amin, Hotel Management and Raising Its Productive Efficiency, Wael Publishing House, Amman, Jordan, 1998.
7. Ali Al-Salami: Human Resources Management, Dar Gharib for printing and publishing, Cairo. 1997
8. Alish, Omar Maher, Human Resources Management, Publications Agency for Dar Al-Ilm, Beirut, Lebanon, 1985.
9. Omar Abdulaziz Tawfiq, the principles of hotel management, Dar Zahran, 1997
10. Maher Abdelaziz Tawfiq Hotel Management Flag Dar Zahran in 2006
11. Mohsen, Marwan, Hotel Management and Economics, Maglawi Publishing House, Amman. Jordan, 1995.
12. Nasser Ben Ali Al-Samal, developing the leadership skills of the employees and their relationship to the job performance of the Saudi Shura Council, Master of Naif University, Riyadh, 2011
13. Baha'din, Maliki Samir (Tourism and Hotel Services and their impact on tourist behavior) (3, Finance magazine and Markets, Msanganim University, Dr. X,85
14. Omar Abdulaziz Tawfiq, the principles of hotel management, Dar Zahran, 1997
15. Maher Abdelaziz Tawfiq Hotel Management Flag Dar Zahran in 2006
16. Mohsen, Marwan, Hotel Management and Economics, Maglawi Publishing House, Amman. Jordan, 1995.

17. Nasser Ben Ali Al-Samal, developing the leadership skills of the employees and their relationship to the job performance of the Saudi Shura Council, Master of Naif University, Riyadh, 2011
18. Baha'din, Maliki Samir (Tourism and Hotel Services and their impact on tourist behavior) (3, Finance magazine and Markets, Msanganim University, Dr. X,85.
19. Zwin, Abdul Prince Abdul Kazim, Hotel Management Art, Wael Publishing, Amman, Jordan, 2003
20. Ali Al-Salimi, developing performance and renewal of organizations, House of Printing, Publishing and Distribution, Egypt, 1998
21. Anderaws, sndhir , Hotel Front office -Training Manual , Tata , M . C , Graw Hill , New Delhi, 1982
22. David , obrone , J . Pesonnel selet ion and P roducyivity , ghon willey and sons , London , 1988
23. Denny , ru ther ford, G, hotel Management and Operation , Van Rienhold , , New York , 1999.
24. Rutherford, D. G.(1995), Hotel Management and Operations, Van- no strand Renitbld, U.S.A.
25. Christian,Michon,2003,The Marketing,paris,Edition person l,p.39. -28