

MOTIVATION IN MANAGEMENT

Помінова Т.І., гр. МВ-29

Науковий керівник – ст. викл. **О.О. Мануєнкова**
Харківський державний університет харчування та торгівлі

Motivation is defined as goal-directed behavior. It concerns the level of effort one exerts in pursuing a goal. Managers are concerned with this concept because it is closely related to employee satisfaction and job performance.

The Motivational Process in Organizations:

1. Employee needs. People have a set of needs they want to satisfy: (a) existence (biological and safety), (b) relatedness (affection, companionship, and influence), and (c) growth (achievement and self-actualization). These internal stimuli energize behavior.

2. Organizational incentives. Organizations have a set of rewards that can satisfy employee needs. These include: (a) subatantive rewards (pay, job security, and physical working conditions), (b) interactive rewards (co-workers, supervision, praises and recognition), and (c) intrinsic rewards (accomplishment, challenge, and responsibility). These organizational factors influence the direction of behavior.

3. Perceptual outcomes. People develop a set of perceptions regarding: (a) the value of organizational rewards, (b) the relationship between performance and rewards, and (c) the likelihood that their efforts may result in task performance.

4. Motivational efforts. If they have the ability and authority, people make motivational decisions based on how they perceive the value of rewards, the instrumental relationship between performance and rewards, and the likelihood of task accomplishment. Generally, positive perceptions lead to high motivation.

5. Performance levels. Performance is a function of ability and motivation. Ability determines what a person can do, while motivation determines what a person will do.

6. Rewards. Performance may be either rewarded or not rewarded. Equitable rewards lead to employee satisfaction; inequitable rewards or no rewards lead to dissatisfaction.

7. Satisfaction. The amount of satisfaction modifies the type and intensity of employee needs. This modified need structure influences the individual's future behavior.

This conceptual model identifies a number of factors influencing employee motivation, satisfaction, and performance.

THE STORY OF SUCCESS: «SHERATON» HOTELS AND RESORTS (ІСТОРИЯ УСПИХУ: ГОТЕЛЬНА МЕРЕЖА «ШЕРАТОН»)

Попова В.С., гр. ГРС-49

Науковий керівник – ст. викл. **І.І. Ков'ях**
Харківський державний університет харчування та торгівлі

Sheraton Hotels and Resorts is Starwood Hotels & Resorts Worldwide's largest and second oldest brand (Westin being the oldest). Starwood's headquarters are in Stamford, Connecticut.

The origins of the brand date back to 1937 when Ernest Henderson and Robert Moore acquired the Stonehaven Hotel in Springfield, Massachusetts. The chain got its name from another early hotel that the pair had acquired, which had a lighted sign on the roof saying "Sheraton Hotel" which was large and heavy and therefore too expensive to change. Instead, they decided to call all their hotels by that name.

Henderson and Moore had opened three hotels in Boston by 1939, continuing with their rapid expansion opening properties along the entire East Coast.

In 1949 Sheraton expanded internationally with the purchase of two Canadian hotel chains. By 1965, the 100th Sheraton Motor Inn had opened its doors. The multinational conglomerate ITT purchased the chain in 1968, after which it was known as ITT Sheraton.

In 1985 Sheraton became the first Western company to operate a hotel in the People's Republic of China, assuming management of the state-built Great Wall Hotel in Beijing, which became the Great Wall Sheraton.

In 1994, ITT Sheraton purchased a controlling interest in the Italian CIGA chain, the Compagnia Italiana Grandi Alberghi. The chain had begun by operating hotels in Italy, but overexpanded across Europe just as a recession hit. These hotels formed the core of what came to be the ITT Sheraton Luxury group, later Starwood's Luxury Collection. In April 1995, Sheraton introduced a new, mid-scale hotel brand Four Points by Sheraton Hotels, to replace the designation of certain hotels as Sheraton Inns.

In 1998, Starwood Hotels & Resorts Worldwide, Inc. acquired ITT Sheraton, outbidding Hilton.

Under Starwood's leadership, Sheraton has begun renovating many existing hotels and expanding the brand's footprint.

In 2012 the prospects for the chain look as good as gold.